# Library Service Review

**Report submitted to Clarington Public Library**

**RFP no. 2016-2**

**November 29, 2016**

**TCI** **TCI Management Consultants**   in association with   **Beth Ross & Associates**   **+Reich Petch** ARCHITECTS

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# Clarington Public Library Service Review: Contents

# Executive Summary

Clarington Public Library (CPL) is a four-branch library system in the Municipality of Clarington. The overall goal of this service review was to research, develop, design and produce a series of fiscally responsible recommendations for enhancing the library service for both the current and future needs of the library services in Clarington.

The review was carried out between May and November 2016. Research techniques included a documentation review, staff and stakeholder interviews, staff workshops, four public meetings, a confidential online survey of the community, a confidential online survey of staff, a mapping exercise, a facilities review and meetings with the Library Board.

The service review found that residents of Clarington are avid supporters of the Library, its resources, facilities, programs and services including help received from Library staff. At the same time, they recognize the emerging role of the Library serving as a critical community hub and technology centre in Clarington. Residents continue to demand and expect the Library to offer first-class traditional and digital collections and services that will be in line with those of comparable communities. The service review noted that Clarington is under-funded relative to other similar benchmarked communities. Clarington Public Library's operating budget stands at $34 per capita, the lowest of all of the comparable libraries, while the average is $45. As the community continues to grow rapidly, there will be increased demand on Clarington Public Library to meet the needs of existing and future residents and the Library will be expected to continue to provide high quality services.

Recommendations are outlined in the areas of collections; programs & services; technology; community engagement; facility improvement; management & staffing; and strategic planning which are summarized on the next pages.



**Colin proudly displaying his new Clarington Public Library card, a birthday present he had asked his mother for.**

| Collections | 1. Ensure that materials collected are relevant to the needs to the expected demographic profile and ethno-cultural diversity of Clarington over the coming decade.<br>2. Increase access to high demand collections.<br>3. Create a system where all circulating materials float between branches. investigate use of Mini-Sorter and CollectionHQ as means of more efficiently handling collection.<br>4. Realign staff to create Collection Coordinator to balance/enhance physical and e-Collections.<br>5. Investigate collections budget at comparable libraries for benchmarking purposes. |
|---|---|
| Programs & Services | 6. Ensure consistent and comprehensive evaluation for all programs using outcome measures where possible and appropriate.<br>7. Develop more programs in areas that meet direct community need.<br>8. Explore feasibility of lending technology to patrons (e.g. kindles, iPads).<br>9. Realign staff to create Program Coordinator position to better meet the needs of a growing and diverse community.<br>10. Develop newcomer / welcome program.<br>11. Implement recommendations from Multi-Year Accessibility Plan. |
| Technology | 12. Improve WiFi service in the library branches.<br>13. Ensure RFID pads working as a key priority for customer service.<br>14. Realign staff to create IT Coordinator position to provide better, dedicated IT support.<br>15. On-line catalogue needs to be more accessible and user-friendly.<br>16. Explore e-commerce opportunities.<br>17. Consider all-in-1 printer, scanner, fax solutions for public access.<br>18. Investigate using RFID technologies for circulation and collection management purposes. |

| | |
|---|---|
| **Community Engagement** | 19. Increase marketing support, including more extensive promotion of library programs to the community.<br><br>20. Encourage more volunteer participation by high school students (who need to fulfill their volunteer hours requirement).<br><br>21. Consider more outreach activities (e.g. schools, long term care, shut-ins, homebound delivery, etc.).<br><br>22. Realign staff to create Community Engagement Coordinator Position to increase the presence of the Library in the community. |
| **Facility Improvement** | 23. Undertake interior reconfiguration and refresh of Bowmanville branch.<br><br>24. Improve accessibility and mitigate potential risks associated with building operations and health & safety at Orono branch. |
| **Management & Staffing** | 25. Implement new organization structure to better reflect service priorities and succession planning.<br><br>26. Integrate and streamline customer service.<br><br>27. Update job descriptions and develop core competencies in terms of professional library requirements.<br><br>28. Undertake additional staff training.<br><br>29. Implement professional development day(s) for centralized training. |
| **Strategic Planning** | 30. Update the Clarington Library Strategic Plan to take the directions from this review into account. |

The timeline for implementation is generally 1 to 3 years with some initiatives being incorporated into ongoing operations.

Based on community response to the consultation process and the review of benchmark data undertaken as part of this study, it would appear that the demands of the community exceed the Library's current capacity. This finding is especially noteworthy considering that Clarington is expecting significant growth in future years, which will include an increase in cultural diversity. In order to remain relevant to the growing community and address all of the recommendations in this report, it will be necessary for the Library to seek additional financial support from the Municipality of Clarington. The development of the next strategic plan presents an opportunity to plan for and resource these service challenges in more detail.



**"We just wanted to thank you for a wonderful visit this morning! The kids really enjoyed the tour and the story... Please thank her again for us."**

# Part A: Context

## 1. Background and Purpose of this Project

### 1.1. Background and Purpose

The goal of this service review is to research, develop, design and produce a series of fiscally responsible recommendations for enhancing the library service for both the current and future needs of the library services in Clarington. The Review is undertaken to assist the Library Board and staff by identifying areas where development is required in order to meet those needs, and guiding future decision making pertaining to the appropriate use of fiscal and human resources. The report focuses primarily on staffing and library services that align with the Library's strategic plan.

This is an especially timely review, for several reasons.

1. Clarington is one of the fastest-growing communities in Ontario. Its population growth rate of nearly 9% between 2006 and 2011 was 50% greater than the growth rate of the province overall.

2. In the current information age, with the increasing pace of technology and greater access to information, the fundamental role and purpose of the library in society must change and evolve in order for libraries to remain relevant and necessary.

3. Clarington Public Library (CPL) remains a core public institution in the community serving a number of fundamental needs and providing key services to its residents. Clarington Public Library serves as a key place: to pursue life-long learning; to get access to community and government information; to pursue the love of reading; to develop literacy, research and communication skills; to connect with technology and stimulate local economic development. It serves as a community hub connecting people providing a place to meet and interact. As such, libraries serve a fundamental democratic role connecting us with both the local community and wider global issues.



**Regional Councillor Willie Woo with the Clarington Public Library team at the start of the Orono Fair Parade.**

## 1.2. Objectives

The key objectives of the Service Review are:

1. To design a Library service model that meets the current and future library needs of the community.

2. To create a superior member experience.

3. To ensure that the Library is fulfilling its three strategic priorities: creating community, catalyzing social engagement, and crafting dynamic services.

4. To encourage change management practices within the Library.

## 1.3. Deliverables

The project deliverables included the following:

1. Report on current and future community demographics and their impact on all areas of library services.

2. Report on findings from a key stakeholder consultation process. The consultation process shall include a multifaceted approach with key stakeholder interviews, focus groups, and additionally a minimum of four public meetings. Key stakeholders include: library members, library staff, Library Board, Council, and community organizations;

3. Report of library staffing and service trends based on comparative libraries and profession literature;

4. Identify service gaps with recommendations on how to respond;

5. Review and prepare performance metric recommendations;

6. Review staffing at all levels to meet the Library's objectives. Outline changes through a revised organizational chart; and

7. Create a prioritized action plan to be implemented in stages.

# 2.  Profile of the Community, Past, Present and Future

## 2.1. Overview of Clarington

The Municipality of Clarington is a lower tier municipality with a population of 96,700 people[1] in the Region of Durham. It was incorporated in 1973 representing the amalgamation of the towns of Bowmanville, Newcastle and the townships of Darlington and Clarke. Orono was originally the seat of government for Clarke Township.

Clarington provides its residents a rich quality of life based on a diverse geographic and economic base including a mix of both urban and rural lifestyles. With over 600 hectares, Clarington is one of the largest geographic areas in the GTA. It now has four major urban centres and 13 hamlets. There is a large and attractive rural area within Clarington including 400 farms. The community offers lakeside trails as well as large tracts of rural land and natural heritage features protected by the Greenbelt Plan and the Oak Ridges Moraine.

As noted, Clarington has had a high historic growth rate of 8.6% between 2006 and 2011. This growth rate is expected to continue with provincial growth targets for Clarington of 140,000 in 2031, an increase of 45% over current levels. Clarington has a highly developed transportation infrastructure that has contributed to this high rate of growth. Transportation infrastructure includes good access from highways 401, 407, 35/115; rail access from CN, CP and the GO Transit expansion. Within Clarington a number of different commuting options are available including Durham Region Transit (DRT), Bowmanville Park and Ride, GO Transit, Via Rail and Car Pool lots as well as Smart Commute Durham.

It is important to note the Library plays a key role in helping to implement and effect several key government priorities.



**Bowmanville Branch**

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1.  Clarington Planning Services Department, OP Generic Presentation for Library Consultant, prepared by the Director of Planning Services, p.23. This data assembled as part of Clarington's Official Plan review.

The Municipality of Clarington Strategic Plan identifies a number of Strategic Priorities for which Libraries can potentially play a key enabling role[2]:

1. Facilitate the creation of jobs, attraction of new businesses and expansion of existing businesses

2. Ensure and demonstrate good governance for the tax dollar

3. Promote residents' engagement in our community.

As a key community information resource and centre of residents' engagement, clearly the Library is well positioned to support these strategic priorities. Along the same lines, community priorities as outlined in Clarington's current Official Plan review[3] include:

1. Protecting the natural environment and agriculture

2. Job creation

3. Preserving the small town/rural character including fostering a sense of community identity.

**Community Priorities**



- Protecting the natural environment and agriculture

- Job creation

- Preserving small town/rural character
- Community identity

At the Provincial level, the Province's Proposed Growth Plan for the Greater Golden Horseshoe, 2016 proposes as one of its goals – Building Complete Communities including the effective use of Community Hubs. These initiatives recognize the importance of public services and facilities such as libraries in building community hubs and contributing to complete, vital communities.[4]

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2. Clarington Strategic Plan, 2015-2018.
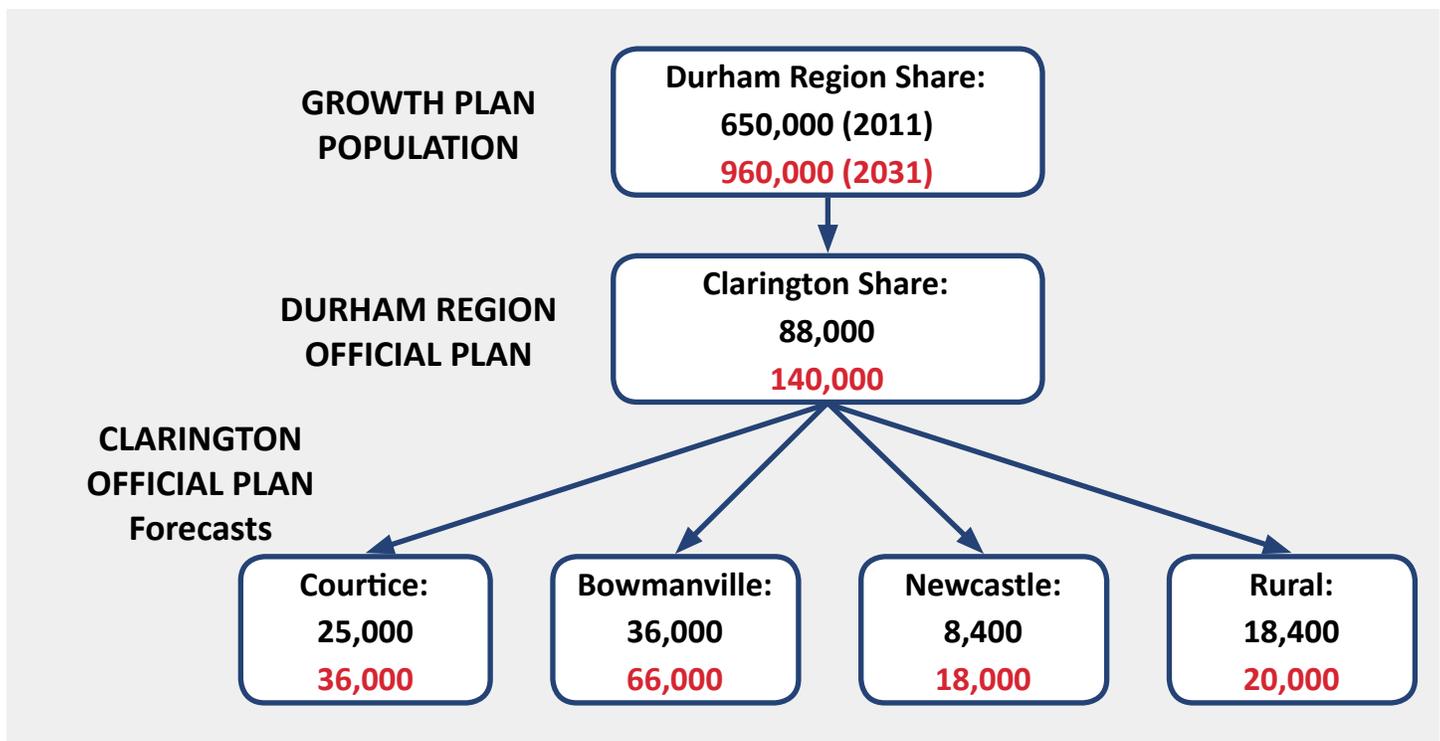3. Clarington Official Plan Review: Compass to Our Future.
4. Overview of Proposed Growth Plan Policies, presentation developed by the Ontario Ministry of Municipal Affairs and Housing.

## 2.2. Future Population

According to the Planning Department and Provincial growth projections, Clarington's population is planned to be 140,000 people in 2031. The population will be distributed mainly amongst the three urban centres with Bowmanville accounting for 47% of future population, 26% in Courtice, 13% in Newcastle and the balance elsewhere.

As the table shows, Newcastle and Bowmanville, in particular, are expecting significant growth over 2011 levels.

|  | 2011 Population | 2031 Population | Percent Growth |
|---|---|---|---|
| Courtice | 25,000 | 36,000 | 44% |
| Bowmanville | 36,000 | 66,000 | 83% |
| Newcastle | 8,400 | 18,000 | 114% |
| Orono/Other Rural Areas | 18,400 | 20,000 | 9% |
| **Clarington** | **88,000** | **140,000** | **59%** |

**GROWTH PLAN POPULATION**

**Durham Region Share:**
650,000 (2011)
960,000 (2031)

**DURHAM REGION OFFICIAL PLAN**

**Clarington Share:**
88,000
140,000

**CLARINGTON OFFICIAL PLAN Forecasts**

**Courtice:**
25,000
36,000

**Bowmanville:**
36,000
66,000

**Newcastle:**
8,400
18,000

**Rural:**
18,400
20,000

Note: The above chart is reproduced from a presentation prepared by the Director of Planning Services for the consultants.

## 2.3. Overview of the Clarington Public Library

The Library is governed by a nine member, Council-appointed, volunteer Board; which includes one local Councillor and one regional Councillor.

Library branches are located in Bowmanville, Courtice, Newcastle, and Orono. Collectively, they represent 48,700 square feet.

The Library is staffed by a combination of union affiliated and non-affiliated staff. The Library's current budget allows for 33.83 full time equivalent positions. This represents:

- 16 Full-Time;
- 38 Part-Time; and
- 7 Pages

The Library's mandate is defined by its Mission statement:

> Clarington Public Library empowers and enriches the lives of all Clarington residents by connecting them to responsive, accessible, high quality services and resources that support an informed citizenry, lifelong learning and love of reading.

The Library's 2010 – 2015 Strategic Plan was reaffirmed for 2015 to 2018. Strategic priorities include:

- Creating Community
- Catalyzing Social Engagement
- Crafting Dynamic Services

Total circulation for the Library is 666,700. Approximately 50% of the community are Library cardholders.

In a 2013 survey of Clarington's municipal services conducted for the Chief Administrative Officer (CAO), the Library was rated important by 87% of the community and 82% indicated satisfaction with the service they received from the Library (the highest satisfaction rating of all municipal services).[5] In a more recent (2016) customer survey of municipal services in Clarington (caution: 12 respondents only), 75% indicated they were "very satisfied" and 17% were "satisfied" with the overall quality of library service delivery.



**"I want to say thank you to Clarington Public Library for running such a fun and informative How to in 10 Festival."**

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5.  Clarington Customer Service Survey Results, Report CAO-008-13

## Bowmanville

The main branch, in Bowmanville, is 24,000 square feet and is attached to the Municipal Administrative Centre. The Library's Administration and senior leadership teams operate from this location. Based on a mapping exercise conducted during the study, the branch draws users from all of Clarington.

## Courtice

The Courtice Branch is 12,000 square feet and is located within the Courtice Community Complex. The Courtice Branch re-opened in August 2015 after undergoing an expansion and renovation project. Courtice branch primarily serves the Courtice community.

## Newcastle

The Newcastle Branch is a standalone 9,100 square foot building which opened in 2009. This branch primarily serves residents in Southeast Clarington.

## Orono

The Orono Branch is a standalone 3,604 square foot historical residential building. This branch serves Orono residents and those residing in the Northeastern portion of Clarington.

# 3.  Project Team

Following a competitive tendering process, the team of TCI Management Consultants with Beth Ross & Associates and Reich + Petch Architects, were selected to conduct the core service review.

The integrated skills sets/ that each firm brings to the project are summarized below:

| Firm | Particular Expertise for this Review |
|---|---|
| **TCI Management Consultants** | • Overall project management and lead consultants <br><br> • Data collection through interviews, surveys, focus groups <br><br> • Core service reviews <br><br> • Community consultations <br><br> • Project management <br><br> • Feasibility studies and business plans <br><br> • Strategic plan development <br><br> • Implementation planning <br><br> • Report writing and presentations |
| **Beth Ross & Associates** | • Library specialist <br><br> • Review of branches and assessment against industry guidelines and standards <br><br> • Strategic advice on public libraries <br><br> • Staffing, organization chart, competencies |
| **Reich + Petch Architects** | • Functional and space planning <br><br> • Review of facility requirements and constraints <br><br> • Site identification and assessment <br><br> • Cost estimates |

# 4.  Activities Undertaken

The main sets of activities undertaken in the project include the following:

**Documentation review –** Various documents and statistics provided by the Library were reviewed including the Strategic Plan, usage and financial data, organization charts, job descriptions, collective agreement, the Monteith-Brown study, *Expansion of Library Services for the Courtice Community*, December 2013, as well as municipal policies such as the Strategic Plan.

**Demographic analysis –** Using data from Statistics Canada and the Clarington Planning Department, demographic data was reviewed, particularly in order to determine population projections, demographic profile and its existing and future geographic distribution within Clarington.

**Mapping exercise –** Large maps of Clarington were posted in each of the four branches over June and July. Library patrons were asked to place dots on the part of Clarington where they lived. This information was used to help understand the catchment area for each of the branches.

**Facilities review –** A facilities review of the four branches was conducted by the architect project team member to review various strengths, weaknesses, attributes and possible future needs of the branches.

**Benchmarking review –** Using Ministry data, Clarington Public Library's statistics were compared with those of 9 other public library systems of similar size or proximity to the GTA.

**Staff and public online surveys –**Using SurveyMonkey, confidential online surveys were designed and administered for each of the general public and Library staff during June and July. A total of 282 responses were received from the public survey and 35 surveys were received from the staff survey. These are excellent response rates.

**Key stakeholder interviews –** Interviews were conducted with key stakeholders such as the Mayor, key Council members, municipal officials and employees such as Planning and Community Services, local educators, and community leaders.

**Community focus groups –** Four public focus groups were publically promoted and conducted by library staff, one in each of the four branches during the summer on the evenings of July 11 (Orono); July 12 (Courtice); July 13 (Bowmanville); and July 14 (Newcastle). A total of 9 people attended the community focus groups.

**Staff workshops and interviews –** The consultants held group meetings with staff on June 13th to obtain their input and perspectives. A follow-up meeting was arranged with the two Union Stewards, Nicola Keene and Raymond Robinson, on July 6th to obtain additional insights and feedback. Interviews were also conducted with the Library's non-affiliated staff. Personal interviews were also conducted with seven library staff including managers and branch coordinators. Additional interviews were conducted with library staff and board members who were unable to make the group staff and board sessions. Finally, the results of the Service Review were presented to staff on November 2.

**Library Board workshop –** The consultants attended the June library board meeting and conducted a workshop with board members to obtain their input and perspectives on the Service Review. The consultants also presented their findings to the Library Board on an interim basis and at the conclusion of the project.



"Soooo excited for this.... Having just moved back to my beloved Courtice - I am thrilled for our new and improved library since I spend a lot of time there!!! Just one more reason to love Courtice!"

# 5.  Key Assumptions and Caveats

There are several key assumptions and caveats to keep in mind when reading this Report. These include:

**This is a Service Review, not a Strategic Plan:** The purpose of this project was to examine existing levels of service provided to the public by Clarington Public Library, and to recommend various areas in which service levels could be increased or improved in the near future. The focus of such a review is generally upon the next one to three years, looking in particular at immediate and near-term improvements that could be made. In contrast, a Strategic Plan would take a longer-term view, looking at a period 3 to 5 years out, and possibly even longer. This is a particularly important distinction for Clarington, as the population growth projected for the municipality is quite high over the next decade and beyond, and entails significant change from the existing population in terms of demographic composition, ethno-cultural makeup, etc. As will be seen, the undertaking of a full Strategic Plan is one of the key recommendations of the review but this service review should not be considered by itself, to constitute a Strategic Plan.

**Input is from interested and committed users, not a statistically representative sample of the population:** The public survey undertaken in the course of this review was one where those interested in the future of the library were most likely to respond. The respondents were self-selected because they chose to participate in the survey. A statistically representative sample of the Clarington population, which is always a very expensive exercise, was not undertaken for reasons of timing and budget. (In any event, in a service review, which focuses upon shorter-term improvements to the library system, is more likely to benefit from a survey of those who are most familiar with and knowledgeable about, the system, so a survey of users is entirely appropriate in this context). It is important to understand that the input does represent the opinions and perspectives of, in most cases, library users who wish to see the library systems grow and expand and provide improved service.

**Comparisons are indicative, not definitive:** In this service review, certain use has been made of comparisons with other library systems in other municipalities. It is important to recognize that such comparisons are useful indicators of areas in which service improvements may be made, but not necessarily absolute accurate. All library systems are unique, reflecting differences in the nature of the population base they serve; the territory they cover and the distribution of settlement; their physical facilities; their collections and how these respond to community demand; the choices of the Board and staff regarding programs to be offered; etc. As such, no comparisons can ever be exactly 'point to point' and definitive. Comparisons are useful as indicators of areas to be further investigated and where service improvements may be found, but not as absolute dogmatic benchmarks that should be exact from one community to the next.

# Part B: Situation Assessment

## 6.  General Trends and Best Practices in Library Service

### 6.1. Recent Trends

There is considerable literature and documentation on the role of libraries in communities, their changing mandates in the world of technology, and how this all has an impact on library buildings. This section highlights some of these trends and their relevance to Clarington Public Library.

**Core Library Service**

Libraries continue to be a safe and free destination where people come to borrow books, DVDs and other materials, as well as consult reference resources. Implications and indicators include:

- Universal access to information;

- Staff expertise to recommend books and provide reference information;

- Comfortable chairs for reading magazines and newspapers, or chat with others;

- People of all ages participate in programs and activities;

- Children attend story times and participate in summer reading programs;

- Comfortable seating, fireplaces, gardens contribute to quiet haven for reading;

- Separate quiet spaces for reading and study;

- Living room of the community.

**Life-long Learning**

Libraries are learning centres for all ages and abilities. Indicators include:

- Research for school projects;

- Home schoolers support;

- Computer training for different levels of ability and different ages;

- English as a Second Language programs;

- Literacy tutoring;

- Job searching support.



"As the biggest library in Clarington they have a very impressive collection! I have spent many afternoons working at their window-side desks. They even have a small coffee shops (aptly named Dewey's) to grab a snack while you read or work."

## Economic Development

Libraries are spaces to stimulate local economic development providing support to local organizations and businesses. Indicators include:

- Source of local and community information;

- Excellent reference and search support;

- Space for small and home based businesses to research;

- Place to stimulate entrepreneurial activities;

- Small meeting spaces for entrepreneurs and small business;

- Good technology support;

- Job searching support.

## Economic Impact

American public libraries have long used economic modeling as a means to demonstrate the impact that they have on their communities. This is a relatively new trend in Canada and stems from work done by the Martin Prosperity Institute, with assistance from the Rotman School of Management, for Toronto Public Library. The methodology that was created is scalable for use by other Canadian public libraries and is a way to associate economic impact and return on investment with libraries' activities. Indicators include:

- Direct spending;

- Direct tangible benefits, using adjusted market value for use of services such as collections (physical & electronic), programs, meeting space, computers, and wifi;

- Indirect benefits.

## Technology Centre

Public libraries have embraced technology, becoming the bridge between technology and people. Public library service delivery has evolved significantly in response to the digital age and arrival of the Internet. Indicators include:

- Technology as tool for library operations;

- Go-to place for access to the Internet;

- Knowledgeable staff;

- Equal access to online resources for rural residents;

- Online subscriptions, downloadable e-books, audiobooks, music, videos;

- Computers for public use, laptops and e-readers for loan;

- Service areas to support printing, scanning and faxing;

- Wi-Fi and electrical outlets for customers' use of their own devices in the library;

- Creation of digital content, especially about the community's history and genealogy;

- Computer training, makerspaces with 3D printers, digital studios.

## Customer Centred

Libraries have evolved to be customer centred to ensure that library users enjoy a positive experience. Indicators include:

- Comfortable spaces, expanded hours;

- Empowered front-line staff, flexible policies developed with the customer in mind;

- Surveys, feedback;

- Flexible to respond to changing community needs.

## Community Hub

Public libraries provide a destination for shared community and cultural functions. Indicators include:

- Small meeting rooms for tutoring, group study or projects, workshops, book clubs;

- Larger meeting rooms for presentations;

- Drop-in activities such as games and puzzles;

- Library programming provides a place for bridging social capital, where people from diverse backgrounds have an opportunity to meet and interact with others, making for a stronger, healthier community;

- Community and service groups use the library as a meeting place, thereby, facilitating community engagement;



**"My boys are loving the robotics program; they have learned so much especially from the older kids in class. Looking forward to more STEM-related programs in the future."**

- Visitors seeking local community information;

- Libraries support the local economy with their presence in downtown areas;

- Libraries are co-located near other public or cultural facilities and/or areas of high public usage;

- Libraries are the community meeting place.

- Destination for newcomers and new residents

Recently, the Province of Ontario issued a report, *Community Hubs in Ontario: A Strategic Framework and Action Plan*, which deals with hubs as a location where multiple health and social services can be offered in a shared space with the intention of serving multiple or complex needs. There were few examples of libraries involved in this community hub model, but they certainly exist. The report may have missed an opportunity to involve libraries more, as public libraries are already well known in their communities as a safe, neutral place where people have access to information from professionals.

**"I love it that you have the kids' play area. It makes it easy to come because my children like to play there. Without it, I wouldn't be able to come to the library."**

Clarington has acquired land designated as Town Centre Commercial Area in the Courtice Main Street Secondary Plan. This land would potentially provide an excellent future site for a community hub if combined with other public uses or areas of high activity (e.g., retailing, restaurants, etc.)

## Partnerships

Public libraries make connections with other community organizations to deliver programs. The presence and support from Community Living Oshawa Clarington which operates Dewey's café is an excellent example. Indicators include:

- Neutral and safe place to meet;

- Staff expertise;

- Participation in consortia or networks of other libraries to share resources, such as technology and digital resources;

- Destination in joint-use facilities with recreation or cultural centres, which can offer exciting opportunities for service delivery and programming;

- Sharing of space with partnership organizations;

- Library staff participates in community activities outside of the library to deliver programs and engage in community events and activities.



**"The Courtice @ClaringtonLib WinterLearn event is a GIGANTIC success. Nice to see so many young families spending Family Day together."**

# 6.2. Implications for Library Facilities

Best practices in library facilities are responsive to trends in library services and community development.

## Library as Place

Location is important for the library to be relevant and sensitive to its community. Libraries contribute to a vibrant downtown by bringing people to the centre of the community. Likewise, multi-use recreational facilities such as community and recreation centres can be a logical location for public libraries, allowing families and individuals to use several community services and participate in a wide variety of activities in one location. This is particularly popular for neighbourhood branches in a large municipality.

Any location needs to have safe and easy access for pedestrians. Attractive outdoor gathering places around the library also enhance quiet reading, people gathering, or access to the library's Wi-Fi after hours. The library should provide a sense of place and be responsive to community growth. It should be centrally located or co-located with a recreation centre or other municipal service.

## Flexible for Changing Needs

Technology and the role of the library as a community hub demand that the interior of the library be as flexible and open as possible for future changing priorities and uses. One-story libraries with few walls for small and medium-sized communities are best. The use of zones for overlapping and changing functions is popular. Space formerly required for growing collections of books is used to access technology or provide places for people to meet.

## Customer Centred

Attractive, comfortable and a variety of seating options including specialized children's and teen furnishings, and good signage throughout the library for easy wayfinding are all important. Shelving should be low enough to meet accessibility standards and include face-out displays and merchandising units. Self-service through self-checkout, online renewals and holds are important, as is staff being on the floor to assist visitors and researchers.

## Collaborative Spaces

From computer training centres and digital studios, small meeting rooms for tutoring and group projects and comfortable seating areas for book club discussions, to larger meeting rooms for presentations, the library should offer a variety of spaces for people to gather.



**Courtice Branch**

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# 7.   Strengths, Weaknesses, Opportunities, Threats Assessment

## 7.1. Findings from the Benchmarking

Ministry statistics were used to compare Clarington Public Library with nine other public library systems which were chosen either because of their comparable similar size and/or proximity to the GTA. These other libraries included Ajax, Belleville, Caledon, Cambridge, Halton Hills, Kitchener, Milton, Oshawa and Whitby. The data is from 2014 which is the most recent available from the Ministry. Averages are presented for the group of 10 libraries. Detailed tables are contained in Appendix B. The following are key findings:

- Clarington Public Library has four branches, which aligns with the benchmark of comparable. Because the other library systems serve somewhat larger populations, Clarington Public Library has 4.4 service points per 100,000 population compared to 3.4 for the group as a whole.

- Clarington Public Library has a high number of cardholders per capita (50%) which compares very well with 38% for the benchmarked communities.

- Clarington Public Library's expenditures were $3.1 million which is significantly smaller than the group which had average expenditures of $5.2 million. Local funding is the main source of funds and is used for 92.5% of Clarington's budget compared to 91.9% for the group.

- Clarington Public Library spends 11% of its operating budget on materials compared to 10% for the entire group.

- Staffing costs are very similar with 71% for Clarington Public Library compared to 72% for the group.

- Local funding per capita for Clarington Public Library is low at $31 compared to $41 for the group as a whole.

- Clarington Public Library has 6 full-time professional librarians[6] per 100,000 population compared to 9 for the benchmarked group.

- Annual circulation per cardholder is 15 compared to 25 for the group. It is not clear why circulation is lower than the group as a whole. Given the high rate of cardholders, it is likely a number of these are relatively inactive, or other libraries are using family cards thereby boosting the average circulation per cardholder.

- Circulation of e-books and downloadable materials is 11% of all circulation for Clarington Public Library compared to 8% for the group of libraries.

- Staff hours per hour open is 5.3 for Clarington Public Library compared to 11.7 for the group indicating that the Library is very efficient in running its branches compared to others in the group or, alternatively, that Clarington is under-resourced in this area.

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6.  The number of full time staff holding a degree in library/information science from an accredited school e.g. MLS, MIS, MLIS with the qualification recognized in the job class.

- Program attendance per 1,000 population is 195 for Clarington Public Library rather lower than 291 for the entire group.

- Clarington Public Library had 55 social media visits per 1,000 population compared with 29 for the group indicating that the Library has been successful with its social media strategy.



**"Just wanted to let you know how marvelous the two students were for the Summer Reading Club. My grandson thoroughly enjoyed visiting each week and it has been a marvelous introduction to a new community."**

# 7.2. Findings from the Community Survey

**Survey Background**

An on-line community survey asking library users and interested others for their opinions and suggestions on various aspects of the service review was undertaken from the last week in July, 2016 to the end of August, 2016. The survey was advertised in the local newspaper as well as being promoted through flyers in the branches and at other community venues (e.g. arenas, Town Hall).

A $100 gift card donated to the Library by Loblaws was used as an incentive to induce response, and shortly after the survey was closed a winner was selected. In total, some 282 responses were obtained.

Highlights of the survey were as indicated below. A full set of summary results in included as Appendix A in this report.

**Jennifer Robson author visit**

## Survey Highlights

- Most (89%) survey respondents were from Clarington; 11% lived elsewhere in Durham Region or beyond

- Responses from Clarington were from all across the municipality

- Length of time respondents have lived in the community shows that the largest group is newcomers (with residency of 5 years or less) at 38%, again demonstrating the relatively high growth rate for municipality

- A large majority of respondents were between the ages of 40 to 64 (48%), with the most underrepresented demographic being those under the age of 19 (2%)

- 45% of respondents used the library either once or several times a week, while 34% were monthly users

- Branch usage reflected population catchment areas: Bowmanville (43%), Courtice (28%), Newcastle (16%), and Orono (3%). A small percentage (6%) reported that they rotate use between two or more users or were more frequent online users (5%).

- Survey respondents were generally most satisfied with the following facilities and resources:

  - Number and location of branches (76% very satisfied; 20% somewhat satisfied)

  - Overall appearance and ambience of the library (76% very satisfied; 20% somewhat satisfied)

  - Hours of operation (61% very satisfied; 34% somewhat satisfied)

  - Quality and cleanliness of the washrooms (61% very satisfied; 25% somewhat satisfied)

  - Availability and cost of parking (53% very satisfied; 20% somewhat satisfied)

  - Range and variety of print materials (48% very satisfied; 35% somewhat satisfied)

- Respondents generally expressed favourable responses (more than 50% very satisfied and somewhat satisfied) to other facilities and resources including access to WiFi; quality of children's area; access to desktop computers; quality of desktop computers; and range and variety of digital collections.

- In contrast, some respondents were less satisfied with the following facilities and resources:
    - Availability and cost of parking (13% somewhat dissatisfied; 6% very dissatisfied)
    - Range and variety of print materials available (books, magazines, newspapers) (9% somewhat dissatisfied; 3% very dissatisfied)
    - Availability of quiet work and study spaces (9% somewhat dissatisfied; 2% very dissatisfied)
    - Range and variety of DVDs (11% somewhat dissatisfied; 1% very dissatisfied)
    - Availability of food services in or near the library (13% somewhat dissatisfied; 7% very dissatisfied). (Note: this response likely indicates lack of food services at or near some of the branches rather than feedback on Dewey's).
- Survey respondents were satisfied with the following programs and services:
    - General friendliness and helpfulness of staff (83% very satisfied; 11% somewhat satisfied)
    - Overall customer experience provided by staff (78% very satisfied; 16% somewhat satisfied)
    - Library check-out process (by staff) (77% very satisfied; 18% somewhat satisfied)
    - Communications and information about library services (through web site, social media, etc.) (55% very satisfied; 29% somewhat satisfied)
- There were relative few respondents (less than 5%) somewhat or very dissatisfied with the programs and services offered by the Library.
- There was a high level of interest expressed (more than 50% definitely interested or might be interested in) in the following possible future facilities, programs and services that the Library might offer:
    - Community information centre (33% definitely interested; 41% might be interested)
    - More family events (33% definitely interested; 27% might be interested)



**Summer Reading Club launch party**

- More educational opportunities (32% definitely interested; 44% might be interested)

- More school age groups (31% definitely interested; 20% might be interested)

- More adult programming (29% definitely interested; 43% might be interested)

- Studio for filmmaking, photography, audio recording, etc.) (27% definitely interested; 32% might be interested) (33% definitely interested; 41% might be interested) (Note, of course, that Courtice Branch offers such a facility).

- More space for local art and culture (26% definitely interested; 42% might be interested)

- Tool library (e.g. borrowing tools, musical instruments, AV equipment, etc.) (26% definitely interested; 35% might be interested)

- More quiet space (24% definitely interested; 29% might be interested)

- Digital music collection (23% definitely interested; 28% might be interested)

- Enhanced tech support (22% definitely interested; 33% might be interested)



**"My kids are there every weekend, the computer use is great, friendly and helpful staff. Just an overall great place."**

# 7.3. Findings from Community Focus Groups

Four community focus groups were publicly advertised and conducted, one in each of the library branches during the week of July 11 through July 16. The groups were conducted by library management.

Following is a brief presentation of some of the themes that were discussed at each branch. They show the variety of perspectives and uses for which libraries are appreciated.

## Bowmanville

Patrons appreciate their branch including the collections and electronic books which will become an increasingly important resource. They would like to have more electronic books now and in the future. They also value the computers and access to a full range of digital resources. A visiting authors' program was recommended as something that would be well attended. They appreciate the location and overall ambiance of the branch. They also enjoy interacting with staff whom they find very helpful. Other suggestions were for book clubs in a bag where you can loan multiple copies of books as well as "quick reads" where popular books are required to be returned more often. Book clubs may be better attended if some food were provided.

## Courtice

Children's services are highly valued. One patron is making a concerted effort to do more reading and less time watching TV or surfing the net. One patron finds the Internet service at the library too slow for his needs. They note that people value the library for its free access to the Internet. Electronic resources including DVDs are appreciated. They find staff quite helpful and friendly. The Library is a place of refuge for many; it is also a place of education, recreation and game playing. Having the branch close to the high school works well for high school students. They would like to see a Reading Buddy program. They would also like help with their computers and digital resources and learning how to use them more effectively. A number of suggestions were made to help with student upgrading including a college prep course, money management and financial literacy, as well as planning for the future. They believe the Library will need to get bigger and become more central as the community grows.



**Courtice Branch**

**Newcastle Branch**

## Newcastle

Books and computers are highly valued. One patron would like to learn to use her computer better. One person would like someone to come and discuss books. One does not drive and goes to Bowmanville periodically which she can reach using transit. She likes Dewey's at Bowmanville as well as access to a lot of periodicals. They would like a book club. They appreciate the way items are on display at Newcastle. Staff at the desk are always helpful. The layout of the branch with the tables is also comfortable. They would like another computer to help find books. They would like to see more teens in the branch. Later in the session, someone says they don't like teenagers hanging around all the time and leaving their garbage around outside. They use the Library outside to use the free Wifi. Newcastle is less expensive to park than Bowmanville. DVDs are better organized at Courtice than Newcastle. The book sales cart is in an awkward area. It would be good if the program room could be divided like Bowmanville branch. Libraries should coordinate with home care providers to help seniors come to libraries or take books to seniors. A bookmobile or "techmobile" would be good if it came to the right spot. One person has a Kindle but has difficulty uploading books from the library onto it.

She went to a class to learn how to use it but didn't attend the last couple of sessions because people in the group were too disruptive, or possibly the level of instruction was too basic. Another patron would like French classes. Both books and computers are valued by the group and the idea of becoming a community hub is recognized as important.

## Orono

There was a considerable amount of discussion about Orono, particularly related to its need to grow and attract younger families. The community has experienced some economic decline and has lost key facilities such as a grocery store, as well as important services such as a doctor, dentist and optometrist. Employment opportunities in the community are very limited. Participants were concerned and fearful about the prospect of losing their library branch and having to drive to Bowmanville for their library services. Residents appreciate interlibrary loan, the adult programs and would like an active book club. Patrons also highly valued having inexpensive access to computers.

Findings from these meetings reflect the type of feedback the Library has received over the last 12 to 18 months.

# 7.4. Findings from the Staff Surveys and Consultations

This section reports on the highlights from the staff survey; summary results in included as Appendix D in this report.

## Survey Background

Staff were provided with a confidential online survey providing them with an opportunity to provide feedback on their jobs and work environment including their responsibilities, training, effectiveness of supervision provided and possible improvements to the library. The consultants also met with staff at the beginning and conclusion of the project to provide feedback on the project including discussing the report's recommendations.

## Survey Highlights

Overall, staff concerns focused on job descriptions, training, tools and resources, policies and procedures, supervision and direction, and communication within the organization. Following are the key findings from the staff survey. These results also reflected many of the concerns raised in the workshop sessions.

An overwhelming majority (89%) indicated that they would like to see changes to policies, systems and/or procedures that would enable them to do their jobs more effectively. When asked whether they believed they had the tools and resources to do their jobs efficiently and effectively, 52% of staff answered yes and 48% said no. A similar response was received to the question asking whether staff believed they had the ongoing training necessary to do their jobs, 51% responded yes, while 49% said no.

Staff opinions on the completeness of their job descriptions was split: 47% believe that the job descriptions are accurate while 53% believe that they are not.

While 63% believed that they have the supervision and direction necessary to do their jobs, 37% did not think that was the case.

Finally, staff are generally satisfied with their jobs. When asked about job satisfaction, 34% of staff were very satisfied, 54% were somewhat satisfied, 6% were somewhat dissatisfied, and 6% were very dissatisfied.



"Love Clarington Library - great service from great staff - bright, airy and attractive building"

# 7.5. Facilities Review

As a key part of this project, the architect (Reich + Petch) reviewed the facilities at all four branches, and had developed various recommendations relating to improvements and 'refreshments' at each. Appendix C contains the detailed results from this review. Basic conclusions from the physical assessment were that the Courtice branch, which is relatively new, is in fine condition and in no need of significant improvements of any type. Similarly, the Newcastle branch functions well and is in no need of significant improvement of any kind. The Bowmanville branch, which is older and is the largest 'flagship' branch of the system requires a makeover or 'refreshment' to maintain its significance in the system. Finally, Orono, housed in an older house, needs significant physical improvements if it to become accessible and provide enhanced services to the public.

## Bowmanville

Potential improvements suggested are:

- Replacement of the uneven flooring on the ground floor to address maintenance and accessibility concerns

- Reconfiguration of the ground and second floor spaces to improve functionality including public service, flow, and sight lines

- Enclose the TV lounge on the second level to create a meeting room

- Create enclosed study rooms

- Reconfigure space in order to accommodate a "maker space"

- Improvements to overall amenities

The total cost of these improvements is estimated to range between $1,242,000 and $2,322,000 (in 2016 dollars) depending on the scope of refurbishment and renovations. Appendix C outlines these costs and specific improvements in greater detail.

## Orono

Specific improvements suggested are:

- A new 750 sq. ft. entrance that would enable: a level entrance

- A secured drop box

- An entrance lobby with a secure vestibule

- An accessible washroom

- An enclosed exit stair

- New HVAC unit to replace the outdated and inefficient baseboard heaters

- Interior renovations to improve flow between rooms

The total cost of these improvements will range between $654,000 and $909,600 (in 2016 dollars) depending on the scope of refurbishment and renovations. Appendix C outlines these costs and specific improvements in greater detail.

## 7.6. Future Space Requirements

As noted in Section 2.2, Clarington is expected to grow from its population of 95,000 in 2015 to140,000 in 2031. Using a conservative industry standard of 0.6 SF per capita (which was also referenced in the recent Monteith[7] report for Courtice's future library requirements), the following shows the Clarington Library system's existing space against current and future requirements using this standard. (Note that deficits are shown as negative numbers in the following tables).

| Year | Clarington Population | CPL Existing Space | SF Required @ 0.6 SF/cap | Deficit (-) |
|---|---|---|---|---|
| 2015 | 95,153 | 48,700 | 57,092 | -8,392 |
| 2031 | 139,958 | 48,700 | 83,975 | -35,275 |

Using the 0.6 SF per capita standard, the table shows that the Library is currently experiencing a deficit of approximately 8,000 SF which is projected to increase to 35,000 SF in 2031.

Using the same standard, the following is a high level look at how future public library space may be allocated among the four communities based on the future expected population in each community.



**Bowmanville Branch at capacity during the Winter WonderLearn festival.**

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7.  Monteith-Brown study, *Expansion of Library Services for the Courtice Community*, December 2013.

| | Bowmanville | Courtice | Newcastle | Subtotal Urban Areas* | Orono** | Clarington *** |
|---|---|---|---|---|---|---|
| **2015** | 41,316 | 26,248 | 9,683 | 77,247 | 1,547 | 95,153 |
| % of population | 43.4% | 27.6% | 10.2% | 81.2% | 1.6% | 100.0% |
| % of borrowers | 57.8% | 24.6% | 14.9% | 97.3% | 2.7% | 100.0% |
| Existing space | 24,000 | 12,000 | 9,100 | 45,100 | 3,604 | 48,704 |
| % of space | 49.3% | 24.6% | 18.7% | 92.6% | 7.4% | 100.0% |
| GSF @ 0.6 SF / cap | 24,790 | 15,749 | 5,810 | 46,348 | 928 | |
| Current deficit (-) | -790 | -3,749 | 3,290 | -1,248 | 2,676 | 1,428 |
| | | | | | | |
| **2031** | 66,116 | 36,075 | 17,544 | 119,735 | 1,608 | 139,958 |
| GSF @ 0.6 SF / cap | 39,670 | 21,645 | 10,526 | 71,841 | 965 | 83,975 |
| Proposed share | 59.4% | 25.3% | 15.3% | 95.7% | 4.3% | 100% |
| Future space | 49,888 | 21,265 | 12,822 | 80,371 | 3,604 | 83,975 |
| Future deficit (-) | -25,888 | -9,265 | -3,722 | -35,271 | 0 | -35,271 |

**Notes:**

* This column provides a subtotal of population for Clarington's three main urban areas.

** The future projections assume that Orono will keep its current space since, according to the standard, it is adequate to meet the local population.

*** The total population of Clarington encompasses the three urban areas of Bowmanville, Courtice, and Newcastle, the rural area of Orono, and other small rural areas scattered throughout the municipality. The table above has been constructed to show population impacts on the Library's four branches. The balance of the table reallocates space based on percentage of borrows in urban areas because of the assumption about Orono's space requirements in the note above.

It should be noted there are other ways of projecting future library space, including a bottom up approach that looks at the size of individual components that are required in a library[8]. Using the standards approach, the table gives order of magnitude estimates of the future deficit in library space that is likely to be encountered in each community for the year 2031. The table shows future expected space deficits of 26,000 SF for Bowmanville, 9,000 SF for Courtice and 4,000 SF for Newcastle branches for 2031.

Clarington Public Library will need to examine its future space requirements for each branch in the next few years, as it revises and updates its strategic plan.

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8. The Monteith study examined both a 0.6 SF per capita standard and a components based approach which resulted in a somewhat more conservative 0.5 SF per capita for Courtice's future population.

# 7.7. Future Staffing Requirements and Core Competencies

As indicated in Section 2, Clarington's population is expected to grow from 88,000 to 140,000 by 2031. This will have an implication for the staffing requirements for the public library. Factors to consider include library layout, such as having more than one floor, size and number of branches, and local factors such as demographic factors and level of community engagement. The ARUPLO[9] Guidelines and the Ontario Public Library Guidelines indicate ranges for public library staffing. A widely accepted goal is 0.6 FTE per 1,000 population.

**Current Staffing Model based on actual staffing ratio of 0.38 FTE**

|  | Population | Current Staffing Situation |
|---|---|---|
| Current | 88,000 | 33.8 FTE |
| 2031 Projection | 140,000 | 53.2 FTE |

**Preferred Staffing Model based on staffing ratio of 0.6 FTE**

|  | Population | Current Staffing Situation |
|---|---|---|
| Current | 88,000 | 52.8 FTE |
| 2031 Projection | 140,000 | 84 FTE |

The staffing complement and the Library's desire to meet the standards set by ARUPLO are matters that should be considered when the Library updates its strategic plan (which is due to take place sometime after 2017).

As libraries need to become nimble to respond quickly to changing roles and community priorities, library employees need to develop competencies to engage highly with library users, community groups, and rapidly changing technology. Tools to ensure that library employees acquire and maintain these competencies include hiring people with demonstrated skill sets in these areas, ensuring that employees receive the staff development and have access to the equipment required to keep them, and using opportunities such as the proposed reorganization to ensure that the positions are filled with employees who not only have the current qualifications required but the competencies to grow in their current and potential future positions.

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9. The Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO) represents multi-branch public library systems that serve upper or single tier municipalities encompassing rural communities that may also include larger urban centres. Generally speaking, ARUPLO libraries are constituted within the boundaries of current and former counties in Ontario with a mission to be "leaders in fostering co-ordinated library services over dispersed geographic areas."

# 7.8. Summary SWOT

A **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats (SWOT) assessment is a useful way to summarize the various attributes and characteristics of a library system in order to understand what is working well (and needs to be retained and expanded), what is not working well (and needs to be fixed). This latter category, in particular, represents areas where service improvements can be made.

For the purpose of a service review, strengths, weaknesses, opportunities and threats are treated somewhat differently, and lead to recommendations in different ways. The table below shows how each of these is defined, and how it may lead to different types of service delivery recommendations:

|  | **How Defined?** | **Importance in a Service Review** |
|---|---|---|
| **Strengths** | Current or present factors that relate to positive aspects of current service provision that are utilized and appreciated by the public | These are elements that a service review needs to ensure will be maintained and further developed to the extent possible |
| **Weaknesses** | Current / present factors that relate to negative aspects of current service provision that could be improved or eliminated<br><br>They may relate to inefficiencies in service provision, or lack of utilization of programs and services on the part of the public | These are elements that a service review needs to recognize and either eliminate or improve, as the situation requires |
| **Opportunities** | These are new possibilities that lie on the horizon to provide additional or innovative services or programs in order to respond to changing demand | Note that while improving existing services that may have some inherent weakness are also 'opportunities', a key focus here is upon new and different types of services, thus representing opportunities to increase the level of service to the public overall, or to increase overall usage of the library |
| **Threats** | These represent potential developments that may or may not occur, but which, if they do, have the effect of reducing the level of service to the public overall, usually through reducing the level of resources (human and financial) available to the system | A service review should take these potential threats into account, and undertake contingency planning or risk assessment as required |

The SWOT Assessment for Clarington Public Library follows this framework. The various factors noted are drawn from the interviews, focus groups, staff survey, community survey, and benchmarking assessment, as well as our own experience as consultants in the industry. These are presented in summary point form, with an accompanying 'code' that shows where the comment was sourced. The 'code system' used was:

**I:** Interviews

**SS:** Staff Survey

**CS:** Community Survey

**PM:** Public Meeting

**B:** Benchmarking

| | SWOT Factor | Source of Comment |
|---|---|---|
| **Strengths** | • Staff support is great – friendly and helpful | CS |
| | • Collections encompass a wide range of interests | CS |
| | • Bowmanville, Courtice and Newcastle branches are relatively large and new | CS, PM |
| | • Orono branch is appreciated by residents in that area | CS, PM |
| | • Residents have a high degree of satisfaction with the library service | CS, PM |
| **Weaknesses** | • Parking (Bowmanville) is a challenge | CS |
| | • Some members of the public lack awareness as to what is (collections, programs and services) available | CS |
| | • Hours of operation – could opened earlier in the morning at Courtice, additional mornings in Newcastle, and extended hours on Sundays in Bowmanville | CS, SS |
| | • Challenges with information technology - WiFi – can be erratic and very slow at times – RFID readers can be prone to problems – some branches have older computers which are prone to breakdowns. | CS, SS |
| | • Digital collections such e-books can be inconsistent and difficult to access | CS, I |
| | • Bookcases short and very low | CS |
| | • Periodicals primarily reflect hobbyist interests – it would be beneficial to add more current events, political and economic materials - | CS |
| | • Washrooms are sometimes perceived as requiring maintenance or cleaning | CS |
| | • Often young people are too noisy – need more quiet areas; kid's play area very distracting | CS |
| | • Lack of convenient transit access | CS, SS |

| | | |
|---|---|---|
| | • On-line notification system for due dates for checked out books does not always work as it should | CS |
| | • At times library staff are too busy to provide in-depth customer service | CS, SS |
| | • Smaller selection of books compared to neighbouring library systems (Whitby, Oshawa) | B |
| | • Sometimes staff are not knowledgeable about program promoted | CS |
| | • Collections of new and contemporary material could be improved | CS |
| **Opportunities** | • Better, more frequent rotation of books and materials | CS |
| | • Offer francophone programs, and more programs in other languages | CS |
| | • More on-line resources | CS |
| | • Opportunity to offer more gaming in the Community Room | CS |
| | • Greater range and variety of genealogical materials | CS |
| | • Wider range of social opportunities e.g. meet the Mayor, meet the author, learn to paint, etc. | CS |
| | • Opportunity to start a 'Reading Buddy' program | CS, PM |
| | • Long term opportunity to expand library system to serve future population growth | I, PM |
| | • Opportunity to continue to invest in technology of all kinds including e-resources to meet library and community needs | I, CS |
| | • Clarington Public Library may warrant increased investment to match contributions of other municipalities | B |
| | • More programming to meet community needs | CS |
| **Threats** | • Ongoing need to remain relevant to the broader community and show relevance to Council | I, PM |
| | • Orono branch may require continued maintenance in longer term | I |



**Councillor Steven Cooke, Clarington Public Library mascot Ready Reader, and Regional Councillor Willie Woo at the Central Public School Springfest.**

# Part C: Recommendations

Responding to the findings and conclusions of the various avenues of investigation, recommendations for service improvements have been made in several key areas. These are:

- Collections
- Programs and Services
- Technology
- Community Engagement

- Facilities
- Management and Staffing
- Strategic Planning

In total, there are 30 recommendations. Each is described in terms of the underlying rationale; further elaboration on how it would be implemented; its priority (discussion on how priorities are defined is contained in Section 4); and the overall time frame.

## 8.  Collections

**Recommendation #1– Ensure that materials collected are relevant to the needs of the expected demographic profile and ethno-cultural diversity of Clarington over the coming decade.**

**Rationale:** Some response to changing demographics takes place organically as the Library responds to demands from patrons. However, the Library will need to continue to be responsive to changing demographics over the longer term and should be aware of these demographics when developing collections, services and programs. The Library can play a key role in helping newcomers to adjust to their new community. It will also have to consider ways of reaching out to those who have challenges visiting the Library, particularly as larger segments of the community age and/or have difficulty gaining access to the Library.

**Further Elaboration:** In addition to increasing its population from 97,000 to 140,000 in 2031, Clarington will experience shifts in the age profile of its residents.



"I really appreciate the library's interest in getting books that people want to read and I look forward to getting my call letting me know that they are ready for pick up."

From 2011 to 2031, the following age distribution changes will take place in Clarington[10]:

- Children (0-9) will increase from 12% to 14%

- Youth (10-19) will decrease from 17% to 10%

- Younger adults (20-34) will increase from 18% to 22%

- Mature adults (35-54) will decrease from 34% to 25%

- Older adults (55-69) will increase from 13% to 17%

- Seniors (70+) will increase from 6% to 12% of the population

In 2011, immigrants represented 9,390 individuals (11%) of Clarington's population. A smaller group of some 450 immigrants had arrived in the previous 5 years. The main origins of Clarington's immigrants have been Europe (6,010), Americas (2,010) and Asia (1,155), while more recently Asian immigrants have been in the majority. Visible minorities accounted for 6% of Clarington's population in 2011 and will continue to increase. While the numbers are not large, as with the rest of the GTA, Clarington's population is likely to become more diverse in the future and the Library can play a key role in helping newcomers feel welcome in their new community.

**Priority:** Medium

**Time Frame:** Continue to review and monitor over the next 10 years

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10. Hemson Consulting, *Clarington Community Forecast Update 2013*.

## Recommendation #2 – Increase access to high demand collections.

**Rationale:** The Library's circulation per cardholder was somewhat lower than that of the benchmarked communities. Increasing the availability of high demand collections will help to increase circulation overall.

**Further Elaboration:** This recommendation can be undertaken in conjunction with other recommendations in this section that proposes using Collection HQ as a way to systemically monitor materials that are in high demand and the need to have a Collections Coordinator.

**Priority:** High

**Time Frame:** Immediate



**"I love your library! We needed a place to stop so our sons could have a break from driving. We've read some books, played with blocks and had a great time. We use libraries a lot and I think this one is great. Thank you."**

## Recommendation #3 – Create a system where all circulating materials float between branches. investigate use of Mini-Sorter and CollectionHQ as means of more efficiently handling collection.

This recommendation proposes a number of tools to help with more efficient acquisition and handling of library materials. CollectionHQ is a suite of integrated modules sold on an annual subscription basis providing support to collections management.

**Rationale:** Allowing materials to float between branches should help to decrease the overall movement and handling of library materials thus reducing costs.

**Further Elaboration:** A Mini Sorter is used in combination with an automated Book Drop that allows for quick and automated sorting of returned materials. Media are automatically recognized using RFID or barcode technology. Two-way sorting is allowed for reservations or transit. The book drop system automatically connects with the Library's collections management system.

A software system such as Collection HQ is a way of maximizing collection budget expenditures by re-deploying materials across the system based on usage and demand thereby increasing circulation and streamlining collections management activities. The system is intended to help streamline the selections process, eliminate wasteful purchase and bring automated web-based performance management tools to the selection of library materials. The program also allows for monitoring the types of materials circulating at Clarington Public Library as well as public libraries elsewhere.

**Priority:** High

**Time Frame:** Investigate in the short term and if feasible implement over the next year.

## Recommendation #4 – Realign staff to create Collection Coordinator to balance/ enhance physical and e-Collections.

**Rationale:** Creating this position will create clarity with regard to collections development and maintenance for both physical and e-collections. It will also help to ensure that the collections recommendations are implemented and managed in a coordinated way. The Library's circulation per cardholder is low relative to other library systems and it is anticipated that more focused attention on collections management will increase circulation in the longer term.

**Further Elaboration:** The Collections Coordinator will report to the Manager of Service Excellence. The position will be responsible for making recommendations concerning development and acquisition of all types of physical and electronic collections including online databases, collaborating with other staff and stakeholders as appropriate. The position will involve collaboration to make improvements to cataloguing in addition to collections development. The individual will also be responsible for implementing the collections development recommendations and monitoring collections usage. Collections development will focus on the needs of a broad range of user groups in the community including residents of all ages, newcomers and the business community. The individual will also investigate ways and means of increasing the Library's continued investment in electronic resources over time.

**Priority:** High

**Time Frame:** Immediate

## Recommendation #5 – Investigate collections budget at comparable libraries for benchmarking purposes.

**Rationale:** The Collections Coordinator should review the collections budget and purchasing practices of benchmarked libraries to determine best practices and successful purchasing and subscription strategies in other library systems.

**Further Elaboration:** While the Library's collection budget is comparable to those of the benchmarked libraries on a percentage of budget basis, it is lower on a per capita expenditure basis. There may be lessons learned from other library systems that will help Clarington Public Library increase its circulation for different target groups and for the community overall.

**Priority:** Medium

**Time Frame:** Short term

# 9.   Programs and Services

## Recommendation #6 – Ensure consistent and comprehensive evaluation for all programs using outcome measures where possible and appropriate.

A key theme emerging from the staff surveys and interviews was the desirability of having a comprehensive and consistent evaluation process for all programs.

**Rationale:** While all or most programs are reviewed by library staff, a system-wide standard and comprehensive evaluation process does not exist. This would allow the success of various programs to be compared with one another, as well as provide a format for suggestions for program improvements to be made.

**Further Elaboration:** The evaluation process should consider a number of criteria including:

- Attendance and utilization

- Degree to which programs introduces new users to the library

- User evaluation (i.e. feedback from participants)

- Staff and volunteer time spent in program development and delivery

- Budget for program (costs, less any program revenues generated)

- Per user cost

- Impact on other on-going operations in the library

- Recommendations for continuation and improvement of the program (or not)

A simplified standard format for this evaluation process could be developed. The evaluation process itself should take place between the program provider and the overall Program Coordinator (see Recommendation #9)

**Priority:** High

**Time Frame**: Immediate

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## Recommendation #7 – Develop more programs in areas that meet direct community need.

Related to Recommendation #6, there were several new programs suggested by staff and through the community survey. These included: children's programs; adult programs; technology programs; computer literacy; creativity; study sessions for teens; reading buddies; throwback days (playing older computer games); after school programs; ESL; tutoring; and more adult programs.

**Rationale:** The programs listed above all directly meet the perceived needs of the public. They should represent a 'starting point' for the kind of process identified in Recommendation #6.

**Further Elaboration:** One suggestion made to develop these new programs was to create inter-branch program teams to determine how and where to best offer the program.

**Priority:** Medium

**Time Frame:** Short term



**Bowmanville Branch**

## Recommendation #8 – Explore feasibility of lending technology to patrons (e.g. Kindles, iPads).

A theme emerging from the staff interviews as well as the community survey to some extent was the idea of lending technology to the public as an additional service to meet demand.

**Rationale:** If Clarington Public Library wishes to be even more relevant in this digital age, and facilitate digital literacy, this is likely a strategic direction to pursue. It is our expectation that community libraries will increasingly move in this direction.

**Further Elaboration:** The notion of lending technology to users can take many forms. Some libraries will lend technology to patrons for use during their visit to the library (i.e. in-library use only). For example, the Halifax Public Library will lend Chromebooks and iPads to patrons for use in the library. This is simply an extension of providing fixed desktop computers for use by patrons with the exception that the technology is mobile. Other libraries will allow patrons to take home certain types of technology (e.g. Kindles). This latter form of lending can entail a number of complexities that need to be considered: see http://code4lib.org/node/426).

Also, it may be possible that some types of lendable technology represent sponsorship opportunities. The Library may wish to explore the establishment of a Friends group to assist with sponsorship, fundraising and special projects.

**Priority:** Medium

**Time Frame:** Medium to long term

## Recommendation #9 – Realign staff to create Program Coordinator position to better meet the needs of a growing and diverse community.

**Rationale:** This position would ensure that the process for identifying new program opportunities to respond to the needs of a changing community was implemented across the system (see Recommendation #7), as well as the outcomes-oriented evaluation system (see Recommendation #6).

**Further Elaboration:** The Program Coordinator will report to the Manager of Service Excellence (see Recommendation #25). The position will be responsible for making recommendations concerning the evaluation of existing programs on a consistent and comprehensive basis, the phasing out of existing programs where warranted, and the development of new programs and activities that respond to community need.

**Priority:** High

**Time Frame:** Immediate

## Recommendation #10 – Develop newcomer / welcome program.

This recommendation is to develop a welcoming package and program for new residents of Clarington to familiarize them with the Library, and ensure that they are aware of the complete array of new programs and services available.

**Rationale:** Recognizing the fact that population growth in Clarington over the next decades is expected to be significantly higher than the provincial average, and that there will be a large influx of new families and diverse ethnocultural groups into the community, this initiative would ensure that new residents are at least aware of what the library system has to offer.

**Further Elaboration:** The welcome package and program to be developed could consist of a number of components, including:

- Free Library card

- Personal invitation to come to the nearest branch for a free familiarization tour (e.g. signed by CEO)

- (For Bowmanville) coupon for a free coffee at Dewey's Cafe

- Copy of library brochure

- Invitation to come into the Library for a free gift (which may be an assemblage of items, coupons, etc. from local businesses – which would be their own way of introducing new residents to their services)

The identification of new households moving into Clarington could be undertaken through a variety of means: working with realtors; distributing flyers / invitations to new subdivisions; notification at the libraries themselves; placing a notice or ad in the parks and recreation bulletin; inviting existing patrons to take an invitation to any of their neighbours who have recently moved to the community; etc.

**Priority:** Medium

**Time Frame:** Short term

## Recommendation #11 – Implement recommendations from Multi-Year Accessibility Plan.

Clarington's Multi-Year Accessibility Plan 2013-2017 outlines a process and targets for the municipality to become compliant with the Accessibility for Ontarians with Disabilities Act (AODA), which sets out various standards for municipalities. The Library is part of this initiative and needs to participate actively in any renovations or space upgrades that are undertaken.

**Rationale:** In 2013, Clarington undertook the development of a Multi-Year Accessibility Plan to ensure municipal readiness in planning to 2025 (the target year when all public facilities are to be compliant with the Act). The Plan resulted in the formation of a Committee to:

- Advise Council of the requirements and implementation of accessibility standards and the preparation of accessibility reports and other such matters for which Council may seek its advice;

- Provide advice to staff and Council on the development and implementation of Clarington's Multi-Year Accessibility Plan;

- Provide feedback on Clarington's annual status update on accessibility;

- Participate in consultation requirements as described under the AODA

Specific tasks assigned to the Committee include:

- Review and provide feedback on municipal development and redevelopment projects as required under the Design of Public Spaces (DOPS) Standard;

- Review and provide feedback on selected site plan applications as described in section 41 of the *Planning Act*; and

- Promote awareness of accessibility and inclusion.

**Further Elaboration:** The Deputy Director, or her designate, should work with the Accessibility Committee to: a) seek their advice and input on matters relating to accessibility in the various facilities comprising the library system; and b) inform them of progress on accessibility matters. This would be an addition to existing job duties, and should be reflected in the revised job descriptions.

**Priority:** High

**Time Frame:** Immediate and ongoing



**Downtown Bowmanville**

# 10. Technology

## Recommendation #12 – Improve WiFi service in the library branches.

This was a very common theme heard in the community survey, as well as being mentioned several times by staff.

**Rationale:** Increasingly, having reliable and speedy WiFi service in library branches is essential, especially as they position themselves as being key agencies for the promotion of digital literacy in society. Increasingly, users have an expectation that the library should be providing high-speed broadband access, and when this is not the case they are likely to develop a very negative attitude toward the system overall. This is certainly true of the Clarington Public Library, and thus is a critical aspect of overall service.

**Further Elaboration:** Later in this Service Review, a dedicated IT position is recommended (see Recommendation #14). Ensuring quick and reliable WiFi service in all the branches will be a key element in the job description of that individual.

**Priority:** High

**Time Frame**: Immediate

## Recommendation #13 – Ensure RFID pads working as a key priority for customer service.

A key technology priority should be the maintenance of properly-working RFID pads, with a prompt fix-or-replace policy within a short defined turn around period for pads that are defective.

**Rationale:** This is a critical aspect of service because when pads are not functioning optimally, they cause slowdowns and backups in other areas of the checkout process. They are very much a critical link in the path to checkout; when they are not working, the whole system backs up, causing inconvenience to not just the immediate patron, but all those also in the line. Frequent problems with RFID technology also creates the impression that the Library is not on top of technology issues.

**Further Elaboration:** Elsewhere in this report a dedicated IT position is recommended, and this would be a key function of that position.

**Priority:** High

**Time Frame:** Immediate
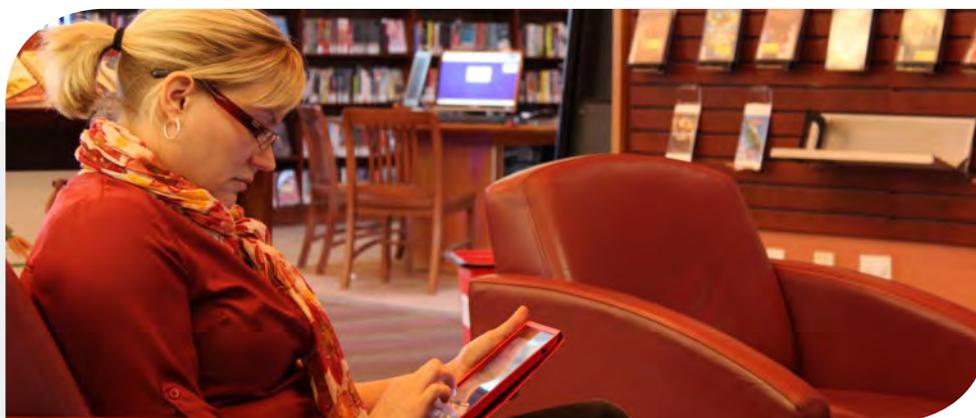


**Bowmanville Branch**

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## Recommendation #14 – Realign staff to create IT Coordinator position to provide better, dedicated IT support.

This position would provide IT assistance and support, which is essential given the nearly-constant demand for maintenance and repair of technology as well as the need to plan for the future.

**Rationale:** Several of the preceding recommendations require such a position be in place.

**Further Elaboration:** The IT Coordinator will report to the Deputy Director. The position will be responsible for ensuring the continuity and strength of wifi services, maintaining desktop computers and RFID equipment, training staff in aspects of technology, and understanding and applying library systems software.

**Priority:** High

**Time Frame:** Immediate

## Recommendation #15 – On-line catalogue needs to be more accessible and user-friendly.

Several staff mentioned that the on-line catalogue needs to be more intuitive and user-friendly. The current catalogue overlay is also problematic because it does not meet current Canadian accessibility standards.

**Rationale:** The catalogue is a key tool for the public to access the contents of the library system, as well as to locate items that may be part of other systems (and for which inter-library loans may be appropriate). As such it is a key interface with users and should be easily navigable and meet current accessibility standards.

**Further Elaboration:** The Library should examine trends in catalogue overlays being used by public libraries. This analysis should focus on ensuring the overlay meets online accessibility standards.

**Priority:** High

**Time Frame**: Immediate



**"I do see a lot of people in here, coming here for Internet... I see people who possibly can't afford Internet so it's important for them to come here and have reliable Internet service."**

## Recommendation #16 – Explore e-commerce opportunities.

Many library systems now offer opportunities to transact business electronically to their customers, thus increasing service for patrons (in terms of additional efficiency and convenience) as well as achieving time and cost savings for library staff.

**Rationale:** There are many potential benefits to library systems in pursuing electronic commerce systems[11], including:

1.      Improved patron service

2.      Increased revenue

3.      Improve the efficiency of dealing with suppliers to the library

4.      Greater staff productivity

5.      Reduced cost

The potential to achieve all of these benefits through an e-commerce configuration should be considered by the Library.

**Further Elaboration:** A key responsibility of the IT coordinator (see Recommendation #14) would be to lead this investigation, involving a team of staff representing other points of interface with library users and suppliers. An assessment of costs (staff time, out of packet costs) as well as benefits in terms of improved customer service, improved supplier service, etc. should be central to this investigation.

**Priority:** Low

**Time Frame:** Medium to long term

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11. **Source:** Richard Boss, *E-Commerce for Libraries:* https://alair.ala.org/bitstream/handle/11213/258/E-Commerce%20for%20Libraries.pdf?sequence=85&isAllowed=y

## Recommendation #17 – Consider all-in-1 printer, scanner, fax solutions for public access.

The community survey revealed a desire to have, in each branch, a capability for the public to access easy and cost-effective printing, scanning and faxing.

**Rationale:** This was seen by staff and the general public (through the community survey) to be a key enhancement to public service and convenience.

**Further Elaboration:** Providing an all-in-one printer, scanner, fax solution is key to delivering full computer/technology service to the community. Continuing to offer printing services on a fee-for-use basis allows the Library to off-set some of these costs. The development, implementation, and maintenance would fall under the purview of the IT Coordinator.

**Priority:** Medium

**Time Frame:** Short-to-medium term

## Recommendation #18 – Investigate using RFID technologies for collection management purposes.

There are a number of ways in which RFID technologies can be used to improve overall efficiency and effectiveness of library operations, some of which are already being employed by the Library.

**Rationale:** RFID technology is currently being used by the Library for circulation. Given that all Library material is already embedded with a RFID tag, the Library should look to maximize this technology by completing regular inventory records.

**Priority:** Low

**Time Frame:** Medium to long term

# 11. Community Engagement

## Recommendation #19 – Increase marketing support, including more and better promotion of library programs to the community.

A common theme heard during the staff interviews and survey was the notion that awareness of programs and services available at the Library was relatively low.

**Rationale:** While most residents of Clarington are aware of the fact that there is a Library system in the municipality, there is a relatively low degree of awareness of specific types of programs and activities available. Some of the recommendations outlined earlier (e.g. the Newcomer's Welcome Package, and the development of new programs and services directly geared to public demand) are likely to stimulate increased awareness and interest. However, there a need for a broader-level marketing effort beyond just those efforts.

**Further Elaboration:** A marketing strategy for the Library would likely involve a number of components including:

- Greater use of traditional media to promote the new programs and services developed

- Greater and more targeted use of social media

- Use of existing members and users to help spread awareness and create interest

- Focusing greater media attention upon events and public relations activities to promote the library generally and new programs in particular

**Priority:** High

**Time Frame:** Short to medium term

## Recommendation #20 – Encourage more volunteer participation by high school students (who need to fulfill their volunteer hours requirement).

**Rationale:** This suggestion made by staff was to harness the resource of time that is required by the province for high school students (40 hours of volunteer effort over the course of one's high school 'career'). This volunteer resource could be used in a variety of ways that could be useful to the overall library system and could help create lifelong library users in the process.

**Further Elaboration:** There are a variety of tasks that high school students could undertake that would ultimately help increase service to the public. These activities could include:

- Assistance with some of the Library's social media marketing activities (see Recommendation #19)

- Assistance with basic technology maintenance (e.g. ensuring that desktop computers are operational)

- Possible assistance with program delivery

- Assistance with routine library activities (filing, cataloguing, etc.)

Volunteer assistance of this type does not come 'for free' – students would need to be trained, managed and evaluated in accordance with School Board policy. Potential concerns regarding the use of volunteers in a unionized workplace would also have to be addressed.

**Priority:** Low - Medium

**Time Frame:** Medium term

## Recommendation #21 – Consider more outreach activities (e.g. schools, long term care, shut-ins, homebound delivery, etc.)

**Rationale:** A suggestion to increase community service that was made at both the staff level as well as from the general public (through the community survey) was to encourage more outreach activities from the library to other points of service in the community. This is a direction being increasingly pursued by other community libraries who are increasing relevance and effectiveness by 'bringing the library to the community' rather than forcing all customers or patrons to come to the library branch itself. As well, this kind of outreach service increases the service provided to the community considering the municipality's accessibility standards and guidelines (see Recommendation #11).

**Further Elaboration:** Points of service could include schools, long-term care facilities, hospitals, etc. The initiative could include not only the delivery of books and electronic materials, but also the loan of technology; workshops on how to use iPads and other digital literacy devices; etc.

**Priority:** Medium

**Time Frame:** Medium to long term

## Recommendation #22 – Realign staff to create Community Engagement Coordinator Position to increase the presence of the Library in the community

**Rationale:** Another key coordinator position is seen to relate to the need for community engagement and 'marketing' of the library programs and services to the general public. This position will be responsible for some of the active community engagement activities referenced above (volunteer development, community outreach) as well as the general promotion of overall programs and services to the community.

**Further Elaboration:** The Community Engagement Coordinator position will report to the Deputy Director.

**Priority:** High

**Time Frame:** Immediate



"...all the reports I have had from our volunteers said the Winter WonderLearn Event went well and was well organized. We appreciated the opportunity to partake and hope it was helpful showing community support of the Clarington Library event. Let us know what your plans are for next year."

# 12. Facility Recommendations

As a key part of this project, the architect (Reich + Petch) reviewed the facilities at all four branches, and had developed various recommendations relating to improvements and 'refreshments' at each. Appendix C contains the results from this review. Basic conclusions from the physical assessment were that the Courtice branch, which is relatively new, is in fine condition and in no need of significant improvements of any type.

Similarly, the Newcastle branch functions well and is not in need of improvement. The Bowmanville branch, built in 2003, is the largest branch in the system, it requires a basic 'makeover' or 'refreshment'. Finally, Orono, housed in an older house, needs significant physical improvements if it to become accessible and provide enhanced services to the public.



**Bowmanville**



**Newcastle**



**Orono**



**Courtice**

## Recommendation #23 – Undertake interior reconfiguration and refresh of Bowmanville branch.

The branch is showing its age and is in need of specific improvements and a general overhaul or 'refresh'.

**Rationale:** The architectural review of the facilities, as well as comments from the community survey and from staff validated the desirability of undertaking improvements to this branch specifically. As the largest and 'flagship' branch, it is critically important that this branch be seen as modern, pleasant, and progressive to demonstrate the relevance of the Library in the community.

**Further Elaboration:** Specific improvements suggested are:

- Replacement of the uneven flooring on the ground floor to address maintenance and accessibility concerns

- Reconfiguration of the ground and second floor spaces to improve functionality including public service, flow, and sight lines

- Enclose the TV lounge and other areas on the second floor to create spaces for a variety of functions including, quiet reading, programs space, study space and a potential "maker space"

- Consolidation and relocation of Service Desk and Entrance Space

- Upgrade Washrooms to current accessibility standards

- Update finishes to modernize and refresh interiors

The total cost of these improvements is estimated to range between $1,242,000 and $2,322,000 (in 2016 dollars) depending on the scope of refurbishment and renovations undertaken. Appendix C outlines these costs and specific improvements in greater detail.

**Priority:** Medium

**Time Frame:** Medium term



**Bowmanville Branch, Infocommons Area**

## Recommendation #24 – Improve accessibility and mitigate potential risks associated with building operations and health and safety at Orono branch.

**Rationale:** The architectural review of the facilities, as well as comments from the community survey and from staff validated the desirability of undertaking improvements to this branch as well. In particular, the architectural review demonstrated that there were clear areas in which the branch does not meet basic accessibility considerations. As well, there may be certain risks to health and safety that need to be addressed.

**Further Elaboration:** Specific improvements suggested are:

- A new 750 sq. ft. entrance that would enable:
  - A level entrance
  - A secured drop box
  - An entrance lobby with a secure vestibule
  - An accessible washroom

- New HVAC unit to replace the outdated hot water radiator heating system

- Interior renovations to improve flow between rooms

- A new 300 sq. ft. Ground Floor Storage room to reduce need of inappropriate second floor rooms

The total cost of these improvements will range between $654,000 and $909,600 (in 2016 dollars) depending on the scope of refurbishment and renovations undertaken. Appendix C outlines these costs and specific improvements in greater detail. As noted in Recommendation 11, Clarington should also address any facility recommendations included in the Multi-Year Accessibility Plan.

**Priority:** Low
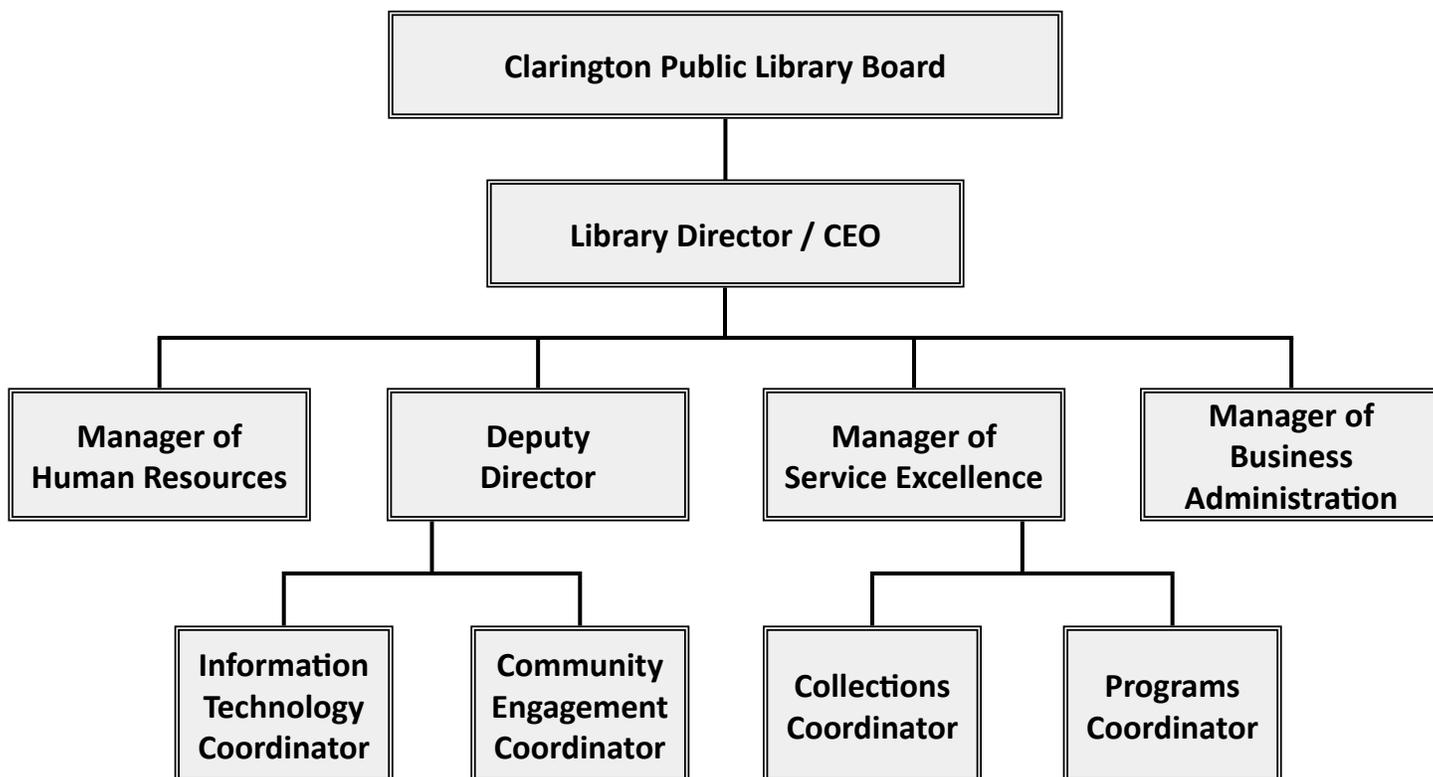
**Time Frame:** Long term



**Orono Branch, Children's Area**

# 13. Management and Staffing

**Recommendation #25 – Implement new organization structure to better reflect service priorities and succession planning.**

The proposed new organization chart is shown for the managerial positions below:

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                    ┌─────────────────────────────────┐
                    │  Clarington Public Library Board │
                    └─────────────────────────────────┘
                                    │
                    ┌─────────────────────────────────┐
                    │      Library Director / CEO      │
                    └─────────────────────────────────┘
          ┌──────────────┬──────────────┬──────────────┐
  ┌──────────────┐ ┌──────────────┐ ┌──────────────┐ ┌──────────────┐
  │  Manager of  │ │    Deputy    │ │  Manager of  │ │  Manager of  │
  │    Human     │ │   Director   │ │   Service    │ │   Business   │
  │  Resources   │ │              │ │  Excellence  │ │Administration│
  └──────────────┘ └──────────────┘ └──────────────┘ └──────────────┘
                    ┌──────┴──────┐   ┌──────┴──────┐
            ┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐
            │Information│ │Community │ │Collections│ │ Programs │
            │Technology │ │Engagement│ │Coordinator│ │Coordinator│
            │Coordinator│ │Coordinator│ └──────────┘ └──────────┘
            └──────────┘ └──────────┘
```

**Rationale:** The recommended organization chart encompasses the new positions that have been recommended above, including the IT Coordinator, the Collections Coordinator, the Program Coordinator and the Community Engagement Coordinator. The proposed organization chart can be achieved with no additions to the existing non-affiliated staff complement.

**Further Elaboration:** With this structure, the organization and staff can focus on management of key strategic functions (e.g., collections management, programs, and community engagement) as primary orientations and branch management with its geographic orientation as secondary. At the same, time there will be a strong and renewed emphasis on service excellence and programming to meet the community's current and future needs. The designation of the Deputy Director position also is intended to make clear who has primary responsibility in the event the Library Director / CEO is not available. It also provides a possible route for eventual future succession to the CEO position.

**Priority:** High

**Time Frame:** Immediate

**Recommendation #26 – Integrate and streamline customer service. An area for streamlining and integrating customer service is through better cooperation and integration between circulation staff and information staff functions at or near the service desk at each branch.**

**Rationale:** At or near the service desk of each branch, there currently is a combination of circulation staff as well as information staff handling information or reference requests from the public. Circulation staff are primarily involved in circulation, checking in/out of library materials, shelving, processing materials, handling cash and various related clerical functions. Information staff may be asked to assist in more time-consuming requests from the public for help, research or assistance. As such, they may be more likely to physically leave their desk in order to provide patrons with help.

There are times when demand from the service desk requires additional help and the information staff member is the most logical person to help out with circulation, and, conversely, times when circulation staff are asked information type questions, which more properly should be handled by the information staff. At the same time, there are times when the information staff member may have time to help when demand at the circulation desk is heavy. The service function is also affected by the self-service kiosk check-outs which are increasingly being used by patrons.

**Further Elaboration:** Each of these types of staff has had a history of cooperation, particularly when there is high demand on the desk from the public wanting to check out materials and reference staff may be less busy. However, there are times when one or other of the circulation or information staff are overly busy and would benefit from the other's assistance. In order to allow this streamlining and integration to occur, there needs to be increased cooperation between the two functions, so information staff could help with circulation during periods of peak demand, and circulation staff, with some training, could provide the public with help responding to more straightforward information requests.

With better integration between the information and circulation functions, there may also be times when it is not necessary to have two staff at the service desk each discreetly performing one of the two functions. This would allow one staff to be freed up to help with other activities.

**Priority:** Medium

**Time Frame:** Short – medium term.



**Bowmanville Branch, Second Floor**

## Recommendation #27 – Update job descriptions and develop core competencies in terms of professional library requirements.

**Rationale:** A consistent theme heard through the staff interviews was that job descriptions were outdated (or non-existent) and did not accurately describe the current expectations or activities of employees. This was true at all levels of the organizations: staff and management. This would be reason enough to revise and update job descriptions, but in addition, the service enhancement strategy and revised organization structure outlined in the foregoing recommendations implies new functions and activities on the part of management and probably staff in order to implement the enhanced service strategy. Accordingly, there is a major effort required in updating job descriptions, articulating core competencies.

**Further Elaboration:** This will be a major responsibility of the HR position, which is a key function in the re-aligned organization chart described in Recommendation #25.

As libraries need to become nimble to respond quickly to changing roles and community priorities, library employees need to develop competencies to engage highly with library users, community groups, and rapidly changing technology. Tools to ensure that library employees acquire and maintain these competencies include hiring people with demonstrated skill sets in these areas, ensuring that employees receive the staff development and have access to the equipment required to keep them, and using opportunities such as the proposed reorganization to ensure that the positions are filled with employees who not only have the current qualifications required but the competencies to grow in their current and potential future positions.

There are many competency tools for assessing and developing library employees such as the Competencies Index from the Southern Ontario Library Service at: http://www.sols.org/index.php/develop-your-library-staff/competencies2/competencies-index.

Key competencies relevant to this study include:

- Flexibility – capacity to embrace change;

- People skills – to engage with library users and the community, deliver excellent library service;

- Technical skills – to keep ahead of rapidly changing technology, libraries are early adopters of technology, leaders in digital content development and delivery, library employees not only need to use the technology themselves, but be able to support library users to access the digital resources provided by the library on whatever devices the library user has.

**Priority:** High

**Time Frame:** Short term

## Recommendation #28 – Undertake additional staff training.

Relevant staff training has to be undertaken to fulfill their responsibilities (as well as, of course, provide skills and competencies they need to use technology and equipment effectively).

**Rationale:** With a re-aligned organization structure and revised/updated job descriptions, comes a need for additional staff training to ensure that staff have the knowledge required to do their jobs competently and professionally.

**Further Elaboration:** In the staff survey, there were many comments to the effect that additional training was required in order for staff to be up to date with technology, and be in a position to advise and work with the public. (In addition to this 'general' theme, there were suggestions made by many individuals for training that was specific to the nature of their job.) A key responsibility of the HR Manager will be to identify the need for such training (across-the-board, as well as specific to particular job responsibilities) as well as to deliver, or arrange for the delivery of, such training.

**Priority:** High

**Time Frame:** Short term

## Recommendation #29 – Implement professional development day(s) for centralized training.

**Rationale:** A consistent theme running through the staff surveys was that there were relatively few opportunities over the course of the year when staff could get together for general training purposes, as well as having opportunities to learn from one another, share ideas and concerns, etc. For certain general training programs (such as the implementation of this service enhancement strategy; the rolling out of a new organization structure and job responsibilities; introduction of municipal policies and procedures that will affect library operations; etc.) there may be opportunities to bring all or most of the staff together for a mass training or communications session.

**Further Elaboration:** Such opportunities also provide opportunities for staff to get to know one another (especially important for new staff) and 'talk shop' generally. As such, they can be tremendous morale boosters for employees, in addition to being effective and efficient training occasions where everyone hears the same message at the same time. The organization and facilitation of these professional development days would be a key responsibility of the HR Manager.

**Priority:** Medium

**Time Frame:** Short-term
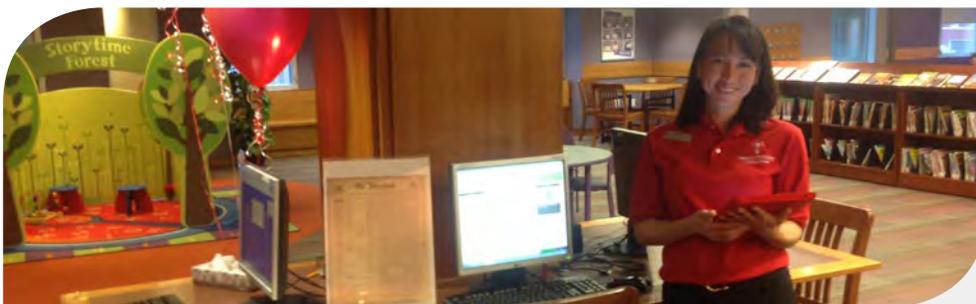


**Library staff at the LibEx: Library Experience event.**

# 14. Strategic Planning

**Recommendation #30 – Update Clarington Public Library's Strategic Plan to take the directions from this review into account.**

**Rationale:** This Service Review covers a relatively short period of time (2-3 years into the future) and emphasizes improving the existing level of services provided to the public. However, in the course of conducting the review, there were several longer term and strategic issues that were raised by the staff as well as the public. As well, it is apparent that Clarington is growing quite quickly and that there will be more households and a changing demographic for the library system to respond to over the coming decade and beyond. For example, it is likely that major expansion(s) and/or new branches will be required to deal with the new library standards (which imply a higher average per capita space allocation) as well

as additional population. Accordingly, it is recommended that a new strategic plan, looking 5+ years out, be created. This service review should be used as the basis for the new strategy. This timing coincides with the end date of the existing library strategic plan.

**Further Elaboration:** The development of a new strategic plan might be timed to coincide with any major changes that occur in either senior management levels, or possibly with the overall mandate of the Board (in the past there has been some discussion of possible amalgamation of the Museum / Archives and Library Boards). If there were any such major changes anticipated over the next 3-5 years, the preparation of the Strategic Plan referenced here might be delayed until after any such changes have taken effect.

**Priority:** High

**Time Frame:** Medium



**A drumming circle at the How-To in 10 Festival.**

# Part D: Implementation

## 15. Implementation Plan

### 15.1.    Priority and Sequencing of Recommendations

The table below outlines the implementation plan for the recommendations contained in this service enhancement strategy. For each, the priority of the recommendation is indicated, as is the suggested timeframe in which it should take place.

The definitions used in this implementation plan can be interpreted as follows:

**High:**        A must-do: implementing this recommendation should have first call on time and financial resources devoted to implementing the plan, and should be considered essential to initiate and complete. They may be on the 'critical path' to achieving other strategic goals.

**Medium:**        After the high priority recommendations have been dealt with, medium priority actions should next be undertaken. They have, in a sense, 'second call' on available resources.

**Low:**        If high and medium priorities are underway, and there is still some energy, time and financial resources left over, then low priority initiatives should be tackled. However, if they are not implemented, the fundamental plan is not in jeopardy. Low priority initiatives are considered 'desirable' but not 'essential'.

**Recommended Time Frame**

**Immediate:**        2017 and possibly beyond

**Short-Term:**        Initiative will start in 2018 and carry on

**Medium-Term:**        Initiative will start in 2019 and carry on

**Long-Term:**        Initiative will commence post 2020

| Recommendation | | Priority | Recommended Time Frame |
|---|---|---|---|
| **Collections** | 1. Ensure that materials collected are relevant to the needs to the expected demographic profile and ethno-cultural diversity of Clarington over the coming decade. | Medium | Immediate: Review and monitor over next decade |
| | 2. Increase access to high demand collections. | High | Immediate |
| | 3. Create a system where all circulating materials float between branches. Investigate use of Mini-Sorter and CollectionHQ as means of more efficiently handling collection. | High | Investigate in short term |
| | 4. Realign staff to create Collection Coordinator to balance/enhance physical and e-Collections. | High | Immediate |
| | 5. Investigate collections budget at comparable libraries for benchmarking purposes. | Medium | Short term |
| **Programs and Services** | 6. Ensure consistent and comprehensive evaluation for all programs using outcome measures where possible and appropriate. | High | Immediate |
| | 7. Develop more programs in areas that meet direct community need. | Medium | Short term |
| | 8. Explore feasibility of lending technology to patrons (e.g. kindles, iPads). | Medium | Medium to long term |
| | 9. Realign staff to create Program Coordinator position to better meet the needs of a growing and diverse community. | High | Immediate |
| | 10. Develop newcomer / welcome program. | Medium | Short term |
| | 11. Implement service recommendations from Multi-Year Accessibility Plan. | High | Immediate and ongoing |

| | | | |
|---|---|---|---|
| **Technology** | 12. Improve WiFi service in the library branches. | High | Immediate |
| | 13. Ensure RFID pads working as a key priority for customer service. | High | Immediate |
| | 14. Realign staff to create IT Coordinator position to provide better, dedicated IT support. | High | Immediate |
| | 15. On-line catalogue needs to be more accessible and user-friendly. | High | Immediate |
| | 16. Explore e-commerce opportunities. | Low | Medium to long term |
| | 17. Consider all-in-1 printer, scanner, fax solutions for public access. | Medium | Short to medium term |
| | 18. Investigate using RFID technologies for circulation and collection management purposes. | Low | Medium to long term |
| **Community Engagement** | 19. Increase marketing support, including more extensive promotion of library programs to the community. | High | Short to medium -term |
| | 20. Encourage more volunteer participation by high school students (who need to fulfill their volunteer hours requirement). | Low-Medium | Medium term |
| | 21. Consider more outreach activities (e.g. schools, long term care, shut-ins, homebound delivery, etc.). | Medium | Medium to long term |
| | 22. Realign staff to create Community Engagement Coordinator Position to increase the presence of the Library in the community. | High | Immediate |

| Facility Improvement | 23. Undertake interior reconfiguration and refresh of Bowmanville branch | Medium | Medium term |
|---|---|---|---|
| | 24. Improve accessibility and mitigate potential risks associated with building operations and health & safety at Orono branch. | Low | Long term |
| Management and Staffing | 25. Implement new organization structure to better reflect service priorities and succession planning. | High | Immediate |
| | 26. Integrate and streamline customer service. | Medium | Short to medium-term |
| | 27. Update job descriptions and develop core competencies in terms of professional library requirements. | High | Short term |
| | 28. Undertake additional staff training. | High | Short term |
| | 29. Implement professional development day(s) for centralized training. | Medium | Short term |
| Strategic Planning | 30. Update the Clarington Library Strategic Plan to take the directions from this review into account. | High | Medium |



"Went to the Bowmanville Library today for the Shake Rattle and Roll program with my 1 year old and 3 year old and it was awesome! They had so much fun. The library is very nice and clean and the staff are very friendly and helpful. We will definitely be making the library a new place to go."

## 15.2.    Resource Requirements

On an operating cost basis, many of the Service Review recommendations can be implemented within the Library's existing operating budget, assuming modest annual increases as per the usual budget process. As expected, not all improvements to service can be captured within the existing budget envelope; a discussion of resources is below.

All managerial staff re-alignments can be undertaken within the existing wages and salaries envelope. The Coordinator positions represent a re-arrangement of the existing resource allocation for management staff.

The integration of customer service roles provided by library staff at the circulation and information desks impacts the work performed by CUPE union staff. The current collective agreement expires at the end of 2017 and represents an opportunity to engage in a dialogue about changes to job classes and duties. The amalgamation of these roles will impact the Library's personnel budget; however, it is feasible for the integration process to be phased in over multiple years.

Maintaining and improving technology services will incur additional costs to the Library. Based on the recommendations above, investing in services like Collection HQ and a catalogue overlay will incur ongoing costs to the Library.  The Library's current capital budget has already identified ongoing costs associated with upgraded computer equipment for the public and staff functions.

Improvements to the two branches in need of some capital refurbishment (Bowmanville and Orono) are outside the current budget process. Additional funds would need to be allocated in future by the Municipality for these improvements and with consideration being given to the potential for aligning accessibility upgrades with grant funding opportunities wherever possible. Appendix C outlines the estimated costs and specific improvements in greater detail.

The service review found that Clarington is under-funded relative to other similar benchmarked communities. Clarington Public Library's operating budget stands at $31 per capita, the lowest of all of the comparable libraries, while the average is $41. As the community continues to grow rapidly, there will be increased demand on Clarington Public Library to meet the needs of existing and future residents and the Library will be expected to continue to provide high quality services. As noted, a number of the recommendations can be achieved within the existing funding envelope. However, as the community continues to grow, the Library will need to expand its funding envelope in the next few years to be more in line with those of comparable communities. The development of the strategic plan presents an opportunity to plan for and resource these service challenges in more detail.

# 16. Conclusion

The Library is a well-respected and trusted cornerstone of the Clarington community. Based on community response to the consultation process and the review of benchmark data undertaken as part of this study, it would appear that the demands of the community exceed the Library's current capacity. This finding is especially noteworthy considering that Clarington is expecting significant growth in future years, which will include an increase in cultural diversity. In order to remain relevant to the growing community and address all of the recommendations outlined in this report, it will be necessary for the Library to expand its funding envelope and seek additional financial support from the Municipality of Clarington. The development of the next strategic plan presents an opportunity to plan for and resource these service challenges in more detail.

# Appendix A — Community Survey Highlights

# Appendix A — Community Survey Highlights

**Survey Background**

An on-line community survey asking library users and interested others for their opinions and suggestions on various aspects of the service review was undertaken from the last week in July, 2016 to the end of August, 2016. The survey was advertised in the local newspaper as well as being promoted through flyers in the branches and at other community venues (e.g. arenas, Town Hall).

A $100 gift card donated to the library by Loblaws was used as an incentive to induce response, and shortly after the survey was closed a winner was selected.  In total, some 282 responses were obtained.

**Survey Highlights**

- Most (89%) survey respondents were from Clarington; 11% lived elsewhere in Durham Region or beyond

- Responses from Clarington were from all across the municipality (all four FSA postal code areas were well represented):

| | |
|---|---|
| L0B | 9% of all Clarington responses |
| L1B | 17% of all Clarington responses |
| L1C | 44% of all Clarington responses |
| L1E | 30% of all Clarington responses |

- Length of time having lived in the community:

| | |
|---|---|
| 5 years or less | 38% |
| 6 to 10 years | 21% |
| 11 to 15 years | 13% |
| 16 or more years | 28% |

- Age range of respondent:

| | |
|---|---|
| 19 or under | 2% |
| 20 to 39 | 35% |
| 40 to 64 | 48% |
| 65 or more | 15% |

- Household type:

| | |
|---|---|
| Single; living alone | 10% |
| Two adults living together | 26% |
| Single parent or guardian with one or more children under 20 | 4% |
| Two parent family with one or more children under 20 | 46% |
| Group of 3 or more adults | 9% |
| Other | 4% |

- Frequency of use of library services:

| | |
|---|---|
| Several times a week | 18% |
| Once per week on average | 27% |
| Once or twice per month on average | 34% |
| Once every few months | 17% |
| Once per year, on average | 1% |
| Have not used for over a year | 2% |
| Have never used | 2% |

- Which branch of the Clarington Library system do you use most frequently?

| | |
|---|---|
| Bowmanville branch | 43% |
| Courtice branch | 28% |
| Newcastle branch | 16% |
| Orono Branch | 3% |
| My usage rotates among 2 or more branches | 6% |
| Am on-line user most frequently | 5% |

- Degree satisfaction with various aspects of **facilities and resources** at the branch most frequently used *(ranked in order of 'very satisfied' rating)*

| | = Any rating with 50% or more of total response |
|---|---|

| Facility or Resource | Very Satisfied | Somewhat Satisfied | Somewhat Dissatisfied | Very Dissatisfied | Can't Say/ Don't Know |
|---|---|---|---|---|---|
| No. and location of branches | 76% | 20% | 1% | <1% | 3% |
| Overall appearance and ambiance of the library | 76% | 20% | 2% | <1% | <1% |
| Hours of operation | 61% | 34% | 4% | <1% | <1% |
| Quality and cleanliness of the washrooms | 61% | 25% | 3% | <1% | 10% |
| Availability and cost of parking | 53% | 20% | 13% | 6% | 7% |
| Range and variety of print materials available (books, magazines, newspapers) | 48% | 35% | 9% | 3% | 4% |
| Availability of quiet work and study spaces | 44% | 21% | 9% | 2% | 24% |
| Access to WiFi | 43% | 19% | 4% | 1% | 33% |
| Quality of Children's Area | 41% | 22% | 1% | <1% | 36% |
| Access to desktop computers | 38% | 22% | 4% | <1% | 36% |
| Quality of desktop computers | 32% | 25% | 7% | <1% | 31% |
| Access via public transit | 30% | 8% | 3% | 1% | 58% |
| Availability of meeting spaces | 29% | 20% | 4% | <1% | 47% |
| Range and variety of DVDs | 28% | 41% | 11% | 1% | 20% |
| Range and variety of digital collections (eBooks, eMagazines) | 25% | 27% | 7% | 1% | 40% |
| Software loaded onto desktop computers | 25% | 23% | 3% | <1% | 49% |
| Quality of teen / youth area | 23% | 17% | 2% | 1% | 57% |
| Availability of food services in or near the library | 23% | 25% | 13% | 7% | 32% |
| Genealogy and local history | 12% | 12% | <1% | 0% | 75% |

- Degree of satisfaction with various aspects of **programs and services** at the branch most frequently used *(ranked in order of 'very satisfied' rating)*

| | = Any rating with 50% or more of total response |
|---|---|

| Program or Service | Very Satisfied | Somewhat Satisfied | Somewhat Dissatisfied | Very Dissatisfied | Can't Say/ Don't Know |
|---|---|---|---|---|---|
| General friendliness and helpfulness of staff | 83% | 11% | 4% | 1% | 1% |
| Overall customer service experience provided by staff | 78% | 16% | 3% | <1% | 3% |
| Library check-out process (by staff) | 77% | 18% | 2% | 0% | 3% |
| Communications and information about library services (through web site, social media, etc.) | 55% | 29% | 4% | 1% | 12% |
| Inter-library loan service | 55% | 16% | 2% | <1% | 26% |
| WiFi access | 46% | 17% | 2% | 2% | 34% |
| Responsiveness to input, concerns | 42% | 18% | 1% | 2% | 37% |
| Technology support | 33% | 15% | 2% | 1% | 49% |
| Children's programs (e.g. Family Storytime, PA Day programs) | 27% | 19% | 2% | <1% | 52% |
| Quality of on-line resources (e.g. Lynda.com, Tumblebooks, Mango) | 24% | 18% | 1% | 2% | 54% |
| Adult programs (e.g. iPad classes, Fireside Book Club) | 18% | 16% | 4% | 2% | 61% |

- Do you have any kind of physical disability or special need(s) that restricts your access to the library or mobility within the branch?

| | |
|---|---|
| Yes | 2% |
| No | 98% |

- Degree of satisfaction with various **accessibility issues** (NOTE: only 7 respondents who indicated specials needs as above)

| | = Any rating with 50% or more of total response |
|---|---|

| Potential Issue | Very Satisfied | Somewhat Satisfied | Somewhat Dissatisfied | Very Dissatisfied | Can't Say/ Don't Know |
|---|---|---|---|---|---|
| Physical access into the library | 43% | 14% | 0% | 14% | 29% |
| Access within the library | 33% | 33% | 0% | 01% | 33% |
| Accessible washrooms | 50% | 33% | 0% | 0% | 17% |

- Degree of interest in **future facilities, services or resources** that they would like to see Clarington Public Library provide (ranked in order of 'definitely interested' rating):

| | = Any rating with 50% or more of total response |
|---|---|

| Facility, Service or Resource | Definitely interested and would use | Might be interested and might use | Not interested and would not use | Can't Say / Don't Know |
|---|---|---|---|---|
| Community Information Centre | 33% | 41% | 8% | 18% |
| More family events | 33% | 27% | 19% | 20% |
| More educational opportunities | 32% | 44% | 10% | 14% |
| More School-Age Programs | 31% | 20% | 8% | 27% |
| More adult programming | 29% | 43% | 8% | 20% |
| Studio for filmmaking, photography, audio recording, etc.) | 27% | 32% | 22% | 19% |
| More space for local art and culture | 26% | 42% | 14% | 19% |
| Tool library (e.g. borrowing tools, musical instruments, AV equipment, etc.) | 26% | 35% | 19% | 18% |
| More quiet space | 24% | 29% | 17% | 30% |
| Digital music collection | 23% | 28% | 22% | 27% |
| Enhanced tech support | 22% | 33% | 14% | 32% |
| More early literacy programs | 21% | 18% | 30% | 31% |
| More teen programming) | 16% | 17% | 29% | 39% |
| Outreach to shut-ins, senior's homes. Retirement residences, etc. | 14% | 17% | 22% | 47% |
| More meeting space | 12% | 23% | 27% | 38% |

# Appendix B — Results of Benchmarking

# Appendix B — Results of Benchmarking

The following pages provide a number of benchmark indicators which are based on the annual public Library survey carried out by the Ministry of Tourism, Culture and Sport.

Caution should be exhibited in developing comparisons as each library system has unique attributes in terms of branch configuration and local geography; patron demographics and demands on the collections; relationship with and services provided by the municipality; facility ownership, management or lease arrangements; age of buildings; hours of operation; choices of the Board as far as programs and services offered; and so on.  Accounting practices and ways of recording usage may also vary somewhat.

In this respect, the comparisons are useful and indicative to suggest areas where differences may occur or service improvements may be suggested.  However, they should not be construed as exactly 'point to point' or definitive in nature.

| Column Reference | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|---|---|---|---|---|
| Public Library System | Resident Population Served | Number of Library Branches Including Main Library | Service Points Per 10,000 Population | Cardholders per residential population | Prov. Op. Funding as % of Total Op. Revenue | Local Funding as % of Total Op. Revenue | Local Funding Per Capita | Total Operating Expenditures | Materials as % of Total Op. Expenditure | Materials expenditure per capita |
| **Clarington** | **89,931** | **4** | **0.44** | **50%** | **2.6%** | **92.5%** | **$31** | **$3,083,407** | **11%** | **$3.61** |
| Ajax | 120,540 | 3 | 0.25 | 28% | 3.5% | 89.7% | $33 | $4,200,177 | 12% | $4.16 |
| Belleville | 49,454 | 1 | 0.20 | 42% | 4.0% | 88.7% | $38 | $2,031,451 | 9% | $3.60 |
| Caledon | 69,547 | 7 | 1.01 | 23% | 1.8% | 96.3% | $44 | $3,156,745 | 13% | $6.09 |
| Cambridge | 133,800 | 4 | 0.30 | 30% | 2.8% | 89.1% | $38 | $5,661,692 | 10% | $4.25 |
| Halton Hills | 57,160 | 2 | 0.35 | 29% | 2.0% | 92.8% | $54 | $3,679,846 | 7% | $4.60 |
| Kitchener | 236,500 | 5 | 0.21 | 40% | 2.8% | 93.2% | $43 | $10,834,572 | 12% | $5.34 |
| Milton | 100,743 | 2 | 0.20 | 53% | 1.3% | 95.0% | $40 | $4,247,075 | 11% | $4.77 |
| Oshawa | 160,000 | 4 | 0.25 | 39% | 2.3% | 89.1% | $51 | $8,917,784 | 9% | $4.76 |
| Whitby | 132,345 | 3 | 0.23 | 41% | 1.7% | 92.8% | $40 | $5,732,418 | 11% | $4.71 |
| | | | | | | | | | | |
| Average (unweighted) | 115,002 | 4 | 0.34 | 38% | 2.5% | 91.9% | $41 | $5,154,517 | 10% | $4.59 |
| | | | | | | | | | | |
| Clarington (rel to ave) | low – ave. | ave. | high | high | ave | ave | low | low | ave | low |

**Source:** Source data is from the 2014 Ontario Public Library Operating Statistics. The benchmark indicators have been created by TCI using the source data.

**Notes:**

- The blue colour suggests a favourable interpretation of the data, for example, an opportunity to increase investment.
- The grey colour suggests a possible unfavourable interpretation of the data.
- Caution should be exhibited with these interpretations, as each system is unique and has its own operating characteristics.

| Column Reference | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
|---|---|---|---|---|---|---|---|---|---|---|
| Public Library System | Staffing as % of Total Op. Expenditure | Facilities costs as % of Total Op. Expenditure | Total Operating Expenditure per Residential Population | Cost per Circulated Item | Cost per Main Library and Branch Service Hour | Cost per Person Visits (physical not virtual) | Total Reference Volumes Held Per 1000 Residential Population | Circulating Volumes Held per 1,000 Residential Population | Total No. of copies of CD/DVDs per 1000 Residential Population | Total circulating copies of E resources per 1000 Residential Population |
| **Clarington** | 71% | 4% | $34 | $4.62 | $271 | $7.68 | 9 | 1,398 | 230 | 901 |
| Ajax | 74% | 8% | $35 | $5.11 | $553 | $11.55 | 10 | 1,212 | 231 | 9,191 |
| Belleville | 76% | 7% | $41 | $5.41 | $679 | $9.68 | 47 | 1,998 | 189 | 1,507 |
| Caledon | 70% | 7% | $45 | $7.97 | $253 | $13.19 | 37 | 3,373 | 295 | 1,145 |
| Cambridge | 71% | 7% | $42 | $4.94 | $498 | $6.50 | 24 | 1,835 | 221 | 274 |
| Halton Hills | 74% | 10% | $64 | $6.41 | $708 | $14.32 | 36 | 2,007 | 354 | 1,304 |
| Kitchener | 73% | 7% | $46 | $4.11 | $658 | $8.72 | 125 | 18,905 | 286 | 195 |
| Milton | 65% | 7% | $42 | $3.64 | $756 | $10.50 | 33 | 1,843 | 326 | 9,128 |
| Oshawa | 75% | 11% | $56 | $4.94 | $709 | $9.72 | 68 | 2,089 | 435 | 228 |
| Whitby | 71% | 10% | $43 | $3.63 | $621 | $9.08 | 52 | 1,844 | 215 | 125 |
| | | | | | | | | | | |
| Average (unweighted) | 72% | 8% | $45 | $5.08 | $571 | $10.10 | 44 | 3,651 | 278 | 2,400 |
| | | | | | | | | | | |
| Clarington (rel to ave) | ave | low | low | low | low | low | low | low | low | low |

**Note:** Caution should be taken in comparing cost indicators and interpreting these data. Costs are obtained by taking total library operating expenditures and dividing by the relevant metric.

| Column Reference | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 |
|---|---|---|---|---|---|---|---|---|---|---|
| Public Library System | E Resources as % of Circulating Volumes Plus E Resources | Full-time Librarians Per 100,000 Residential Population | Total FT Staff | Total PT Staff | Total PT Hours / Week | Total PT FTEs @ 35 Hours Per Week | Total (FT+PT) FTEs @ 35 Hours Per Week | PT Hours as % of Total Hours | Total No. of Public Access Workstations per 10,000 Residential Population | Public Workstations with Internet Access per 10,000 Population |
| **Clarington** | 39% | 6 | 16 | 41 | 600 | 17 | 33 | 52% | 6 | 6 |
| Ajax | 88% | 3 | 25 | 42 | 672 | 19 | 44 | 43% | 4 | 3 |
| Belleville | 43% | 12 | 20 | 23 | 383 | 11 | 31 | 35% | 5 | 4 |
| Caledon | 25% | 10 | 16 | 41 | 640 | 18 | 34 | 53% | 11 | 9 |
| Cambridge | 13% | 10 | 39 | 42 | 849 | 24 | 63 | 38% | 6 | 4 |
| Halton Hills | 39% | 10 | 14 | 46 | 742 | 21 | 35 | 60% | 8 | 7 |
| Kitchener | 1% | 11 | 86 | 73 | 1,340 | 38 | 124 | 31% | 6 | 4 |
| Milton | 83% | 9 | 15 | 61 | 1,008 | 29 | 44 | 66% | 5 | 5 |
| Oshawa | 10% | 13 | 74 | 67 | 1,077 | 31 | 105 | 29% | 6 | 4 |
| Whitby | 6% | 6 | 29 | 68 | 1,099 | 31 | 60 | 52% | 8 | 6 |
| | | | | | | | | | | |
| Average (unweighted) | 35% | 9 | 33 | 50 | 841 | 24 | 57 | 46% | 7 | 5 |
| | | | | | | | | | | |
| Clarington (rel to ave) | high | low | low | low | low | low | low | high | ave. | ave. |

| Column Reference | 31 | 32 | 33 | 34 | 35 | 36 | 37 | 38 | 39 |
|---|---|---|---|---|---|---|---|---|---|
| Public Library System | Main and Branch Service Hours per week | Physical Circulation Per Residential Population | Total Annual Circulation All Materials Per Residential Population | E-books, downloadable material as % of total circulation | Total Annual Circulation Per Cardholder | Circulation Per Hour Open | Staff Hours per Hour Open | Program Attendance Per 1,000 Residential Population | Social Media Visits per 1,000 population |
| **Clarington** | 219 | 5.7 | 7.4 | 11% | 15 | 59 | 5.3 | 189 | 55 |
| Ajax | 146 | 5.9 | 6.8 | 8% | 24 | 108 | 10.6 | 289 | 3 |
| Belleville | 58 | 7.3 | 7.6 | 7% | 18 | 125 | 18.8 | 336 | 18 |
| Caledon | 240 | 5.3 | 5.7 | 7% | 24 | 32 | 5.0 | 212 | 40 |
| Cambridge | 219 | 6.5 | 8.6 | 9% | 28 | 101 | 10.1 | 326 | 3 |
| Halton Hills | 100 | 7.7 | 10.0 | 11% | 35 | 110 | 12.3 | 434 | 289 |
| Kitchener | 317 | 11.3 | 11.1 | 7% | 28 | 160 | 13.7 | 277 | 7 |
| Milton | 108 | 9.5 | 11.6 | 11% | 22 | 208 | 14.2 | 379 | 60 |
| Oshawa | 242 | 10.3 | 11.3 | 5% | 29 | 143 | 15.2 | 223 | 1 |
| Whitby | 178 | 11.0 | 11.9 | 6% | 29 | 171 | 11.9 | 238 | 1 |
| | | | | | | | | | |
| Average (unweighted) | 183 | 8.0 | 9.2 | 8% | 25 | 122 | 11.7 | 290 | 29 |
| | | | | | | | | | |
| Clarington (rel to ave) | ave. | low | low | high | low | low | low | low | high |

# Appendix C — Facility Review Summary

# Appendix C — Facility Review Summary

The Municipality of Clarington is serviced by four individual branches all located approximately 10-20 minute drive from each other. The four branches vary in size, age and condition, and thus provide different levels of service to their respective communities.

## Bowmanville



The Bowmanville Branch, built in 2003 at 24,000 square feet, is the main and largest branch in the most urban location. It has 3 distinct levels, includes a coffee shop and houses the majority of administration offices for the overall library system.

## Newcastle



The Newcastle Branch, built in 2009 at 9,100 square feet is a stand-alone medium sized facility in a rural / growing community.

## Orono



The Orono Branch is a stand-alone small facility in a historic house originally built in 1882. The building was re-purposed as a library in 1970 and now services the Village of Orono and surrounding rural areas. It is in the least populated portion of the municipality.

## Courtice



The Courtice Branch, originally built in 1997, is a medium-large facility located within the Courtice Community Centre. This branch was renovated in 2015 and expanded to 12,000 square feet. Courtice is a suburban and growing community.

# Bowmanville Branch







Bowmanville Branch is a multi-level building conveniently located on Church Street, a major thoroughfare in downtown Bowmanville. The Bowmanville Branch is in a shared facility with the Municipal Administration Centre (MAC). The branch is situated on transit routes and features a coffee shop (Dewey's Café) on the mezzanine level that is run in partnership with Community Living.

There are two main areas of the Bowmanville Branch's main floor. For the purpose of this report they will be referred to as "Commons Area" and the "Atrium Area". In the Commons Area, the mezzanine level allows for the ground floor to have a high ceiling area in the middle, with a low ceiling near the south and west walls. The Commons Area includes the entrance, service counters, stacks, and a Children's area along the south wall.

The Atrium Area separates the Library from the adjacent Municipal offices and features 3 story high ceilings and slate tile. Within the space is a fireside lounge, a media collection, and public computers.



The mezzanine and second floor can be accessed by a highly visible open staircase and an elevator.

The mezzanine headroom is quite low for a public space at 7 feet in height. It houses a coffee shop, magazine racks, an enclosed divisible program space, and some reading niches around the perimeter.

The second floor houses another large stack area, a television lounge area, and large work tables, and computer stations.
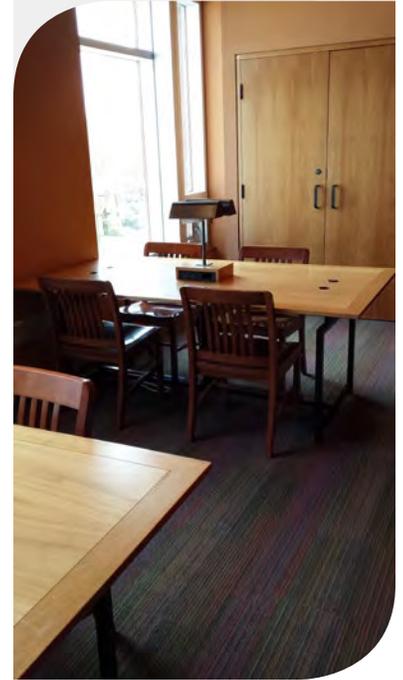
Administration offices are located on the fourth level of the MAC, isolated from the remainder of the Library. (There are also Municipal offices, not related to the Library, located on the third and fourth floors).

## Washrooms

An accessible and family washroom is located on the ground floor on the west wall. Additional men's and women's washrooms are on the mezzanine level adjacent to Dewey's Café.

As the branch was constructed in 2003, the washrooms do not meet current accessibility standards like those at Newcastle and Courtice. The building code would only require an upgrade should a major renovation of the interior space be done. One of the recommendations in the 2016-2020 Multi-Year Accessibility Plan is to add a power door operator to the Family Washroom on the Ground Floor which will improve access in the interim.

## Positives

The facility has large, high ceilings on the ground floor which gives it a feeling of grandeur and importance. The interior's warm colours give the space the feeling of an early Chapters or Indigo book store, which is welcoming and comfortable. However, the overall décor is starting to look a little worn and dated compared to the newer Newcastle and Courtice Branches.

The two large floors of book stacks provide a wide selection of books and media to be offered.

## Drawbacks

### Entrance Experience

As the main branch, Bowmanville lacks a unique, independent street presence and a welcoming, dynamic entrance. Because the entrance is shared with the MAC, the library is not able to take full advantage of the lobby space.

When visitors enter the library proper past the security stations the main focal point for visitors are the large service desks. Other branches provide a more welcoming entrance with the inclusion of display space for new materials or "what's trending" to immediately interest visitors..

### Service Counters

On the ground floor, there are currently two separate service counters close to the main entrance. The first is a large desk from which materials can be checked out. A smaller secondary desk, located several feet away. This is where staff respond to more in-depth questions and offer reference assistance. The placement of two separate service desks in the entrance is not an efficient use of the space. A single service point would provide a more seamless customer service experience. The location and orientation of the service desks also does not give staff a good vantage point, or sight-lines, to overlook the space which is often recommended for security and supervision purposes.

A reconfiguration of the entrance areas would improve both the Entrance Experience and Service Counter issues noted above by providing space for displays or other incentives for people to enter and explore the Library and a more centrally located and integrated single service point.

### Washrooms

As noted above, the washrooms do not meet current accessibility standards. There are currently plans to enhance accessibility through the addition of a power door operator to the Family Washroom on the Ground Floor which is a good first step towards improved accessibility. If interior renovations get slated for this branch, a more detailed improvement to the washrooms will need to be included.

**Opportunities**

A refreshment/renovation of the Bowmanville Branch would enhance the service offerings and modernize the facility.

At a minimum Bowmanville Branch refreshment should include:

- Reconfigure floor space to provide a variety of enclosed program and study rooms and enhance sight-lines for staff supervising floor areas and to improve acoustic separation between various spaces and functions

- Reduce size of service counters and relocate to a more central location to provide better sight lines for staff

- Open up entrance to create a more dynamic and welcoming entrance experience for library patrons with a larger display area and some comfortable seating with views to the street.

- Change flooring materials to eliminate uneven surfaces and tripping hazards

If funds allow, the Branch would also benefit from the following additional aesthetic improvements:

- Update interior finishes to modernize the look and feel of the full space.

**Constraints**

Since the Branch is in a shared facility with the Municipality and on a tight urban property, there is no space for the branch to expand. Population growth projections show that the space needs for a branch in this area will continue to grow as the population expands.

Any new functions added to the space will reduce the amount of stack or open lounge space within the existing facility.
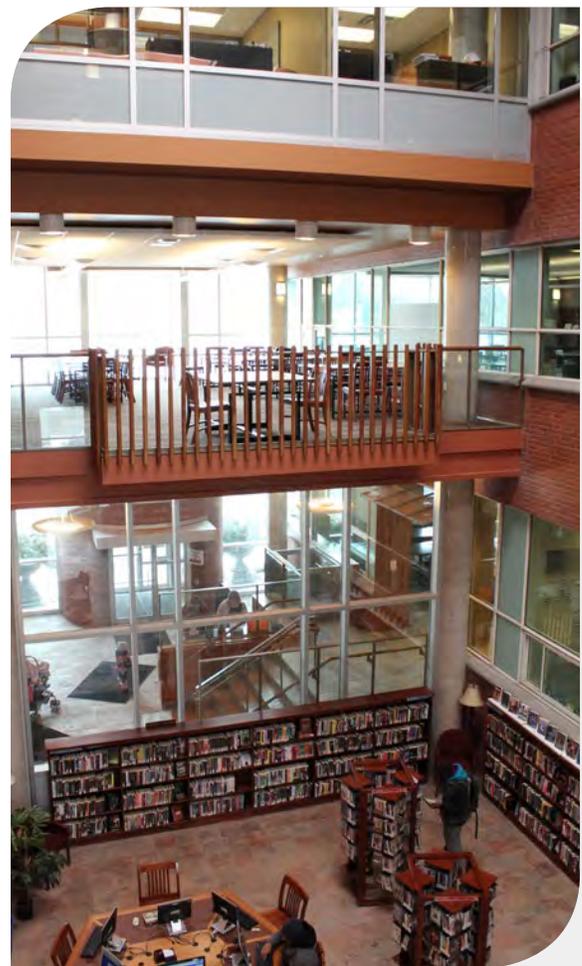
# Newcastle Branch



This is a newly constructed (2009), purpose built library branch which provides all of its services on one level. There is a welcoming high ceiling area at the entrance which includes the display of new materials, self-serve kiosks and a fireside lounge facing out towards the street.
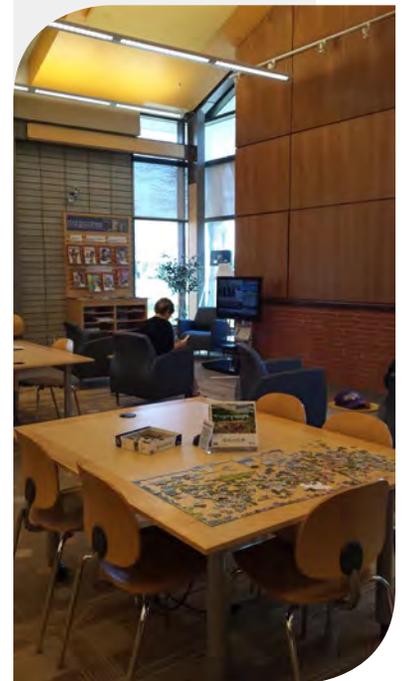
The branch includes a large community room which is bright and located conveniently near the main entrance and washroom facilities.
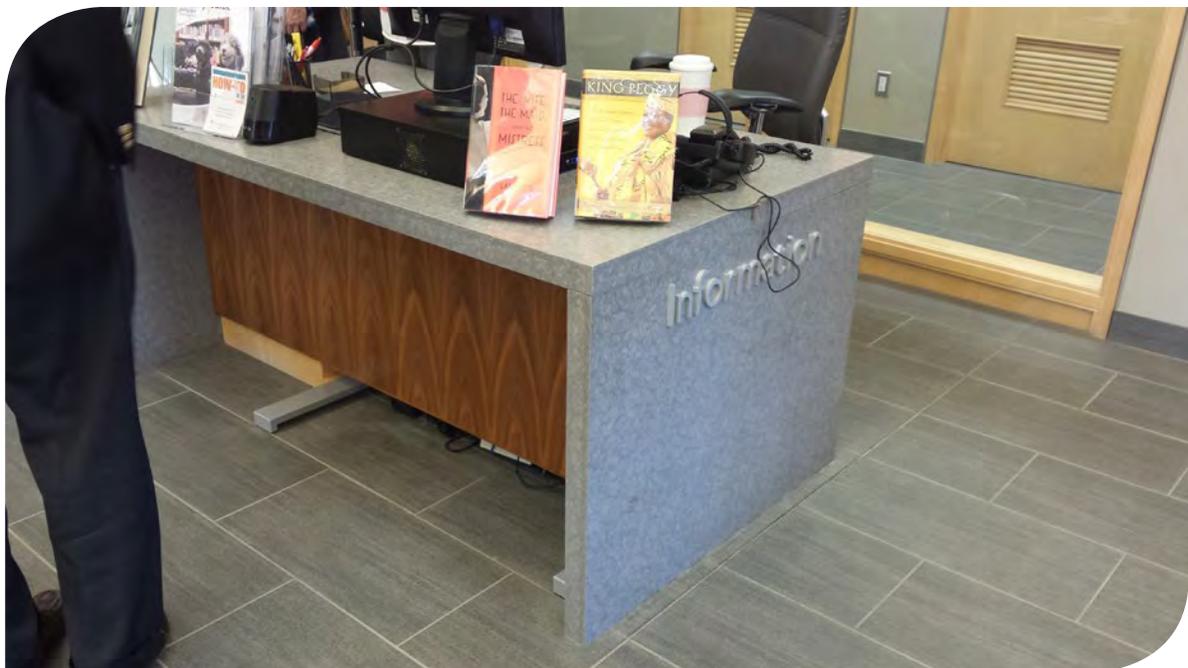
The service counters and information desk are set back from the entrance but are highly visible and located so staff can easily supervise all areas of the branch except for the quiet reading rooms at the rear.

The main body stacks are low which provides good visibility through the branch. Computer stations are at the front facing the street. Screens face the staff counters but are likely too distant for staff to really see what is on them. However, staff regularly roam the space so the issue is not seen as a concern.
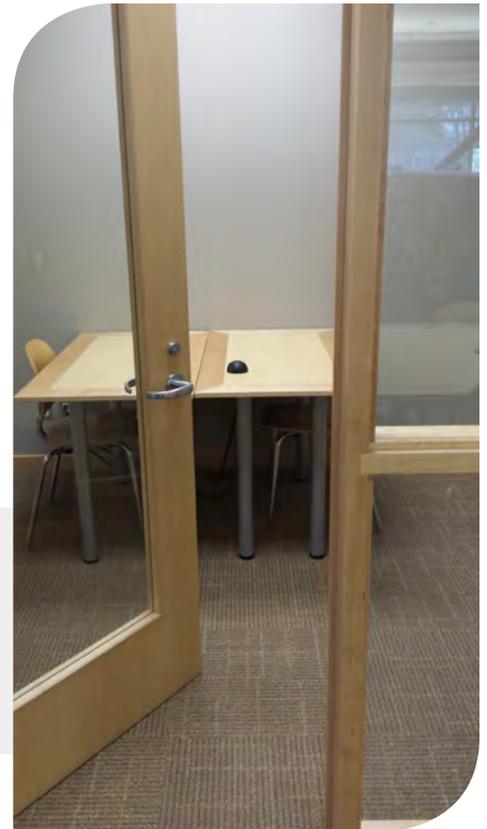






The children's area is colourful with a large play space and is located at the far end of the library.

The teens' area is quite small and is adjacent to the children's area. It is closely located to two small work rooms.

The one complaint that staff in the branch had was that they wished they had some additional larger work rooms for people to use.

Administration functions are located behind the service desk but have windows so staff can still see out to the library in case they are needed.

## Washrooms

All washrooms are located near the community room and are easy for patrons to find and for staff to supervise.

## Positives

Newcastle is a new, modern, welcoming facility which appears to be well used and appropriately sized for the community.

## Drawbacks

A larger teen area is needed as well as more and larger reading / work rooms.

## Opportunities

The library is located on a large property and it is foreseeable that the facility could expand if needed to accommodate a growing community.

## Constraints

The community room is located off the library so can only be leased out or used during library hours.

# Orono Branch

The Orono branch is located in a historic two-story house.

There are a variety of rooms within the branch that serve unique purposes:

- The main room houses the service desk with books and media on perimeter walls;

- Adjacent to the main entrance is a reading room with perimeter book cases that is sometimes used for club or community meetings;

- Dedicated children's room with books, children's computer, and where programming takes place; and

- Lounge room at the rear of the building which houses books and magazines.

Currently only staff areas and storage are located on the second floor.

## Washrooms

There are two non-accessible washrooms tucked off the back hall by the children's room.
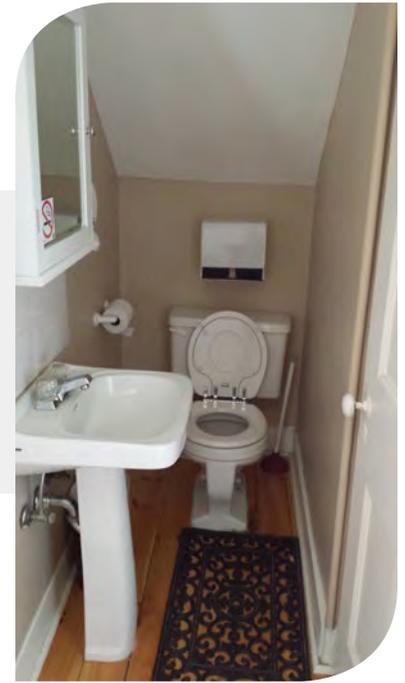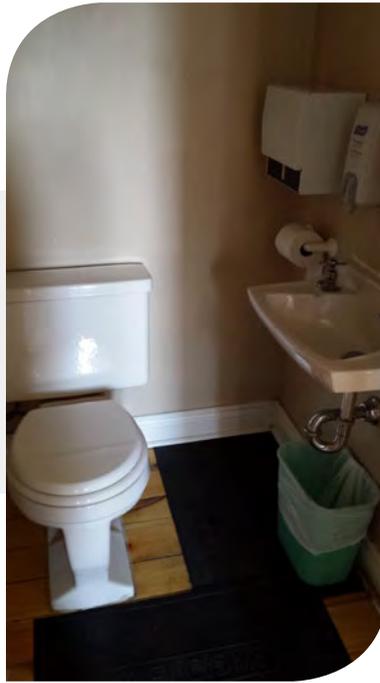
## Positive

The quaint character of the branch is much loved within the community.

## Drawbacks




This historic house does not suit the contemporary functional requirements of a library. The entrance is narrow and not accessible due to steps at porch and door.

In terms of visibility, security, accessibility and flow through the library, the spaces are a challenge as the rooms within the house are small and cut off visually from each other.

Operationally, the building does not have a sprinkler system and the baseboard heating system is a risk because it is susceptible to freezing. The structure of the house was not designed for the loads of a library. Single paned glazing is not energy efficient and is not ideal in terms of security.
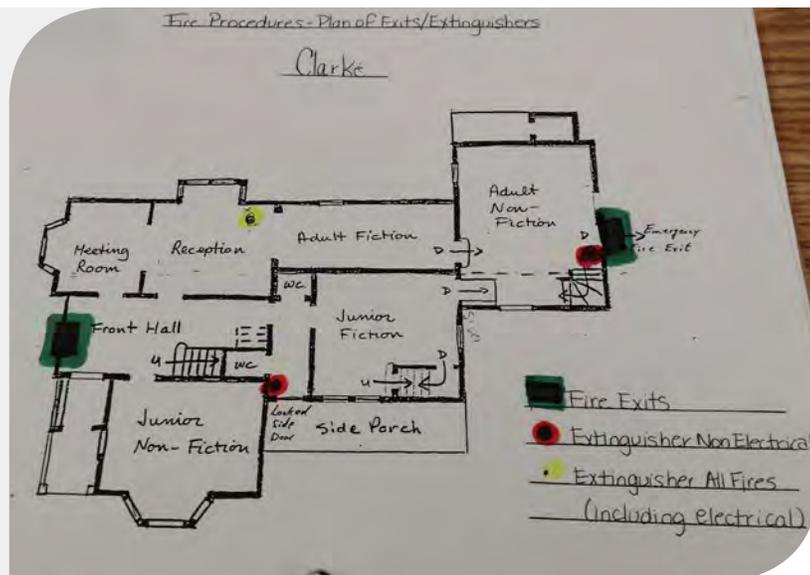


The site has a number of mature trees and the house could be at potential risk from large falling branches.

Currently the second floor is used for storage. This is not ideal because load capacity of the floor is unknown. Neither the stairs, nor the rail-guard at the top of the stairs meet current safety code standards. The stairs are the only means of accessing the second floor. Storing materials on the second floor poses a potential safety hazard for staff when they are required to carry heavy boxes up and down the stairs.

## Opportunities

The library is located on a large park-like setting.  It is foreseeable that a more accessible entrance could be added to the rear or the side of the house but the addition would be costly and would not improve the other non-accessible realities of the "house" structure and layout.

## Constraints

The realities of the house structure and layout and its historic charm make any renovation or addition a challenge.  The facility would be more functional, safe, and accessible in a different type of building.

Of the four library facilities, this is the one that would benefit the most from a renovation or relocation. However, given the low population and low projected growth of the area, it does not warrant the capital investment that would be required.

# Courtice Branch



The Courtice Branch is the newest of the four Clarington Branches.  It is located in a shared building with a large Community Centre and 55+ Active Adults Centre.

Upon entry, guests are greeted with a full vista of the library, with lots of interesting table displays and the service desk on the right-hand side.

The service and help desk are combined and the branch utilizes multiple self-check kiosks.  The Branch is bright and modern with sight lines throughout for staff and patrons.

The facility is planned around a central clerestory lit reading / work space with stacks and amenity spaces on the perimeter. Amenity areas are diverse and include a large youth area, children's area, program room and reading areas. The branch also houses unique high tech program spaces like a film studio and media lab.
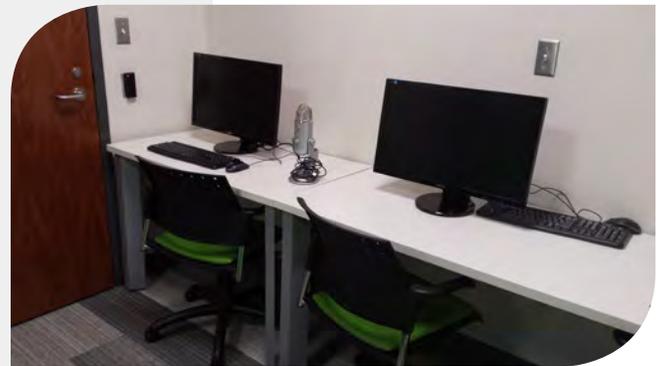
**Washrooms**

There is a main bank of washrooms adjacent to the service desk which is highly visible and easy to locate and supervise. There is also a universal washroom located adjacent to the children's area which is convenient for kids and parents in that space.



**Positives**

This is a new modern facility that offers a variety of programs and amenities for the community. It is an excellent example of how vibrant and essential libraries can be as a community resource. As pointed out in the 2016-2020 Multi-Year Accessibility Plan, a number of accessibility designs were incorporated into the branch including an accessible family washroom, automatic door openers, signage enhancements, accessible service counter and wheelchair accessibility throughout.

**Drawbacks**

Because the computer lab is located in a separate room from the main library staff do not have optimal sight lines to monitors.

**Opportunities**

From the building lobby, the main window into the library is currently into the computer room. This window could be utilized for fun seasonal displays which would be more vibrant and interesting for people coming into the library than simply looking at people working at computers

From our visit, we understood that the library is currently waiting for new furnishings and play elements for this children's area which currently does not have the vibrancy of the children's area at the Newcastle branch yet.

The building is located on a large property and there may be the opportunity to build an outdoor reading area on the (south) side of the library which would add an additional amenity for patrons.

# Facility Recommendations

Top priority recommendations for facilities in the future are as follows:

## 1) Interior Reconfiguration and Refresh of Bowmanville Branch

- This branch is located in one of the most populated and highly trafficked areas within this growing community. Increased public usage has created pressure on both services and space.

- The branch is showing its age, the layout is not consistent with current Library design standards

- The branch is limited in terms of the variety of program, reading and study spaces available, which are a common expectation of clientele familiar with the other Clarington facilities.

- Long term growth and increased population pressure suggests that the need for additional library space will have to be addressed at some point in the future.

- Accessibility concerns at this branch include

  - The need to update washrooms to current accessibility standards if a large renovation is to take place

  - Uneven tile floor and carpet transition strips on the first floor that should be addressed.

- Minimum suggestions for a facility refresh include:

  - Reconfiguration of ground and second floor spaces to improve functionality including public service, flow, and sight lines including Entrance, Service Desks and stack configuration

  - Reduce size of service counters and relocate to a more central location to provide better sight lines for staff

  - Enclose the TV lounge on the second level to create a meeting room

  - Enclose some spaces at the front of the building which faces the street to provide a wider variety of work, program and amenity spaces for patrons including reading spaces, study group spaces, program areas and a possible "maker space"

  - Upgrade public washrooms to current accessibility standards

  - Replacement of uneven tile flooring on the ground floor and improve transitions at other flooring materials

- Additional aesthetic Improvements:

  - Update interior finishes to modernize the look and feel of the full space

- **Rough Estimate of ranges from $ 1,242,000 - $ 2,322,000** for renovations, reconfigurations and interior refresh.

Minimum Scope

| | | |
|---|---|---|
| ◦ | 6,000 sf Renovation at $150/sf | $900,000 |
| ◦ | 15% FF&E | $135,000 |
| | | $1,035,000 |
| ◦ | 20% Contingency | $207,000 |
| | | **$1,242,000** |

Full Scope

| | | |
|---|---|---|
| ◦ | 6,000 sf Renovation at $150/sf | $900,000 |
| ◦ | 15% FF&E | $135,000 |
| ◦ | 18,000 sf Interior Finishes at $50/sf | $900,000 |
| | | $1,935,000 |
| ◦ | 20% Contingency | $387,000 |
| | | **$2,322,000** |

Estimates exclude fees, permits and other project related costs

## 2) Improve Accessibility, and mitigate risks associated with Building Operations and Health and Safety issues at the Orono Branch

- In order to ensure that the level of service this branch provides is consistent with the other branches, the risks associated with staff safety and accessibility compliance should be addressed.

- Currently storage is located on second floor but this creates a hazard in regards to capacity of structure to support storage loads and a hazard for staff who need to carry materials up and down the stairs.

- In its current location, the main requirements to address accessibility and health and safety concerns would include:

Minimum Scope (Accessibility issues only)

- ◦ Add a new 750 sf addition at either the rear or side of building which includes:
    - ◦ A new level entrance
    - ◦ Secured drop box
    - ◦ Entrance lobby with exterior vestibule
    - ◦ Accessible washroom

- ◦ Some interior renovations would also be needed improve accessibility between rooms and down to lower lounge / reading area.

Full Scope (Accessibility, HVAC upgrade and Storage issues)

- ◦ New HVAC unit for the full facility to replace outdated baseboard heaters which can malfunction causing freezing if staff are not there

- ◦ Increase addition size by 300 sf to make add a storage room on the Ground Level so staff do not need to carry loads up and down stairs

- **Rough Estimate of between $654,000 and $909,600** for construction and renovation depending on project scope.

Minimum Scope

| | | |
|---|---|---|
| ◦ 750 sf Addition at $400/sf | $300,000 |
| ◦ 15% FF&E | $45,000 |
| ◦ 1,000 sf Renovation at $200/sf | $200,000 |
| | $545,000 |
| ◦ 20% Contingency | $109,000 |
| | **$654,000** |

Full Scope

| | |
|---|---|
| ◦ 1,050 sf Addition at $400/sf | $420,000 |
| ◦ 15% FF&E | $63,000 |
| ◦ 1,000 sf Renovation at $200/sf | $200,000 |
| ◦ HVAC System Upgrade | $75,000 |
| | $758,000 |
| ◦ 20% Contingency | $151,600 |
| | **$909,600** |

Estimates exclude fees, permits and other project related costs

- However, as this branch is located in the least populated area within the community and has a low projected growth rate, it may be a useful strategy to wait and see how the Municipality chooses to address the operational and budgetary pressures created by its property portfolio.

# Appendix D — Staff Survey Highlights

# Appendix D — Staff Survey Highlights

**Survey Background**

Staff were provided with a confidential online survey providing them with an opportunity to provide feedback on their jobs and work environment including their responsibilities, training, effectiveness of supervision provided and possible improvements to the library.  The consultants also met with staff - twice at the beginning of the project, and twice at the conclusion of the project - to provide feedback on the project including discussing the report's recommendations.

**Survey Highlights**

Following are the key findings from the staff survey.

- How many years have you been with the Clarington Public Library system?

| Answer Choices | Responses |
|---|---|
| **5 years or less** | 38% |
| **6 to 10 years** | 29% |
| **11 to 15 years** | 24% |
| **16 or more years** | 9% |

- Do you feel you have the tools and resources to do your job efficiently and effectively?

| Answer Choices | Responses |
|---|---|
| **Yes** | 52% |
| **No** | 48% |

- Do you have the ongoing training needed to do your job efficiently and effectively?

| Answer Choices | Responses |
|---|---|
| **Yes** | 51% |
| **No** | 49% |

- Do you have the supervision and direction needed to do your job efficiently and effectively?

| Answer Choices | Responses |
|---|---|
| **Yes** | 63% |
| **No** | 37% |

- Do you feel the level of communications is sufficient within your department or across different departments?

| Answer Choices | Responses |
| --- | --- |
| **Yes** | 26% |
| **No** | 74% |

- Does your job description reflect what you do?

| Answer Choices | Responses |
| --- | --- |
| **Yes** | 47% |
| **No** | 53% |

- Are there any changes that you would like to see to policies, systems or procedures that would enable you to do your job more effectively?

| Answer Choices | Responses |
| --- | --- |
| **Yes** | 89% |
| **No** | 11% |

- With regard to the above question, staff identified a broad range of policies and procedures they would like to see addressed including:

| Comments Categories | Responses |
| --- | --- |
| **Better, clear communications** | 29% |
| **Better supervision** | 16% |
| **DRT passes** | 13% |
| **New computers** | 6% |
| **Incident reports** | 6% |
| **Opening procedures** | 6% |
| **Better billing system** | 6% |

- Overall, how satisfied are you with your job?

| Comments Categories | Responses |
|---|---|
| **Very satisfied** | 34% |
| **Somewhat satisfied** | 54% |
| **Somewhat dissatisfied** | 6% |
| **Very dissatisfied** | 6% |

The results showed there are many opportunities for improvement which were discussed and reviewed with staff and have led to many of the recommendations in this report.  However, the majority care for and are satisfied with their jobs.