



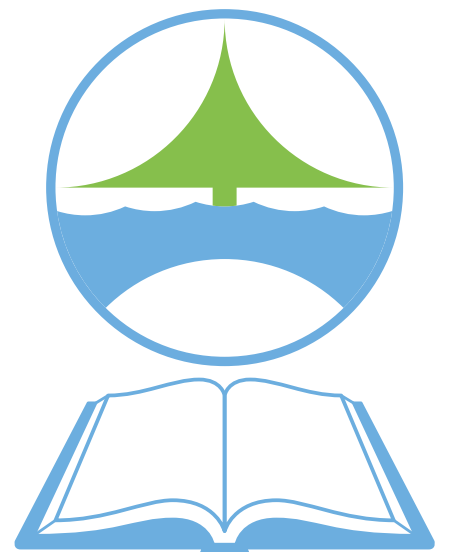
Town of Georgina

Georgina Public Library

Library Services and Facility Master Plan **2016**

**La Force & Associates**

**+VG** ARCHITECTS  
THE VENTIN GROUP LTD



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## APPENDICES



# 1. Executive Summary

## 1.1. Purpose of The Study

Georgina Public Library Board hired +VG Architects Ltd. (The Ventin Group) and La Force & Associates to create a Library Services & Facilities Master Plan to guide the development of the Library over the next ten years.

## 1.2. Context

Georgina is a growing municipality in the northernmost part of the Regional Municipality of York. The town is composed of a number of lakefront communities, small rural hamlets and three larger communities: Keswick, Sutton/Jackson's Point and Pefferlaw.

Growth is occurring primarily in Sutton and Keswick with South Keswick experiencing most of the growth. Georgina's demographics are also changing. Over the next few decades, Georgina is expected to become a community characterized by young families and retirees and to become more culturally diverse.

The Georgina Public Library has a standalone branch in Pefferlaw, a branch co-located with two schools and a swimming pool in Sutton and a third branch in Keswick co-located with the Ice Palace. Keswick is the largest branch, followed by the Peter Gzowski (Sutton) branch. Pefferlaw is the smallest. There are preliminary plans to incorporate a library branch into a proposed new Multiuse Recreation Complex planned for South Keswick at a yet to be determined date.

The Library is also experiencing considerable change. Library service is being affected by broad trends to:

- Participatory, lifelong learning and a culture that values creativity and discovery
- The Internet's penetration into all facets of life
- The predominance of social, mobile, portable and wireless technologies
- The development of digital content
- Increased emphasis on the library's role in literacy, economic development, support to new Canadians and environmental stewardship
- Greater use of business tools including branding and marketing
- Changing community relationships focusing on the library as a neutral, accessible and social "third place" that is neither home nor work.

## 1.3. Methodology

The Library Service Review and Facilities Master Plan involved a comprehensive review of services, programs, collections, promotion, technology, staffing and facilities. La Force & Associates took the lead on the service and operational review. +VG Architects led the facilities review with input from La Force & Associates as needed.

In conducting the service and operational review, La Force & Associates applied extensive experience in public libraries and analyzed historical data. The study also benchmarked the Library against the ARUPLO (Association of Rural Urban Public Libraries of Ontario) guidelines and against similar libraries. The benchmark libraries are: Caledon, East Gwillimbury, King Township, Halton Hills, Innisfil, New Tecumseth, Quinte West and Clarington. The Consultant also visited the branches a number of times and discussed issues and ideas with key GPL staff.



In conducting the facilities review, +VG Architects evaluated Georgina Public Libraries against a comprehensive frame of reference and using insights cultivated over many years of practical experience designing and renovating public libraries. +VG Architects performed a review of conditions, functional challenges and potential for improving access and services in all three of GPL's existing branches (Keswick, Sutton, and Pefferlaw). These considerations were also observed within the context of emerging plans, and their implications, to expand Georgina Public Library into a new branch (South Keswick) as part of a new MURC (Multi-Use Recreation Complex).

Findings from both the operational review and facilities review have been summarized into this final reference document.

Staff input gathered at a general staff meeting and community consultation using a process known as a World Café™ enriched the report immeasurably. The community consultation process and findings are included as an appendix to the report.

## 1.4. Findings

In 2014, Georgina Public Library served the 4th largest population compared to eight benchmark libraries.

- 5th in staff per branch
- 6th in staff per 1,000 population
- 6th in titles per capita
- 6th (\$42.58 per capita) in total operating revenue per capita
- 7th in public workstations with Internet access per capita
- 8th in library materials funding per capita; and,
- 8th in technology expenditure per capita (includes Internet connectivity, computer equipment and services).

In 2016, GPL has a shortfall in space of approximately 15,400 gross sq. ft. that a new branch in South Keswick should address. The existing libraries also have a number of deficiencies that should be addressed.

In terms of service, GPL ranked as follows compared to the benchmark libraries:

- 3rd highest cost per transaction (\$3.48 per transaction)
- 3rd in weekly service hours per branch
- 4th (with 2 other libraries) in information or reference questions per capita
- 5th in program attendance per capita
- 5th in the percentage of the population who are active library cardholders
- 6th in service hours per 10,000 population
- 7th in visits per capita (in-person and electronic visits); and,
- 8th in circulation per capita.

In some ways, the Library is performing better than would be expected given its resource inputs. The recommendations on service, collections, marketing, technology, staff and buildings identify where changes and improvements can be made so that Georgina Public Library is positioned for excellence in the future.

The Master Plan also identifies design considerations for the proposed South Keswick Branch, which have been outlined as follows:

- General Configuration
- Future Layout Flexibility
- Providing a Comfortable and Inviting Setting
- Windows and Daylighting



- Accessibility
- Acoustics
- Technology
- Security
- Materials Security System at Public Entrances

If conceived as part of the proposed Multi-Use Recreational Complex (MURC), special design consideration should be given to ensure that proposed South Keswick Branch is an appropriately central and architecturally significant component of the whole.

## 1.5. Recommendations

The main sections of the report list a number of recommendations for implementation and monitoring progress over the short term (one to two years), medium term (three to five years) and long term (six to ten years). The final chapter of the report study lists all of the recommendations in a tabular format.



## 2. Planning Framework

### 2.1. Community and Demographic Profile of Georgina<sup>1</sup>

#### 2.1.1. Overview

Situated one hour north of Toronto on the southeast shore of Lake Simcoe, Georgina occupies 71,557 acres (28,959 ha.) making it geographically the largest of the nine municipalities in York Region.

The municipality is composed of a number of lakefront communities, small rural hamlets and three larger communities: Keswick, Sutton/Jackson's Point and Pefferlaw.

Georgina Public Library has three branches located in the largest communities.

#### 2.1.2. Population

According to the 2011 census, Georgina's population was 43,517. In 2016, the Region estimated it to be 47,000.<sup>2</sup> Keswick is by far the largest community with a population of more than 25,000, representing more than half of Georgina's total population. The 2011 census lists Sutton's population as 5,938. The most recent (2005) available estimate for Pefferlaw's population is 3,000.<sup>3</sup>

Georgina is also home to many seasonal residents. At the end of 2012, The Town estimated there were approximately 4,800 seasonal residents.<sup>4</sup> While not counted as part of the population, Georgina sees a number of day tourists or "day trippers" as well.

From 1991 to 2011, Georgina experienced population growth of 46%, with a modest 10% of that growth occurring from 2001 to 2011 and only 2.8% from 2006 to 2011.<sup>5</sup>

According to the 2010 York Region Official Plan, over the next twenty years from 2011 to 2031, the Town's population was expected to grow by up to 62% reaching a population of 70,300 by 2031.

	2011	2016	2021	2026	2031
<b>Georgina</b>	<b>45,000</b>	<b>52,800</b>	<b>57,900</b>	<b>63,900</b>	<b>70,300</b>

**Source:** York Region Committee of the Whole Report clause 6 Report 7 April 23 2015 "2041 York Region Draft

1 The 2014 Town of Georgina Recreation Facility Needs Study: Final Report prepared by Monteith Brown et al. in 2014 has been a useful source of information for this section. Where appropriate, information has been updated or added.

2 There are various population estimates for Georgina. The Recreation Facility Needs Study uses 47,361. According to the Director of Library Services, as of spring 2016, the population estimate most commonly used by the Regional Municipality of York is 47,000. (Email from Mary Baxter. Feb 24, 2016). The 2016 census results will confirm its accuracy.

3 Wikipedia contributors. "Pefferlaw, Ontario." Wikipedia, The Free Encyclopedia. Wikipedia, The Free Encyclopedia, 31 Mar. 2016. Web. 29 May. 2016.

4 Town of Georgina. Household and Estimated Population Counts 2009-2012, in Monteith Brown. Town of Georgina Recreation Facility Needs Study: Final Report. [n.d.]: [n.p.], p. 4.

5 Statistics Canada. Focus on Geography Series, 2011 Census. Web. March 3, 2016.





Map of Georgina



## Growth Scenarios and Land Budget"

However, the Region is in the process of updating the Official Plan and in April 2015 endorsed three draft growth projections: a 40% Intensification Scenario referring to 40% of all housing unit growth occurring annually within the Provincially defined built boundary; a 50% Intensification Scenario; and a no growth scenario beyond certain lands included in the urban boundaries of York Region after 2010.<sup>6</sup>

On November 19, 2015, Regional Council endorsed a preferred (likeliest) draft growth Intensification Scenario of 45%. The final Scenario will not be available until some time later in 2016.<sup>7</sup>

	2011	2021	2031	2036	2041
<b>Georgina</b>	<b>44,700</b>	<b>51,700</b>	<b>62,200</b>	<b>67,900</b>	<b>71,300</b>

**Source:** York Region Committee of the Whole Report clause 12 Report 17 November 17 2015 "2041 York Region Preferred Growth Scenario 2041"

Residential growth is planned to take place primarily in the established settlement areas of Keswick (much of it by 2021) and Sutton/Jackson's Point. The remainder of the growth will be spread across the rest of the Town including Pefferlaw/Port Bolster, Georgina's smaller hamlets (Udora, Brownhill and Ravenshoe), waterfront areas, and the rural countryside.

Community	2011		2031		Growth 2011-2031	
	Population	%	Population	%	Number	%
Keswick	25,527	59	39,000	55	13,427	53
Sutton/Jackson's Point	5,938	14	15,150	22	9,212	155
Rest of Town	12,052	28	16,150	23	4,098	34
<b>Total</b>	<b>43,517</b>	<b>100</b>	<b>70,300</b>	<b>100</b>	<b>26,783</b>	<b>62</b>

**Source:** Town of Georgina Recreation Facility Needs Study: Final Report, p. 6. Data from Region of York Official Plan, 2010; Town of Georgina, 2013

6 York Region Committee of the Whole Report clause 6 Report 7 April 23 2015 "2041 York Region Draft Growth Scenarios and Land Budget." Web. March 3, 2016.

7 York Region Committee of the Whole. "2041 York Region Preferred Growth Scenario 2041". Report clause 12 Report 17. November 17 2015. Web. March 3, 2016.



### 2.1.3. Demographics

As in the rest of Ontario, Georgina's population is aging. Between 2001 and 2011, there were noteworthy increases in the number of older adults and seniors and a marked decline in the number of children. In 2011, there were 2,335 people between 70 and 79 years of age and 1,305 80 years or older.<sup>8</sup>

Age Cohort	2001	2006	2011	% Change 2001-2011
Children (0-9)	6,055	5,215	4,835	-20%
Youth (10-19)	5,875	6,745	6,230	+ 6%
Young Adult (20-34)	6,860	6,970	7,430	+ 8%
Mature Adult (35-54)	13,285	14,530	14,350	+ 8%
Older Adult (55-69)	4,310	5,590	7,030	+63%
Senior (70+)	2,870	3,300	3,640	+27%
<b>TOTAL</b>	<b>39,265</b>	<b>42,350</b>	<b>43,515</b>	<b>+11%</b>

**Source:** Town of Georgina Recreation Facility Needs Study: Final Report, p. 6 with additions. Data from Statistics Canada 2001, 2006 and 2011 census.

Despite this aging trend, projections to 2031 indicate that there will be positive growth in all age cohorts. As indicated in the table below, older adult and senior populations are both projected to grow significantly by 2031 with older adults increasing by 85% and seniors by 181%. The children and young adult cohorts are also expected to grow by 66% and 64% respectively. As a result, by 2031, Georgina will be characterized by young families and retirees. Children, youth and older adults, in particular have traditionally been active library users

Age Cohort	2011	2016	2021	2026	2031	Growth (2011-2031)
Children (0-9)	4,835	5,388	5,939	7,031	8,014	66%
Youth (10-19)	6,230	6,281	6,226	6,445	7,146	15%
Young Adult (20-34)	7,430	10,862	12,344	12,368	12,172	64%
Mature Adult (35-54)	14,350	15,638	15,158	17,038	19,716	37%
Older Adult (55-69)	7,030	9,827	12,059	13,123	13,036	85%
Senior (70+)	3,640	4,851	6,202	7,859	10,223	181%
<b>TOTAL</b>	<b>43,515</b>	<b>52,800</b>	<b>57,900</b>	<b>63,900</b>	<b>70,300</b>	<b>62%</b>

**Note:** Totals may not add due to rounding. 2016 population projections higher than current estimates.

**Source:** Town of Georgina Recreation Facility Needs Study: Final Report, p. 7. Data from York Region, 2009; Statistics Canada, 2011.

<sup>8</sup> Town of Georgina. Community Profile: Age Group Profile. Web. March 5, 2016.



### 2.1.4. Immigration Status and Language

Public library use, services, collections and programming can be affected by immigration status and population diversity.

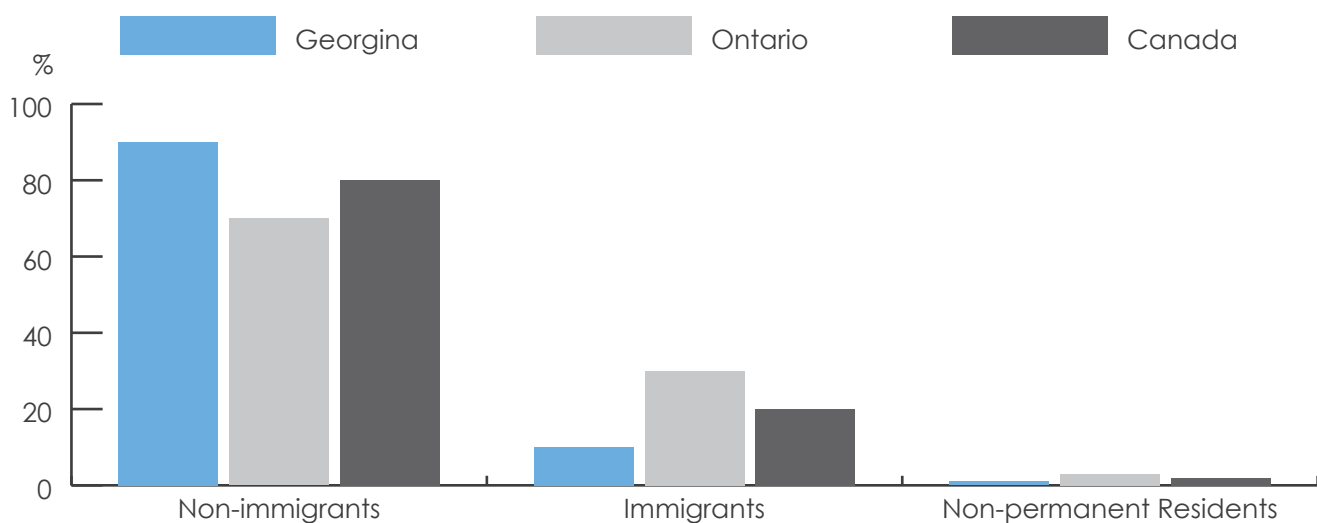
According to the 2011 National Household Survey,<sup>9</sup> Georgina has a much lower percentage of immigrants (11%) than the Region (45%) and the Province (29%). Almost 60% of Georgina's immigrants arrived before 1980 with only 6%, recent immigrants arriving between 2006 and 2011. Two thirds of the immigrant population is of European descent. The most common countries of origin for immigrants were Great Britain (33%) and Germany (6%).

The National Household Survey also indicates that 2.6% (1,120) of the population of Georgina had an Aboriginal identity with children aged 14 and under representing 24.1% of the total Aboriginal population and 3.5% of all children in Georgina.<sup>10</sup> Many of these children live on Georgina Island, a self-governing reserve that was also counted as part of Georgina in the survey. However, some island children come to the mainland to attend school at either Morning Glory Public School in Virginia or St Bernadette's at the Sutton multiuse facility where the Peter Gzowski branch is located.

In 2011, 84.6% of Georgina's immigrant population spoke English and/or French most often at home. The three most frequently reported non-official languages spoken most often at home were Russian, Italian and Korean.

Recent immigration patterns to Ontario and Canada suggest that cultural and language diversity will increase, with a greater percentage arriving from Asia and other non-European countries.

#### Percentage of Canadian born, foreign born and non-permanent residents



**Source:** Statistics Canada. 2011 National Household Survey Focus on Geography Series.

<sup>9</sup> The 2011 National Household Survey was a voluntary, self-administered survey. Georgina's non-response rate was 30%, which may affect data quality.

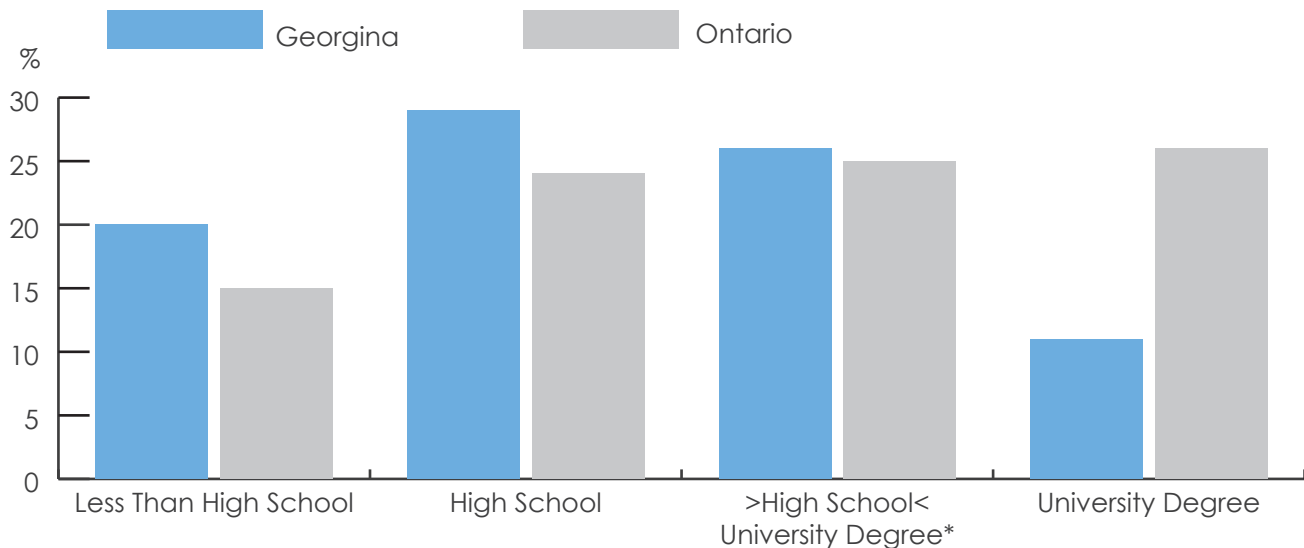
<sup>10</sup> Statistics Canada. 2013. Georgina, T, Ontario (Code 3519070) (table). National Household Survey (NHS) Profile. 2011 National Household Survey. Statistics Canada Catalogue no. 99-004-XWE. Ottawa. Released September 11, 2013. Web. March 20, 2016.



### 2.1.5. Educational Attainment

Almost half of the adults 25 or over in Georgina have only a high school education or less compared to only 39% of Ontarians. Only 11% have a university degree compared to 26% of Ontarians. For older adults, 65 or older, the educational gap is wider.

#### Educational Attainment Age 25 & Over



\* Includes apprenticeship/trades certificates and college certificates/diplomas.

**Source:** Statistics Canada. 2011 National Household Survey Focus on Geography Series: Georgina

### 2.1.6. Income, Place of Work and The Georgina Economy

According to the 2011 National Household Survey, most residents worked in trades, sales or other service occupations. Resource based industries (agriculture, forestry, tourism and aggregate production) were also important sources of employment.

Georgina's unemployment rate was at 8.4% compared to 8.3% for the Province as a whole, and its median household income was \$69,928, 27% lower than that reported for York Region and 5% higher than the Provincial median.

In 2006, only 14% of residents worked in Georgina. By 2032, this number is expected to increase to 30%.<sup>11</sup> This means that Georgina has a large commuter population. Over 93% of the employed workforce drive to work or are passengers in a private vehicle. This percentage is higher than average for York Region (86%) and Ontario (79%).<sup>12</sup>

This is not surprising given Georgina's limited public transit. In 2011, the National Household Survey indicated that only 3.0% of commuters in Georgina used public transit to get to work. This compares to Ontario at 14.0%. In addition, the average commuting time to work in Georgina was 35.6 minutes compared to Ontario at 27.6 minutes.

<sup>11</sup> Nova Interpares Inc. Town of Georgina Municipal Culture Plan. [n.p.]:[n.d.], p. 14.

<sup>12</sup> Town of Georgina Recreation Facility Needs Study: Final Report, p. 7.



For the foreseeable future, most library users will drive there. Those without cars will find it more difficult to access library services. The large commuter population may also influence the timing and content of library programming, with fewer people able to attend programming in the early evening and with greater demand for after-school programs for children and youth whose parents have not yet returned from work.

## 2.2. Strategic Planning Framework

### 2.2.1. Georgina Public Library Strategic Plan

Georgina Public Library's current strategic plan began in 2011 and ends in 2016. The 2016 approved budget includes funds to develop a new plan this fall.

#### Georgina Public Library

Mission

**“We open doors to information, entertainment and learning.”**

Vision

**“You Can Go Anywhere from here.”**

#### Strategic Directions 2011-2016

**Community Destination: As an essential community destination, we provide information and entertainment resources both online and through branches located in Keswick, Sutton and Pefferlaw.**

**Centre for Life-long Learning: The library is a centre of learning and cultural expression.**

**Coalition and Partnership Building: Strategic alliances and collaborations will strengthen our organization and ensure resources are applied effectively. One of the priorities in this area is to support Georgina's economic development.**

**Driving Innovation with Investment: We will leverage strategic investments in technology, staff and resources to enhance our services and operational efficiency.**

**Engaging our Community: We engage our community through excellence in customer service, programming, marketing and outreach.**

### 2.2.2. Town of Georgina

The Town of Georgina does not currently have a strategic plan although it is in the process of developing one.



## 2.3. Library Trends

The early 21st century is a time of transformative change driven by broad technological and societal trends affecting every aspect of public libraries. Understanding the impact of these trends is essential to determining the future of Georgina Public Library.

### 2.3.1. Participatory, Lifelong Learning, STEM and DIY Culture

Today's youth value participatory learning that occurs anywhere and any time. They expect learning to incorporate all modes of sensory input and to build competencies through a process of inquiry and discovery. Schools are placing greater emphasis on teaching science, technology, engineering and mathematics (STEM) enriching theoretical concepts with practical experience using a range of new technological devices. Consumer behaviour is also moving from material consumption to experience consumption.<sup>13</sup> The combined result of these trends is the emergence of a "Do it Yourself" (DIY), hands-on culture based on partnerships, collaboration and participation. This culture can also be described as a creative, discovery culture.

This approach to learning is the driving factor behind the development of creative and discovery spaces, one of the fastest growing trends in Ontario public libraries.

#### 2.3.1.1. Creative Spaces

Creative or discovery spaces facilitate knowledge creation, new forms of literacy and bridge the digital divide by providing equal access to the tools people need to be successful. Creative spaces come in many forms and appeal to all age groups, especially children and youth.

Many are technology-based. Technology sandboxes allow people to try out new technology. Digital media labs provide high-end tools to allow people to make podcasts, video games, self-published zines or other projects. Maker- or hacker spaces are places where people collaborate with peers and experts to work on projects using tools, like 3D printers or laser cutters.

Other creative spaces are low-tech offering programs on knitting, drumming and gardening. Low-tech creative spaces sometimes take place at pop-up sites, temporary mobile sites that take advantage of available space wherever it is found.

What all types of creative space have in common is a focus on discovery, hands on DIY experiences, interactive activities and collaboration. By their very nature, creative space will change over time. This means that they must offer maximum flexibility and a robust, adaptable technological infrastructure.

#### 2.3.1.2. Programming

Library programs increase membership and promote the collection. New styles of learning, educational trends and partnerships are positioning the public library as a central hub for community learning, a place that "helps people reskill, re-learn and re-connect."<sup>14</sup> This, in turn, is influencing program delivery.

For example, maker culture requires collaborative programming that taps into community

<sup>13</sup> Kestrel Info Services, ed. Environmental Scan for Ontario Public Libraries. [n.p.]: Southern Ontario Library Service, Nov 11 2011, p. 5. Web. Aug. 15, 2013.

<sup>14</sup> Victorian Public Libraries 2030: Strategic Framework Summary Report. [Australia]: State Library of Victoria, c2013, p. 5. Web. May 2, 2014.



resources and volunteers. Library staff continue to plan and lead some of the creative space programs while others require new partnerships with local experts, organizations, companies or community colleges.

Collaborative learning means that libraries are moving toward programming that may be less staff intensive and more participant-directed and determined. “Hackathons,” events where people engage in collaborative computer programming to create an app or solve a problem, are becoming increasingly popular with youth and younger adults.

Children's programming is also broadening from traditional story times to programs that incorporate learning opportunities that support technology, digital and STEM literacy. These new forms of programming require program space in all branch libraries and new ways to use and equip existing programming space.

### 2.3.2. Zoned Spaces for Particular Groups/Demographics

Library design is placing renewed emphasis on the provision of zones or separate spaces for the range of functions and people found in libraries.

Libraries have traditionally provided areas for children but these are rapidly evolving. While books are still important, the younger generation thinks visually and learns through play.<sup>15</sup> Children's spaces are increasingly rich in opportunities for technologically based, experiential learning.

Best practices also dictate separate spaces for teens. Some of these spaces need to support social interaction. Others need to be enclosed meeting rooms equipped with whiteboards, smart boards and tables for group work. At the same time, teens are significantly more likely than older adults to use the library as a space to sit, read, study or consume media and want quiet space as well.<sup>16</sup> In smaller libraries, this can be as simple as setting up a few reading nooks.

While less common, some libraries, such as the Free Library of Philadelphia, have created separate spaces for seniors with large print materials, computer stations dedicated to older adults and comfortable seating. Accommodating all these different needs requires flexible spaces that can be readily re-configured with moveable walls, shelving and furniture.

### 2.3.3. The Ubiquitous Internet and Digital Divide

The Internet is deeply embedded in people's lives. Those under 30 are digital natives, never having known a world without it. Government is moving many basic services like tax forms and licensing renewal online. Businesses are following suit by posting vacancies on websites and requiring job applications online.

Nevertheless, the digital divide remains an intransigent part of Canadian society. This divide is partially based on income, with only 62% of Canadians in the lowest income quartile having Internet access compared with 95% of those in the highest income quartile.<sup>17</sup>

<sup>15</sup> John Seely Brown and others in Ken Roberts. Facing the Future: A Vision Document for British Columbia's Public Libraries, p. 7. Web. Aug 12, 2013.

<sup>16</sup> Kathy Kickuhr, Lee Rainie, Kristen Purcell. Younger Americans' library habits and expectations. Pew Research Center. June 25 2013. Web. May 10, 2016.

<sup>17</sup> Canadian Internet Registration Authority. Canadian small business lagging on in online presence. News Release March 18, 2014. Web. April 8, 2014.



There is also an age component. The American-based Pew Research Internet project found that older adults 65 or older (especially those 75 or over) lag behind others when it comes to technology adoption and many remain “largely unattached from online and mobile life.” Many are skeptical about the benefits of technology and most say they need assistance using the technology.<sup>18</sup>

Now that technology is pervasive, libraries need to redouble their efforts at addressing the digital divide, especially for those with low incomes and seniors. This means one-on-one assistance to help people use the Service Canada website or Service Ontario kiosks. It also means tutorials or group training on everything from how to use a mouse or send emails to using ever-changing social sites like Facebook, Twitter or Pinterest. It also means providing tip sheets, training or workshops on how to use library databases, make the most of tablets or download ebooks. Library staff are essential in providing this help, but libraries are also tapping into volunteer technology mentors.

### 2.3.4. Social, Mobile, Portable and Wireless

Tablet ownership is growing explosively in Canada with an estimated 49% Canadians owning a tablet in 2014.<sup>19</sup> As 2015, 68% of Canadian adults used a smartphone, a year-over-year growth rate of 24%. Most are using these devices to access social media and stream videos.

The shift to portable and mobile technology is changing user expectations:

“This explosion is enabling people to access and store information, communicate the way they want to (voice, email, social media, text, visually), create and carry out transactional activities. Because of the relatively cheaper cost of some mobile devices, people on the lower end of the socio-economic scale are increasingly likely to ... acquire only a mobile device. If mobile is king, then wireless technology is queen. The days of devices being tethered to a physical spot and devices being tethered to each other are waning.”<sup>20</sup>

#### 2.3.4.1. Impact on Library Buildings

Portable, wireless and mobile means that libraries need to provide a variety of ways for people to use laptops and tablets, with fewer formal workstations and more comfortable, casual seating. All need to be in close proximity to outlets to plug in personal computing devices.

#### 2.3.4.2. Websites, Catalogues and other Virtual Spaces

Websites and online catalogues are now routinely designed so they can be accessed on tablets and smart phones. Online catalogues also have to be interactive, customizable and social.

Libraries are embracing these principles in a variety of ways, such as incorporating software like Goodreads, a “social cataloging” web application that allows users to interact by writing or reading book reviews. Libraries are also using discovery interfaces. These products use the integrated library system as the foundation but replace the traditional functionality of the online catalog with the kind of interactive experiences that library customers experience daily

18 Aaron Smith. Older Adults and Technology Use: Main Findings. Pew Research Center Internet & American Life Project. pp. 1-2. Web. May 10, 2016.

19 CRTC report shows more Canadians going mobile. CBC. Posted: Oct 27, 2015 12:40 PM ET Last Updated: Oct 28, 2015 10:09 PM ET. Web. May 25, 2016.

20 London Public Library. LPL Strategic Plan Research Interim Report. June 2013, p. 12.



elsewhere on the web.

### 2.3.4.3. Mobile Reference

With the advent of mobile and portable technologies, reference staff are using tablets and headsets to assist members throughout the library or offer this service outside the library at community events. Other modes include chat reference or text reference. These trends are allowing libraries to reduce the size of their reference desks or eliminate them altogether.

### 2.3.4.4. RFID

RFID (Radio Frequency Identification) book tags for circulation and collection management are increasingly affordable to libraries of all sizes and are usually used in conjunction with self-serve checkout and self check-in stations. These facilitate the introduction of smaller circulation desks, freeing up space for other library activities.

### 2.3.4.5. Automated Kiosks

RFID, mobile and wireless technology have combined to facilitate the introduction of kiosks that dispense books or multi-media items and sometimes allow users to pick up holds they have placed online. While still expensive, kiosks enable libraries to extend their reach into under-served area. Kiosks can also be designed into library buildings to provide a minimal level of service when the library is not open.

## 2.3.5. Library Materials and Digital Resources

### 2.3.5.1. Ebooks and Books

In 2014, 15% of Canadian book purchases were in ebook format,<sup>21</sup> but growth in sales had plateaued.<sup>22</sup> In 2015, sales actually declined.<sup>23</sup>

While ebooks are an essential addition to the mix of library materials, the printed book is still the dominant format for library users and the broader public. According to the Federation of Ontario Public Libraries (FOPL) 2015 Market Probe research, 66% of people read mainly in hard copy, 17% mostly in e-formats, and 18% equally in both.<sup>24</sup> The popularity of printed books extends to younger readers. According to a recent study by the American Pew Institute, youth from 16 to 24 read in both print and digital formats, see printed books as important in the digital age and value a mix of traditional and technological library services.<sup>25</sup> Children's and young adult books also show strength in print as well as digital formats.

21 The Canadian Book Consumer 2012: Annual Report. Booknet Canada. Web. May 14, 2014.

22 Leigh Ann Williams. Ebook Sales Level Off: Canadian Publishing 2014. Publishers Weekly, September 19, 2014. Web. May 10, 2016.

23 Digital Book World. Ebook Sales Declined in 2015; Digital Audio Continued Growth. DBW. April 26, 2016. Web. May 10, 2016.

24 Market Probe. Federation of Ontario Public Libraries Research: Prepared for: Federation of Ontario Public Libraries Research Task Force. May 2015. PowerPoint Presentation. p. 5.

25 Kathy Kickuhr, Lee Rainie, Kristen Purcell. Younger Americans' library habits and expectations.



### 2.3.5.2. Other Forms of Digital Content

Despite the continuing popularity of books and the short-term stagnation in ebook growth, the amount of digital content, including that provided by commercial databases, is growing exponentially. Libraries are digitizing small collections of their own, such as local history resources, offering commercially available streaming video for movies, television shows and audio books and cloud-based media platforms like HOOPLA.

### 2.3.5.3. The Library of Things

The breadth of the public library's educational and discovery-based mission is allowing it to capitalize on another broadly based trend, adding collections of things to their offerings. These range from seed collections, to fishing rods, pedometers, musical instruments, sewing machines and digital cameras.

### 2.3.5.4. Impact on Buildings

All this research points to a lengthy period where libraries will continue to allocate extensive space to physical collections while simultaneously offering access to a wide range of digital offerings. A shift toward digital and remote access will gradually reduce the collection footprint. At the same time, accessibility standards and a trend to groups of people co-browsing are increasing the space required between shelving ranges. This means that the space allocated to shelving will stay much the same over the foreseeable future.

### 2.3.6. Internet of Things

The Internet of Things, simply defined, is “real-world objects connected to the Internet, sending and receiving data.”<sup>26</sup> For most libraries, the Internet of Things is still just on the horizon and will have little impact for the next few years. That said, early adopters are beginning to experiment with the Internet of Things. Some public libraries are teaming up with cell phone providers to circulate library hotspots, portable WiFi devices that can be used to connect a mobile-enabled device, such as a laptop, smartphone or tablet, to the Internet. A few libraries, such as Orlando Public Library in Florida, have implemented iBeacon technology to send location-triggered information to patrons. iBeacon technology includes beams—lightweight, hockey puck-sized iBeacons—that libraries strategically place in different locations. Patrons who download the app get an alert on their portable devices. Alerts can be about library events or programs tailored to their interests or new titles. The service is anonymous and does not collect users' personal information.<sup>27</sup>

### 2.3.7. Programming Trends: Literacy, Support to New Canadians and Economic Development

Twenty first century society is one where there is strong interest in the inter-relationship of literacy, robust economic growth and integrating immigrants. For example, the traditional definition of literacy has expanded to encompass:

“[T]he ability to identify, understand, interpret, create, communicate, compute [code] and use printed and written materials associated with varying contexts. Literacy involves a continuum of learning to enable an individual to achieve his or her goals, to develop his or her knowledge and

26 OCLC. Libraries and the Internet of Things. Next Space. Issue 24, February 15 2016. Web. March 16, 2016.

27 The Internet of Things Plan To Make Libraries and Museums Awesomer in Fast Technology, July 1, 2015 Fast company. Web. March 2, 2016.



potential, and to participate fully in the wider society."<sup>28</sup>

Literacy's role in economic development is under the spotlight with literacy agencies emphasizing that workers with higher literacy skills earn more income, are less likely to be unemployed, experience shorter periods of unemployment, and are more likely to find full-time rather than part-time work.<sup>29</sup> New Canadians must become literate to integrate and be successful.

Libraries are responding to these inter-related trends by placing greater emphasis on partnerships and programs that support literacy, immigrant settlement and small businesses.

### 2.3.8. Commitment to Environmental Trends

Environmental stewardship is now a well-established social priority. The importance to libraries of growing interest in the environment cannot be under-estimated as a way to strengthen user affiliation. In the private sector, even modest green initiatives drive customer loyalty by 36%.<sup>30</sup>

While libraries are responding to a greater interest in environmental issues by developing partnerships and programming, the most important way this trend is playing out relates to library buildings. As new libraries are built, municipalities are capitalizing on the central role of libraries in community life to showcase best practices in sustainable design.

### 2.3.9. Marketing and Branding

Public libraries are competing with other information sources in a cluttered, "noisy" environment of sophisticated users. This makes marketing and branding essential to organizational success.

#### 2.3.9.1. Strategic Marketing

Marketing is a set of integrated activities designed to identify and respond to customer needs so as to increase the organization's value to its target audiences. Marketing uses a portfolio of techniques and strategies to communicate this value.

"Marketing is all about asking customers what they want, then giving it to them. They want it easy and fast."<sup>31</sup> Youth, in particular, want flexibility, spontaneity, convenience and user-designed processes.

As an institution founded in the 19th century, public libraries have a legacy of being bureaucratic, focusing on procedures, rules and signs that provide a laundry list of prohibited patron activities and behaviours. As libraries respond to changing patron expectations, they are gradually reviewing organizational practices and changing their cultures to become more agile, flexible and responsive to patron demands for services and programs.

#### 2.3.9.2. Branding

Branding is a marketing strategy. The brand experience is "the cumulative ... impressions

28 All About Literacy in Canada. The Canadian Literacy and Learning Network. Web. May 20, 2016.

29 Adult Literacy Facts. ABC Life Literacy Canada. Web. May 2, 2014.

30 Aberdeen Group cited in Alison Circle. Marketing Trends to Watch, p. 28.

31 Alison Circle. "Marketing Trends to Watch." Library Journal October 2009, p. 29.



garnered from visual, verbal and experiential encounters with the brand. The brand experience encompasses a range of intellectual, sensory and emotional connections." Simple actions, such as reinforcing friendly, helpful customer service, introducing clear way-finding, redesigning a logo or paying attention to the library's physical environment contribute to the library brand, but this is just a start.

The traditional library brand as a place to borrow books is deeply entrenched despite the fact that social and technological trends continue to change the library in significant ways. To create a strong brand experience that reflects their role as 21st century libraries, public libraries are placing more emphasis on consultation and community engagement to develop "a compelling future vision that re-establishes themselves, demonstrates their responsiveness to changing community needs, and reasserts their very strong reason for being."<sup>32</sup>

### 2.3.8.3. Thinking in Terms of the Library's Value Proposition

Defining the Library's value proposition is a related concept gaining traction. Wikipedia defines a value proposition is "a promise of value to be delivered and acknowledged and a belief from the customer that value will be delivered and experienced."<sup>33</sup>

In 2014, the Aspen Institute Dialogue on Public Libraries released, *Rising to the Challenge: Re-Envisioning Public Libraries*. It names three key assets that the value proposition of the public library is built around: people, place, and platform.

"The people focus reflects the focus shift from building collections to building human capital and ... anticipat[ing] community needs, manag[ing] and adapt[ing] to new technology, and us[ing] data to best advantage... [Place puts] more of a focus ... on the library as the "family room of a community," ... and, in an increasingly virtual world, [the idea of] physical libraries as community assets. For the library to be a platform, it has to provide a place for participation and learning, a place where assets are available."<sup>34</sup>

These concepts provide a prism through which the findings of this service review and master plan can be viewed.

### 2.3.10. Community Relationships and Engagement

According to OCLC, a worldwide library cooperative: "Since the library is not the only game in town to get information and the majority of the population does not use libraries to get information, ... it is important for the library to become embedded in the lifestyles of their users and potential users (those who may not or who seldom use library services)"<sup>35</sup>

Becoming embedded fits well with the role of libraries as "third place," that space that is neither

32 Victorian Public Libraries 2030, p. 6.

33 Wikipedia contributors. "Value Proposition." Wikipedia, The Free Encyclopedia. Wikipedia, The Free Encyclopedia. Web. 29 May. 2016.

34 Rebecca Cruz. "Dissecting The Aspen Institute Report." Public Libraries Online. April 30, 2015. Web. March 2, 2016.

35 Connaway, Lynn Silipigni. "Meeting the Expectations of the Community: The Engagement-Centered Library." *The Library in the Life of the User: Engaging with People Where They Live and Learn*. Lyn Silipigni Connaway et. Al. [n.p.]: OCLC, 2015, p. i.



home nor work and that is voluntary, neutral, accessible and social.

### **2.3.10.1. Libraries as Facilitators of Community Dialogue and Change**

Libraries are becoming social spaces fuelled by trends toward participation and collaboration. For many, they are also a focal point for the community. This means that they are becoming a place where people can have informal or facilitated, in-depth community dialogue on issues affecting the future of the community in which they live. These discussions may be face-to-face or through technology-enabled means. This trend has implications for programming. It also has implications for building design, including the need for meeting rooms that can be reconfigured for different sized groups and for areas that can serve as community "living rooms" or "coffee shops" with comfortable, casual seating.

### **2.3.10.2. Libraries as Places that Celebrate Community and Cultural Identity**

Governments are creating cultural plans that recognize the importance of cultural vitality to attracting and retaining residents and businesses and to ensuring the sustainability of small towns.

Libraries are increasingly recognized as critical players in cultural sustainability:

"providing a sense of belonging, shared meaning, recognition of identity, respect for society, creativity and education. It is about ways of seeing, thinking, creating, learning and relating to each other. Libraries are uniquely placed to contribute to this development as a location where people can come together in a 'third place' after home, school or work."<sup>36</sup>

This means greater focus on partnerships with cultural agencies, like art galleries and museums, the development of local history collections and programming that showcases what is locally unique.

### **2.3.10.3. Library as Oasis**

As technology becomes all pervasive, a sense is emerging that people need a refuge from the pace and pressures of daily life and the increasingly invasive role of technology.

As Jaron Lamier, a pioneer in the field of virtual reality, states:

"If I were a librarian right now, I would attempt to conceive of the library from an experiential point of view...What is the experience that is missing from the world...from the private home? What is the experience ...that we need in order to be fully human?" His answer is "the space to think" and he sees new life for libraries in

36 Penny Amberg. "Where Angels Fear to Tread: A Nonlibrarian's View of the Sustainability of Rural Libraries." *Aplis*. 23 (1) March 2010: p. 28.



providing “the thinking space for civilization.”<sup>37</sup>

People want a space to stop, breathe, relax and reflect. This subtle trend has profound implications for library programming, design, layout and strategic positioning.

## 2.4. Overview Of Assessment Tools And Methodologies

### 2.4.1. Five-year GPL Statistics

This report uses a number of ways to evaluate services, collections, technology and staffing. The first is to compare internal data from Georgina Public Library over a five-year period. This approach is useful to identify system-wide trends over time.

### 2.4.2. ARUPLO and Other Guidelines

The second method is to analyze GPL in relation to the ARUPLO (Administrators of Rural and Urban Public Libraries of Ontario) Guidelines for Rural/Urban Public Library Systems<sup>38</sup>. The ARUPLO Guidelines identifies a variety of guidelines and best practices that are useful in assessing GPL's performance. It provides a more granular approach to assessment since they use individual branches and the population each serves as the basis for evaluation. GPL's branch are rated as follows:

- Small (serving a population of 1,000-5,000): Pefferlaw Library
- Medium (serving a population of 5,000 to 10,000): Peter Gzowski (Sutton) Library, and;
- Large (serving a population of 10,000 to 35,000): Keswick Branch<sup>39</sup>.

From time to time, other guidelines have been used to, for example when discussing the required size for new buildings.

### 2.4.3. Benchmarking Using the Provincial Data

The third method involves benchmarking GPL against eight comparable Southern Ontario public libraries using the most recent, 2014 Ontario Public Library (OPL) statistics compiled by the Ministry of Tourism Culture and Sport.

The benchmark libraries were selected in consultation with the CEO and Board Chair. In identifying suitable comparators for the Georgina Public Library system, the following criteria were considered:

- The library should be a multi-branch, lower tier municipal library (i.e. not a county library).
- The library should be located in Southern Ontario municipality containing a mix of rural and

37 Jaron Lanier in Francine Fialkoff. “Big City Libraries Can Take a Page from Their Small-Town Cousins: Third Space or Thinking Space.” *Library Journal*. Feb. 1, 2010: p. 8.

38 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 include larger urban centres. ARUPLO's mission is to be “leaders in fostering coordinated library services over dispersed geographic areas.” ARUPLO is the leading voice for rural/urban public libraries in Ontario.

39 New Tecumseth is the only benchmark library that contracts to provide service to one or more other municipalities. The Ontario Public Library statistics note that the community serves an additional 9,859 people through service contracts but does not include this population when calculating per capita data. This study has chosen the same methodology in order to be consistent with the Ministry.



- urban land.
- The library should be located in a growing municipality, some of them larger than Georgina.
- Where feasible, the library should already be used as a Town of Georgina benchmark.

The following table lists the selected benchmark libraries:

<b>Benchmark Libraries</b>	
<b>Library</b>	<b>2014 Population Served</b>
<b>Clarington</b>	<b>89,931</b>
<b>Caledon</b>	<b>69,547</b>
<b>Halton Hills</b>	<b>57,160</b>
<b>Quinte West</b>	<b>43,086</b>
<b>Innisfil</b>	<b>34,968</b>
<b>New Tecumseth</b>	<b>33,998</b>
<b>East Gwillimbury</b>	<b>24,080</b>
<b>King Township</b>	<b>19,899</b>



# 3. Service Review

## 3.1. Introduction

Georgina Public Library is a multi-branch library system composed of three branches.

- Pefferlaw Library, a 4,250 sq. ft. stand-alone library;
- Peter Gzowski (Sutton) Library, an 11,260 sq. ft. library, which is part of a multi-use facility with the Town pool and two elementary schools; and the
- Keswick Library, a 16,000 sq. ft. facility co-located with The Ice Palace.

## 3.2. Overview: Service Inputs And Outputs

### 3.2.1. Service Inputs

#### 3.2.1.1. GPL Compared To Other Libraries

The resources available to a library system strongly influence its ability to be effective and efficient. As a general rule of thumb, these include: overall funding, the library materials budget, technology, staffing and buildings. Assessing these inputs entails benchmarking as well as reviewing them against generally accepted library guidelines and standards.

In 2014, Georgina Public Library served the 4th largest population compared to the benchmark libraries. In terms of service inputs, it ranked as follows:

- 5th in staff per branch
- 6th in staff per 1,000 population
- 6th in titles per capita
- 6th (\$42.58 per capita) in total operating revenue per capita<sup>40</sup>
- 7th in public workstations with Internet access per capita
- 8th in library materials funding per capita; and,
- 8th in technology expenditure per capita (includes Internet connectivity, computer equipment and services).<sup>41</sup>

The Ministry of Tourism Culture and Sport does not collect data on the square footage of library systems.

#### 3.2.1.2. GPL Compared to Standards for Library Space

In the past, Ontario library guidelines called for a minimum of 0.6 sq. ft. per capita. Over the last few decades, minimum recommended space has increased to reflect two significant developments. The first is the addition of public and staff technology, both of which take space. The second represents an evolution in the way people use public libraries, requiring more

<sup>40</sup> The Library's total operating revenue increased by 14.6% over the period 2010 to 2014 from \$1,806,918 to \$2,116,017 from all sources. The Town provided almost all of that increase.

<sup>41</sup> The benchmark libraries show wide variation in terms of their relationship with municipal IT departments. For those who receive services and Internet connectivity from their municipalities, some are charged while others are not. This statistic should therefore be viewed with caution.



meeting and interaction space and well as creative and discovery spaces. The Accessibility for Ontarians with Disabilities Act has also increased the space required for new libraries.

There is a range of space standards in use across North America.<sup>42</sup> This study uses 1.0 gross sq. ft.<sup>43</sup> per capita, one of the more conservative and widely accepted guidelines<sup>44</sup>.

In 2016, GPL provides a total of 0.67 sq. ft. gross per capita of library space, significantly below the newer guideline of 1.0 sq. ft. per capita. If no additional space is added as the population grows, GPL will experience greater shortfall of library space. A more detailed review of library space has been included later in the report.

### 3.2.2. Service Outputs: GPL Compared to Other Libraries

In terms of service, compared to the benchmark libraries, GPL ranked as follows:

- 3rd highest cost per transaction (\$3.48 per transaction)
- 3rd in weekly service hours per branch
- 4th (with 2 other libraries) in information or reference questions per capita
- 5th in program attendance per capita
- 5th in the percentage of the population who are active library cardholders
- 6th in service hours per 10,000 population
- 7th in visits per capita (in-person and electronic visits); and,
- 8th in circulation per capita.

In some ways, the Library is performing better than would be expected given its resource inputs. The detailed service, collections, marketing, technology and staff assessment below identify where changes and improvements can be made so that Georgina Public Library is positioned for excellence in the future.

### 3.3. Membership, Visits And Community Support

The number of active cardholders is one way of measuring breadth of community support. Active cardholders are patrons who have used their library card at least once in the last two years. This is a conservative measure, since many families have only a single library card used by both parents as well as by their children.

In 2014, 30.2% of Georgina residents were active cardholders, below the average (mean) of 35.1% for the benchmark libraries. While GPL ranks 5th in active cardholders, it ranks lower on a variety of measures of annual library visits:

- 6th in-person visit with 3.05 visits per capita

<sup>42</sup> ARUPLO calls for a minimum of 1.0 sq. ft. (0.9 sq. m.) of assignable or useable space per capita. The Southern Ontario Library Service (SOLS) identifies a range of 0.8 to 1.25 gross sq. ft. per capita for library systems. (SOLS. Making the Case for A Building Project. The Library Development Guide #5, 2010. [n.p.]: Southern Ontario Library Service. 2010. Web. March 25, 2016.

<sup>43</sup> Gross square footage includes non-assignable space, such as walls, corridors, HVAC system space and so on.

<sup>44</sup> The American Library Association, Government of Manitoba and the States of Louisiana, Delaware and South Carolina use this guideline.



- 6th (out of 8<sup>45</sup>) in social media visits with 0.07 visits per capita.
- 7th in total visits (in-person and web-based) with 5.2 visits per capita; and,
- 8th in website visits with 2.08 visits per capita.

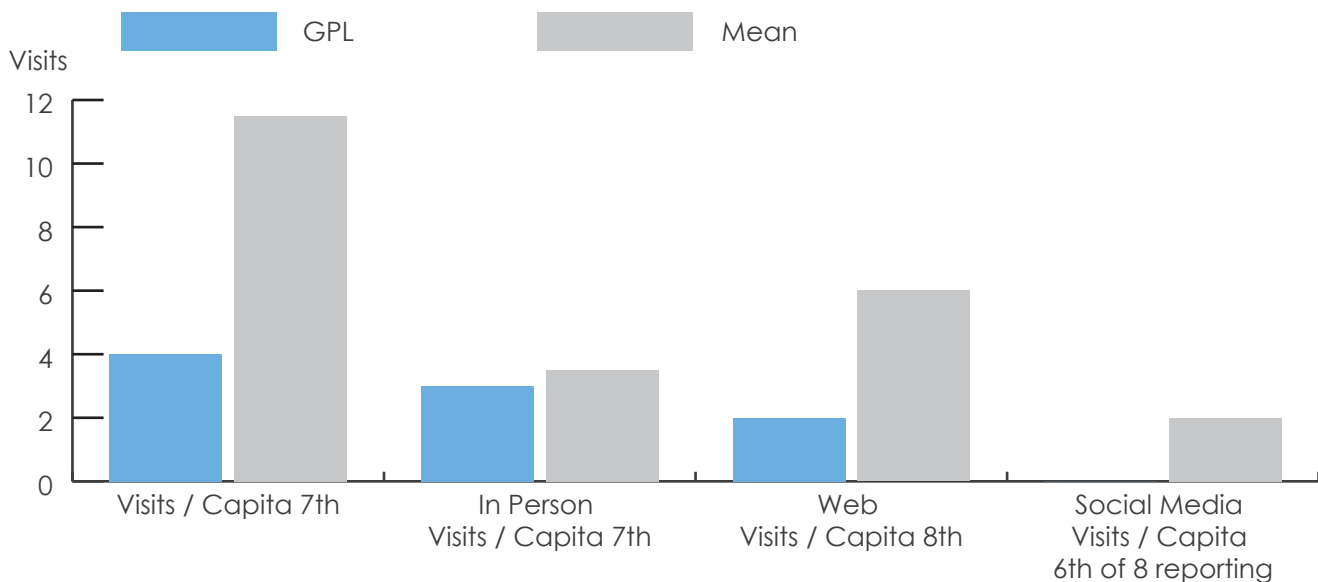
Based on these measures, more of GPL's use is "traditional" than at the benchmark libraries and digital usage is under-developed. Since 2014, website visits continue to be low, with 103,3767 in 2014 and 102,960 in 2015. (GPL is redesigning its website in 2016 and should see some increase in website visits after that project has been completed). On a more positive note, social media visits are up substantially from 3,479 in 2014 to 5,928 in 2015.

Library visits are influenced by a wide variety of factors including community demographics, the location and number of branches, lack of interest, access to information from other sources<sup>46</sup>, and the availability of public transit, many of which are outside a library's control. Transit, in particular, is a factor in Georgina, with World Cafe™ participants raising this issue repeatedly.<sup>47</sup>

Other factors, such as current collections that are well matched to community interests, promotional activities, the ambience of branches and hours of operation also influence use.

GPL's relatively low ranking with respect to other similar libraries is of some concern. Active membership and library visits are broad, "quick and dirty" measures GPL should pay particular attention to going forward.

### GPL Visits / Capita v. Benchmark Libraries N=9



45 King Township Public Library did not report social media visits in the 2014 OPL Statistics although the library does use social media.

46 According to the Market Probe Survey, nearly one-third of Ontario respondents had not used the public library within the past year mainly due to lack of interest and the availability of information from other sources. (Federation of Ontario Public Libraries Research. PowerPoint Presentation. p. 10-11.)

47 Since then, York Region Transit has extended Dial a Ride North, an on demand, service that provides transportation to requested bus stops or fixed addresses. This improvement may help address some of the transit issues raised by participants. However, cost for coverage of the Town by regular bus routes and the frequency of transit will likely remain issues for the foreseeable future.



### 3.4. Service Hours

The ARUPLO Guidelines state:

“Public libraries operate in an increasingly 24/7 environment. The single greatest barrier to library use as reported in community needs assessments is time. Library hours of opening must be accessible if they are going to meet an enhanced mandate of government services outlet, public access computing centre, and community gathering place. The hours of operation for a system, including virtual hours, have to begin to approximate a 24/7 model if they are going to meet public expectations.”<sup>48</sup>

Georgina's residents share that vision with a desire for more service hours being one of the most frequently expressed comments at the World Cafe™ community consultation.

Funders often view service hours primarily as an expense. Extended hours are, in fact, a tremendous community asset. Most municipal organizations and local agencies keep office hours. For example, the Town offices close at 4:30; YorkLink employment agency also closes at 4:30 p.m. except for one evening where it remains open until 7 p.m. Few social and community organizations, if any, are open on the weekends. Evening and weekend hours make libraries an excellent place to distribute information provided by government as well as social and community agencies. Extended hours are especially important in a community like Georgina where many residents have longer than average commutes to and from work.

GPL exceeds the minimum ARUPLO guidelines for hours of service at each of its branches<sup>49</sup>. Moreover, in 2014, GPL ranked 3rd out of 9 benchmark libraries in weekly service hours per branch. One reason for this is that GPL offers Sunday service on a year round basis. While Sunday hours are popular with patrons, many public libraries lack the funding for year round Sunday service and offer it only during the school year.

Pefferlaw Library Hours	Sutton Library Hours	Keswick Library Hours
Monday: <b>Closed</b>	Monday: <b>Closed</b>	Monday: <b>Closed</b>
Tuesday to Thursday: <b>10am – 9pm</b>	Tuesday to Thursday: <b>10am – 9pm</b>	Tuesday to Thursday: <b>10am – 9pm</b>
Friday: <b>10am – 6pm</b>	Friday: <b>10am – 6pm</b>	Friday: <b>10am – 6pm</b>
Saturday: <b>Noon – 5pm</b>	Saturday: <b>Noon – 5pm</b>	Saturday: <b>9am – 5pm</b>
Sunday: <b>1pm – 5pm</b>	Sunday: <b>1pm – 5pm</b>	Sunday: <b>1pm – 5pm</b>

Aruplo Minimum Standards-Service Hours/Week					
Small Branch 1,000-5,000 population served	Medium Branch 5,000 -10,000 population served	Large Branch 10,000-35,000 population served	Pefferlaw (Small)	SUTTON (Medium)	KESWICK (Large)
20-25 hours/week	25-35 hours/week	35-60 hours/week	<b>50</b>	<b>50</b>	<b>53</b>

<sup>48</sup> ARUPLO. Guidelines. 7.

<sup>49</sup> The ARUPLO minimum hours of operation are very low. Compare, for example, the Wisconsin Public Library Standards that suggests a range of 45-51 hours/week for libraries serving up to 5,000 people, 57-64 for those serving from 10,000 to 24,999 and 59-69 for those serving 25,000 to 49,999. (Public Library Development Team. Wisconsin Public Library Standards, 5th ed. Madison, WI: Department of Public Instruction, c2010, p. 40. Web. May 30, 2016).



The other aspect of service hours is how they are allocated across branches and throughout the week. GPL follows best practice by ensuring a range of open hours including mornings, evenings and weekend hours. The standardization of open hours among branches makes it easy for patrons to know when the Library is open and when it is closed. (The one exception is Saturday mornings at Keswick where the branch opens at 9:00 a.m. to coincide with open hours for the Ice Palace.) One possible improvement would be to extend service hours to Mondays, a change that would require additional staffing.

Determining whether GPL's service hours are allocated in a way that best meets patron demand is not currently possible. GPL has not surveyed its users. Unlike many newer security gates, GPL's do not incorporate electronic counters. Although periodic sampling has been conducted using manual counters, these counts have not always been accurate. When the current security gates are retired and new ones purchased, GPL should install ones with a built in counter.

## Recommendations

### Short Term (One to Two Year Horizon)

1. Monitor active members and library visits as "quick and dirty" indicators of overall performance.
2. Promote GPL's extended hours of operation as a feature that makes it an ideal distribution point for information and promotional materials for social service and employment agencies that do not provide evening or weekend service.

### Medium Term (Three to Five Year Horizon)

3. Work with Town staff and Council, as appropriate, to advocate on an ongoing basis for transit improvements to high use destinations like library branches.
4. When the current security gates are replaced, install gates that include built-in electronic people counters. Once installed, review and, if required, adjust hours to ensure they are aligned with how patrons use the Library.
5. Survey patrons to determine whether demand for additional service hours is widespread, and, if so, prioritize the most requested additional hours. Consider requesting additional resources for expanded hours.

## 3.5. Information Services

### 3.5.1. Reference Services

Traditionally, one of the public library's core services is to respond to reference or information requests. Today, Google and Wikipedia have become the "go to" source for many of the public's questions even though careful assessment is sometimes required to confirm whether the answer is accurate. As a result, many of the straightforward requests for information that used to come to public libraries have been syphoned off by these sources.

In many libraries, the number of questions is declining; for most, the complexity of questions patrons bring to the library is increasing. Library staff now spend their time helping patrons find answers when they lack search skills or where finding an answer requires more time than patrons are willing to devote to searching. Finally, there are still questions that are best answered by specialized resources not available to the public except from libraries.



In 2014, Georgina Public Library staff responded to slightly fewer than 8,000 information questions<sup>50</sup> or 0.16 information questions per capita, below the benchmark mean of 0.24. In this regard, GPL is tied for 4th with two other libraries. In 2015, GPL responded to a total of 9,672 questions in all categories, an increase of 21 per cent. In-person questions also increased by 21%. E-questions, submitted by email, social media or through the website, increased by 95 per cent. It is premature to determine whether this represents a trend. However, it is safe to assume that GPL's reference service continues to have value.

GPL has experimented with virtual reference using AskON, a real time chat and instant messaging reference service developed by Knowledge Ontario. The Library eliminated the service because patron take up was very limited.

GPL has also experimented with roving reference where staff move from behind the desk to assist patrons. Experiments were abandoned due to limited staff resources, patron interest and staff buy-in. This situation is not unique to Georgina Public Library. That said, it places the Library out of step with changes in reference service. It is also likely that some patrons are leaving the library without having their needs met.<sup>51</sup>

Headsets to allow staff to answer the telephone while roving and tablets to access information resources on the fly would help manage staff availability. GPL also needs to make a cultural shift to newer models of patron service. This will require renewed dialogue with unions, training, establishing competencies and evaluating patron satisfaction.

The need to implement roving reference is become pressing as nearby libraries in Markham, Richmond Hill, Vaughan and Clarington have already introduced this service.

### 3.5.2 Community Information Service

Libraries play an active role in providing community information. ARUPLO has identified best practices in this area: "The public library has an important role to play as a source of general information about their municipal government, community organizations and events. A key to rural development is a more informed and innovative community. Rural/urban libraries:

- Assist in the collection, organization and dissemination of community information;
- [Are] a clearinghouse for current information on community organizations, issues and services;
- Maintain a community information and referral service or co-operate with other community agencies to provide this service."

Access to community information is also essential to building a sense of community. It will be especially important for Georgina as new residents move to the area.

GPL is an active hub for community information, posting flyers about community events on its bulletin boards. GPL also partners with the Northern Six Libraries (Georgina plus East Gwillimbury, Whitchurch-Stouffville,

<sup>50</sup> Information or reference questions include requests for help finding information on an electronic database or in the catalogue (other than simple checks of the library catalogue for a specific title), literature searches, requests for information and referral, actual database searches, and requests received in person, by telephone, mail, or fax.

<sup>51</sup> In 2005, King County Library in Washington State contacted users who had interacted with roving staff. More than half received assistance. The top two types of help were answering reference questions and help using computers and other machines. Behavioral interventions, in-depth research help, or hand-offs to other staff were the next most common categories. The study concluded that a significant number of patrons would probably have gone un-served without roving reference. (Barbara Pitney. Roving Reference, Librarian in Black Blog, October 19, 2006. Web. March 12, 2016.)



Newmarket, Aurora and King Township libraries) to maintain the YorkInfo Community Information database that provides access to free community information and other resources. The YorkInfo records are uploaded to the 211Ontario database. GPL's involvement in these efforts demonstrates leadership and is consistent with best practices.

The newly redesigned website provides a link to the YorkInfo Community Information database but no longer provides direct links to individual websites for community organizations. The website is a work in progress. As it evolves the Library may wish to provide direct web links to key partners or agencies working in areas of focus for GPL, such as culture, economic development or literacy. Maintaining these links can be time consuming although they also provide an incentive for these agencies to link back to the Library's website.

Sorting out GPL's preferences in this area will take time. It may also be helpful to create a policy to identify GPL's practice in this area. If the Library does opt to provide direct web links to select organizations, the policy should set guidelines on how the organizations are selected for inclusion.

## Recommendations

### Short Term (One to Two Year Horizon)

6. Create a plan to re-introduce roving reference. This plan should address barriers to widespread staff acceptance and incorporate technological aids, such as the use of headsets and tablets.
7. Create a policy to identify GPL practice on providing website links to local organizations.

## 3.6. Services And Programs For Specific Groups And Interests

### 3.6.1. Overview

Library programs provide a way to promote the Library and its collection. They help fulfill the Library's mandate for lifelong learning and recreation and its role as community hub. Programs bring people together and build community.

#### 3.6.1.1. A Note on the Particular Character of the Branches

The type and amount of programming in a library is based on the amount of staff time available to plan and deliver programs, the demographics of individual branches and past attendance at programs. The number and type of programs offered at branches will therefore vary.

Keswick programming is influenced by the fact that it is a largely a commuting community which means that adults are less inclined to attend evening programs. Children, Youth and Family programming have excellent participation.

Sutton's success with adult programming has been uneven. Children's and youth programming is affected by the fact that most students are bussed in and therefore unavailable for after-school programs. Sutton has a better response to author events than the other branches.

Pefferlaw offers fewer programs than either Sutton or Keswick and struggles to find its programming niche. A number of reasons have been offered for this: residents have easy access to recreational opportunities at the two larger branches in Sutton and Keswick; the branch is "out of sight" due to its location off the main street; and, there is competition from Town programming. As one World Café participant noted: "Pefferlaw [is] difficult. [They] want



programs but [there is] poor attendance.”

GPL continues to experiment to find out what programs will work at Pefferlaw. Recent efforts have included “show and tell” sessions for children on the new Launchpad tablets for children. Another idea is to partner with a successful after-school Town program that meets at the Pefferlaw branch.

### 3.6.1.2. GPL Performance

Library trends indicate that the demand for programming is increasing. Comments at the World Café™, demonstrate that there is a tremendous appetite for programming of all types.

In 2014, GPL offered 2,989 programs attended by 16,666 people. GPL ranked 1st among benchmark libraries in the number of programs offered per capita and 9th in attendance per program (5.6 compared to the average of 15.6). Innisfil Public Library had the highest per capita attendance per program at 23.6 people.

In 2015, GPL offered only 945 programs with an attendance of 12,274 or 13 participants per capita. According to the CEO, the reduction in programs resulted from changing priorities in that particular year with fewer one-on-one sessions in areas like technology assistance and fewer class visits.

On April 2, 2016, GPL hosted an outstandingly successful Fan fest attracting 800 children, youth and families. This one event will have a significant impact on 2016 data related to programs per capita and attendance per capita.

The 2014 statistics suggest that GPL is less effective than the average benchmark library at offering programs that maximize the number of people attending, despite the fact that Library staff work hard to select programming that matches patron interest.

If 2015's sharper programming focus is an anomaly rather than a long-term change in direction, it may be useful for GPL to conduct a more formal programming review to ensure that this staff-intensive activity is more focused and intentionally aligned with strategic priorities and changing demographics. Useful tools when reviewing programs could include such things as setting attendance targets and objectives for programs. GPL could then use patron surveys to determine whether the programs were successful in meeting stated objectives as well as patron expectations. This type of review could be phased in over a few years with different types of programs targeted for review each year.

## 3.6.2. Discovery Programming: Technology, Maker and DIY Programming

### 3.6.2.1. Overview

Technology- and maker- based programming is taking on greater importance in public libraries to facilitate 21st century learning, help users acquire new forms of literacy for a new economy and help bridge the digital divide. DIY programming takes advantage of trends toward participatory, sociable learning. These programming categories appeal strongly to youth but cut across all ages.

GPL is following best practices by offering a wide variety of technology-based programming including a Junior Tech Fest, maker programming for teens at a Teen Café and access to a 3D printer at the Keswick Branch. It also offers “low tech” DIY programming including sewing and craft programs and Lego and Builders Clubs. GPL also offers basic computer literacy classes on a



variety of topics as well as Facebook and e-Reader classes.

### 3.6.2.2. GPL Performance

Nevertheless, of the 2,989 programs GPL offered in 2014, only 38 focused on technology, social media or computer literacy programs. An average of 5.1 people attended per program (193 people in total), slightly above the average of 4.5 people per program for the benchmark libraries. This places GPL as 7th out of 8 reporting libraries in the number of technology programs offered but 2nd in terms of attendees per program. Given the importance of digital literacy, GPL may wish to increase the number of technology-based programming while maintaining or seeking ways to increase attendance at each program.

### 3.6.2.3. Opportunity for a More Cohesive Focus

GPL's engagement in discovery and creative programming that supports the new technological, maker and DIY culture is evident, and its enthusiasm for these new initiatives is palpable. World Café™ participants share this enthusiasm, talking about library users "co-creating, co-learning and collaborating" and expressed a desire for "studio or maker spaces." To date, GPL has not fully capitalized on this energy by creating a coherent identity or brand for its innovative programming. This space could be physical or virtual.

GPL believes that it does not have space in its branches for a dedicated creative or discovery space. That may be the case in the Pefferlaw Branch, which is already very crowded, but reconsideration of branch space in at least Keswick may made it possible. For example, there is considerable space in the vicinity of the photocopier at Keswick. There is also a large alcove, albeit outside where the security gates are currently placed that could be repurposed. Using the services of an architect or space planner may assist in this. Adding discovery or creative space at branches may require additional staff resources.

Another less challenging option, is to pull together GPL's efforts virtually through its website. At present, the menu currently lists its technological, DIY and maker-/creative-programs in no particular order under tabs for "Adults", "Teens" or "Kids." The 3D printer has its own tab under "Services". In contrast, Innisfil Public Library, a leader in this area features a "Make" tab on its website. This leads users to stories, programs and events for its Digital Media Lab, Hacker Lab (3D printer and related tools) and TinkerShops (tools for coding, soldering, creating digital circuitry and the like).

Georgina Public Library should not try to replicate what Innisfil is doing. Each library should create its own identity suited to its resource levels and community. That said, GPL's website could set up a section that features maker-, creative- or DIY programs offered inhouse or throughout the community, highlight items from the collection and so on. The critical issue for the Library is whether it is simply offering a number of programs or also making an exciting statement about the Library's role.



### 3.6.3. Children's Services and Programs

Children's programming has long been a mainstay of the public library. It is also of strategic value. According to the FOPL's Market Probe study, users and non-users alike value services for young children. In Georgina, in particular, demographic projections indicate that the number of children in Georgina will increase by two thirds over the next fifteen years.

GPL has a strong children's programming focus and follows best practices as outlined by the ARUPLO Guidelines by providing:

- Pre-school programs that support early literacy, numeracy and creative skills
- Story times and outreach programs at nursery schools, daycares and classrooms
- One-time events to celebrate Family Literacy Day and Halloween
- Collections in a variety of formats
- Resources to encourage technological curiosity such as:
  - o "Squishy circuits" that let children to explore electronics using play dough
  - o Circulating Launchpad tablets pre-loaded with early literacy educational games, and;
  - o AWE interaction computer stations featuring localized learning activities spanning all areas of the curriculum.

GPL also participates in the Canada-wide TD Summer Reading Club that encourages children to read over the summer<sup>52</sup>.

### 3.6.4. Youth Programs and Services

Tweens (pre-adolescents) and teens, especially boys in these categories, have traditionally been underserved by public libraries. GPL has embraced this demographic. In addition to the maker and DIY programs noted above, GPL offers:

- Homework support for students of all ages
- A tween book club for those nine to twelve at Keswick Library
- Babysitting training
- A very successful teen volunteer program to help with evening/weekend family programs, and special events<sup>53</sup>.
- Opportunities to earn their 40 hours of volunteer community service.

Teen programming is currently offered only at Keswick Library. Teens also participate in an advisory committee that meets there. The site for the advisory group is dictated by staff resources, where most of the high schools are located and where past experiments have proved most successful.

A new best practice in teen programming is emerging in conjunction with trends to participatory engagement. "Unprogramming" is an approach that "takes something that is already popular with kids or teens (i.e. Lego) and connects it to the library in some way. It speaks to what kids or teens are currently interested in and allows

52 "The amount of time children spend reading books is ... associated with ... school achievement in general... Overall students experience significant learning losses over the summer, most notably in the areas of reading ... Studies estimate that summer loss for all students equals about one month on a grade-level equivalent scale..." Goss Gilroy Inc. Literature Review on the Impact of Summer Reading Clubs: Prepared for: Library and Archives Canada, Program Branch. March 27, 2006, p. 4. Web. November 21, 2014.

53 One patron comment is particularly noteworthy: "When my older son started volunteering at Keswick library...his whole life changed."



participants to explore these interests in a more unstructured environment."<sup>54</sup> This approach can also be less labour intensive than traditional top-down programming.

GPL staff are responsive to teen interests and have done a variety of programs, such as the tween book club, Lego Club and gaming tournaments, that are consistent with the notion of “unprogramming”.

One additional area of teen engagement that GPL could consider is the use of teen volunteers to help older adults navigate new technologies like iPods, smart phones and social media by providing basic one-on-one assistance. Libraries, like Pelham Public Library, have already instituted this service using bookable teen tutors. Implementing such a program would require staff expertise and involvement to plan and monitor the service and to ensure that the use of volunteers is consistent with GPL practice. Nevertheless, this type of cross-generational programming would allow GPL to increase its limited digital literacy programming without taking e-services staff away from other work that only they can do.

Cross-generational programming could also be extended to low-tech activities. For example, older adults could provide assistance to novice knitters or sewers.

Cross generational programming has many benefits, contributing to promoting social cohesion and building community as well as helping bridge the digital divide.

### 3.6.5. Older Adults Services and Programs

By 2031, the older adult and senior populations in Georgina are both projected to grow significantly with older adults increasing by 85% and seniors by 181%.

GPL is addressing the needs of these demographics through a variety of programming including: tax clinics, exercise classes, author visits, retirement and estate planning programs, adult book clubs at all three branches and craft programs. In addition, the Library does some outreach at the seniors centres.

Like other public libraries, GPL has a visiting library service that provides library materials for those unable to get to the library. This service is offered through the Friends of the Library, which uses volunteers, many of whom are staff, to bring books and other media to those unable to get to the Library. However, there are fewer than 12 patrons using the service and that number has been relatively stable over the years. One likely reason is that family, friends and neighbours bring library materials to those less able to visit the Library themselves.

There are, however, more systemic issues with the service. The Library does very limited promotion of the visiting library service. It can be difficult to retain volunteers and match volunteers to patrons. If the Friends lose their volunteer coordinator, the program is vulnerable. Volunteer appreciation events have had little impact on the ability of the Friends to recruit new volunteers.

In 2011, there were 1,305 residents 80 years or older. Given the rapid growth in this age group, it may be time for GPL and the Friends to consider other options for visiting library services, such as exploring whether Meals on Wheels volunteers or other visiting services could be tapped to provide library materials to those who cannot visit the library.

GPL does not currently have a staff member specializing in services to seniors nor is there a committee that focuses in this area. Given the growing number of older adults, GPL should also consider creating a committee or task force to ensure GPL's service offerings for seniors evolve with changing demographics.

<sup>54</sup> Alexandra Daum. “Unprogramming at Your Library”, Blog post Peace Library System, May 5, 2014. Web. April 1, 2016. Marge Loch-Wouters formerly at La Cross Public Library and Amy Koester of Skokie Public Library in Illinois are credited with inventing the term.



### 3.6.6. Services and Programs for People with Disabilities

According to the Town's Multi-Year Accessibility Plan, required under the Ontarians with Disabilities Act,<sup>55</sup> Georgina had an estimated 7,440 people with disabilities in 2012. By 2026, that number is expected to increase to 11,470<sup>56</sup>. GPL is part of the Town's accessibility plan and has been proactive in supporting those with various kinds of disability by providing:

- Formats for those visual, physical or comprehension disabilities including large print and audio books
- A DAISY Reader designed to read MP3 disks for those with visual impairment
- ZoomText 10 software for the visually impaired on public computers in each branch.
- Accessible computers with JAWS (screen reading software)
- Kurzweil3000 software for reading and writing assistance at the Sutton and Keswick Branch.
- Magnifying sheets; and
- Baskets to carry materials and walkers for in-library use at Sutton and Keswick.

In 2016, GPL will complete a project to make its website fully accessible for those with screen readers.

Despite these efforts, there is very low uptake on the assistive devices and technology. There are likely a variety of reasons for this, including reluctance to self-identify as having disabilities and limited or no promotion of Town-wide efforts to make Georgina accessible. However, GPL could consider outreach to local agencies serving seniors and those with disabilities to promote its accessible services.

Low use creates a problem shared by all libraries: While GPL staff were trained to use the assistive technology, low use means that staff need regular refreshing to maintain a comfort level with using the technology.

Branch practice also creates some barriers to accessible service. Some books at Pefferlaw are turned on their side on the bottom shelf, others not, likely due to crowded shelves. At Sutton some of the bottom shelves are left empty. At Keswick, most, but not all bottom shelves are empty. Leaving the lower shelves empty or turning books spine up also help seniors who may have difficulty squatting or bending down. Over time, all branches should work to ensure adequate aisle space between the stacks to accommodate wheelchairs and mobility scooters.<sup>57</sup>

### 3.6.7. Services for Business and Job Seekers

The latest Market Probe study suggests that library services for the unemployed have high value to users and non-users alike. GPL has again demonstrated leadership by developing services, collections and programming to support job seekers, small business and to support Georgina's economic development. Some of the services and programs include:

- Collaboration with the Chamber of Commerce through Junior Tech Fest, outreach to Job Skills

<sup>55</sup> The Accessibility for Ontarians with Disabilities Act (AODA) requires that Ontario be an accessible province by 2025. AODA contains accessibility standards in a number of areas. The accessibility standard for customer service came into force in 2008. The next three standards - information and communications, employment, transportation and built spaces- have been combined into an Integrated Accessibility Standards Regulation (IASR). The IASR is now law and the requirements will be phased in over time.

<sup>56</sup> Town of Georgina. 2013-2017 Multi-Year Accessibility Plan, 2012. P. 4. [http://live-georgina.pantheon.io/sites/default/files/page\\_assets/accessibility\\_togaccessibilityplan2013-2017.pdf](http://live-georgina.pantheon.io/sites/default/files/page_assets/accessibility_togaccessibilityplan2013-2017.pdf) (Accessed March 29 2016).

<sup>57</sup> The average wheelchair requires 60 inches to make a complete 360° turn. Making Your Home Wheelchair Friendly. Web. April 4, 2016.



- and hosting small business seminars
- A presence at the York Region Tourism Symposium
- Bookmarked sites and databases like Career Cruising which offers a suite of online career guidance and planning tools designed for people of all ages; and,
- An Entrepreneur in Residence program that features local entrepreneurs.

These services will be of particular value as Georgina begins to develop more local jobs to reduce the outflow of commuters who need to travel beyond its borders for work and for the more than 8% unemployed in Georgina.

A number of World Cafe™ participants still believe that business people are under-served, suggesting that the Library “reach them to show what we can do”, “offer space for those working from home to reduce commuting” and “provide space and video-conference technology”. Some of these ideas are beyond the current capacity of the Library but could be considered as part of new branches or incorporated into the MURC with library access.

Serving business and job seekers is a strategy that is consistent with the Library's mandate. It is also a savvy strategy with the potential to raise the perception of GPL's value to the community. The Library has much to offer in this area including programs, collections, databases, WiFi and quiet seating. Without too much effort, GPL could package its service offerings on the website and in promotional brochures to create an exciting statement about the Library's role in the 21st century.

### 3.6.8. Services for Newcomers and Refugees

The Market Probe study also reports that users and non-users value services for new Canadians. According to Statistics Canada's 2011 National Household Survey, only 11% of Georgina's residents were immigrants, a much lower percentage than in the Region as a whole where 45% are immigrants. Of those born outside Canada, only 6% were recent immigrants arriving between 2006 and 2011 and most speak English.

GPL currently supports new Canadians by providing a limited range of services and programs such as:

- English as a Second Language training
- Computer classes; and,
- Monthly access to the Welcome Centre mobile Outreach unit at Kewstich Branch. This unit provides a free, one-stop service to support immigrants needing information and resources in York Region.

Some World Café™ participants believe that newcomers are underserved. Georgina's immigrant and newcomer population is expected to increase as its population grows and as immigrants from other areas of York Region seek homes in Georgina. GPL should carefully review the results of the upcoming 2016 census and monitor changes in the Town's demographics. If there is a sharp spike in newcomers to Georgina, it should consider adding capacity to its current programming. Until then, the current level of service and programming should be maintained.

### 3.6.9. Services for First Nations

According to the 2011 National Household Survey, 2.6% (1,120) of Georgina have an Aboriginal identity. GPL works collaboratively on an informal basis with staff at The Chippewas of Georgina Island First Nations Public Library. This Library serves those who live on Georgina Island. However some Island children do attend schools on the mainland, particularly in the Sutton area, which is closest to the Island. Some Aboriginal people live and work in Georgina.

GPL provides some recommended books by First Nations authors and about First Nations culture. The Sutton



Branch has a First Nations cultural space, Nkweshdaadyang (Our Meeting Place), which was initiated by the public school on site and a community-based committee. This space showcases and celebrates First Nations, Métis, and Inuit cultures within the community. GPL also participates in the First Nation Communities Read, an annual reading program to encourage family literacy and intergenerational storytelling and information sharing.

Given the existence of a First Nations Library that services Aboriginal people, GPL should continue to strengthen staff connections to it and explore the potential for joint programming. However, unless additional staff resources are available, the current level of programming should be maintained rather than increased.

## Recommendations

### Short Term (One to Two Year Horizon)

8. Systematically review program offerings on a periodic basis taking into account changing demographics. Establish strategic priorities for programming to maximize attendance. The review could be conducted in phases.
9. As part of the programming review, assess GPL's balance between "traditional" library programs and technology, social media or computer literacy programs.
10. Consider how the Library wants to position itself with respect to discovery programming (creative, maker- and DIY) and incorporate this into its website.
11. Experiment with cross-generational programming for high- and low-tech programs.
12. Refresh staff training on assistive devices and promote GPL's many accessible services to relevant agencies.
13. At Pefferlaw Branch, place books on the bottom shelf spine up consistent with the practice at other branches. Consistently leave the bottom shelf empty at all branches where space allows.
14. Position the Library as an organization engaged in grass roots economic development by featuring services for small business and job seekers on its website and in promotional activities.
15. Review the results of the 2016 Census with respect to the number of immigrants and the languages they speak and adjust programming and services if required.
16. Maintain the current level of programming related to First Nations peoples and continue developing GPL's relationship with the First Nations Library on Georgina as resources permit.

### Medium Term (Three to Five Year Horizon)

17. Identify whether discovery or creative space can be added to Keswick Branch, in particular. The services of a space planner or architect may be required. If space can be created, prepare a business case including any additional resource requirements for funding consideration.
18. In light of the growth in seniors expected to take place over the next fifteen years, review the visiting library service and explore alternative forms of service delivery.



19. Given the growth rate in older adults, establish a staff committee or task force to review GPL's service offerings for seniors.
20. Work toward adequate aisle space between book stacks to allow wheelchair and mobility scooter access.
21. Continue to monitor demographic changes related to immigration and languages and make changes to programs and services as numbers warrant it.

### Long Term (Six to Ten Year Horizon)

22. Advocate for features, like videoconference facilities and co-working spaces in the planned Multiuse Recreation Complex. These could be incorporated in or adjacent to the new branch, or as a subsequent phase of developing the MURC<sup>58</sup>.

## 3.7. Service Partnerships and Collaborative Networks

### 3.7.1. Overview

ARUPLO best practices call for libraries to have “established partnerships in the community, in order to coordinate the resources and efforts of each partner and thereby jointly improve service to the community...”<sup>59</sup> Service partnerships can also provide additional resources for the Library including: space for programs; program presenters; promotion; new ideas and novel approaches. At the same time, partnerships and community outreach relationships can be time consuming.

GPL's 2015 Year in Review indicates that its focus is increasingly outward looking, participating in community events and partnering with agencies like Linking Georgina, the hospice, Job Skills, Georgina Art Centre & Gallery and schools.

GPL has over 50 of these partnerships and community outreach relationships. These include groups who perform a limited role, such as posting library promotional materials. It also includes a variety of public, community and private sector partners who directly enrich programming. This type of partner includes the Chamber of Commerce, whose meetings GPL staff attend to promote services to business and who are partnering with the Library on the Entrepreneurs in Resident program. GPL also works closely with its municipality providing blue boxes, bus tickets and parking passes after the Town offices close.

GPL uses a decentralized approach to partnership where branch managers and other key staff prospect and develop the relationships. The downside is the potential for a loss of focus. In this situation, effort is expended on partnerships that benefit one partner more than the other with the Library often being the one that receives limited value. GPL should take care to cultivate relationships that provide reciprocal value and encourage more value from those that offer little to the Library.

While not an urgent matter, GPL should consider a review every two to three years to ensure that the Library is gaining an appropriate level of benefit for its efforts and that all existing partnerships continue to provide

<sup>58</sup> The report makes a number of recommendations related to the next new branch, which is slated for inclusion in a Multiuse Recreation Complex (MURC) planned for South Keswick. They have been classified as long term since no date has been established for building the facility.

<sup>59</sup> ARUPLO. Guidelines, 14.



significant value. Staff are already aware that this is a valuable exercise, having identified the need at a 2014 strategic visioning workshop conducted by SOLS. Simple criteria could help the Library determine which partnerships to pursue:

- The potential partner's alignment with the Library's strategic priorities;
- The partnership organization's willingness to invest in the partnership on an equitable basis for mutual benefit; and;
- The likely "return" for effort.

GPL has two other partnerships worth noting.

### 3.7.2. School Partnership at Sutton

The Library, Town and school boards developed an innovative multiuse facility partnership when the Peter Gzowski (Sutton) Library opened in 1996 in a building that also contains a swimming pool, public elementary school (Grades JK to 8) and Catholic school (JK to 6). The Sutton Library functions as a full-service public library branch and also serves the two schools.

The Town provides funding for one-third of the operating costs. Approximately 5% of the Town's share is incorporated into the Library's budget. The two school boards fund the rest of the operating costs, paying for the full-time Library Technician and eight hours per week for student help nine months of the year. GPL pays for the Library Technician and student during the rest of the year. In addition, the school boards each provide a part-time teacher-librarian who also provides preparation time coverage in classrooms. When the Sutton complex opened, there was considerable input from the school boards as well as start up funding for collections. The school boards no longer provide financial support for collections. The partnership is managed through a site management committee.

The partnership generally works well with one outstanding issue: The operating agreement has never been signed although it has been reviewed on several occasions. Operating agreements are best signed then put in a drawer with the partners relying on day-to-day goodwill and effort to resolve any issues. Nevertheless, operating agreements form an essential feature of any complex business relationship. Repeatedly renegotiating an agreement that should have been signed 20 years ago is a time consuming task that can create friction between the partners over time especially as service and partner expectations change. There is some optimism that the agreement will be signed in this round of discussions.

### 3.7.3. Northern Six (N6) Libraries Network

The N6 Network is a loose group composed of the CEOs of the six public libraries in the northern part of York Region. These libraries are: Georgina, East Gwillimbury, Whitchurch-Stouffville, Newmarket, Aurora and King Township.

The N6 libraries generally meet four times per year to network and explore ways to share resources. The Network offers occasional joint training, joint subscriptions to some digital content, periodically shares advertising and translation costs, does some joint promotion and has recently agreed to share the costs for a subscription to Impact Survey, an online survey tool to help libraries better understand their communities. The N6 libraries all sit on a York Region Building Connections for Newcomers round table and have reciprocal borrowing agreements with each other.

N6 is also open to allowing other libraries to benefit from their joint initiatives. For example, Aurora Public Library has recently begun to participate in the reciprocal borrowing agreement, as do Markham and Brock Township. This outward looking collaboration is an example of excellent library service and best practices that should be continued and expanded wherever possible.



## Recommendations

### Short Term (One to Two Year Horizon)

23. Sign the partnership agreement for the Peter Gzowski (Sutton) Branch.

### Medium Term (Three to Five Year Horizon)

24. Conduct a review of partnerships every two to three years.
25. Continue to explore other ways for the N6 libraries to collaborate.

### Longer Term (Six to Ten Year Horizon)

26. Develop and sign an operating agreement for the planned Multiuse Recreation Complex.



## 4. Collections and Circulation Review

### 4.1. Collection Size, Spending, Depth And Currency

#### 4.1.1. Collection Size

Despite the growing popularity of digital resources, there are more books being published than ever before. As noted previously, there is also strong research evidence that books and other physical collections remain popular with all age groups.

In 2014, GPL had a collection of 90,394 items (volumes) or 2.1 volumes per capita, well below the ARUPLO guidelines of three to five per capita. By 2016, the collection had grown to 108,563 items. However, volumes per capita had decreased to only 1.9 as population growth exceeded collection growth. These findings suggest that Georgina Public Library's collections are not fully adequate to meet patron needs.

#### 4.1.2. Library Materials Budget

GPL has benefited from a growing library materials<sup>60</sup> budget that increased by approximately 10% over five years, from \$175,000 in 2012 to \$193,500 in 2016. Council is to be commended for this commitment to the Library. Occasional expenditure of Development Charge funds further increased the Library's purchasing power. This growth coupled with lower than usual inflation on library materials over the past few years have been key factors in the growth in its collections.

However, the ability of the Library to grow its collection to meet the needs of a growing population may not continue indefinitely if budget increases average only 2% annually. This issue is already evident as volumes per capita have declined over the past five years. Moreover, the Ontario Library Services Centre, a major Canadian wholesaler for library materials, predicts that prices for library materials will increase sharply in 2016, with the exchange rate<sup>61</sup> a very significant factor and inflation a secondary factor. The net result is expected to be prices that are well above the CPI<sup>62</sup>.

#### 4.1.3. Comparison to Benchmarks and Guidelines

Despite Town support, GPL appears to be performing worse than its benchmark comparators with respect to its library materials budget. In 2014, GPL spent only 8.1 per cent of its operating budget on library materials and ranked 5th out of 9 libraries, below the mean of 9 per cent per capita<sup>63</sup>.

<sup>60</sup> The term, library materials, refers to books and other formats, such as DVDs, that form a library's collection. Library materials also includes digital resources, like databases, that patrons can access, regardless of whether these resources are physically contained in the library or merely accessed over the Internet. In this report, the term "collection" is used for the physical items in the library as well as databases to which WLPL has access.

<sup>61</sup> While most library materials are purchased in Canada and libraries buy as many Canadian titles as possible, most materials are published in United States.

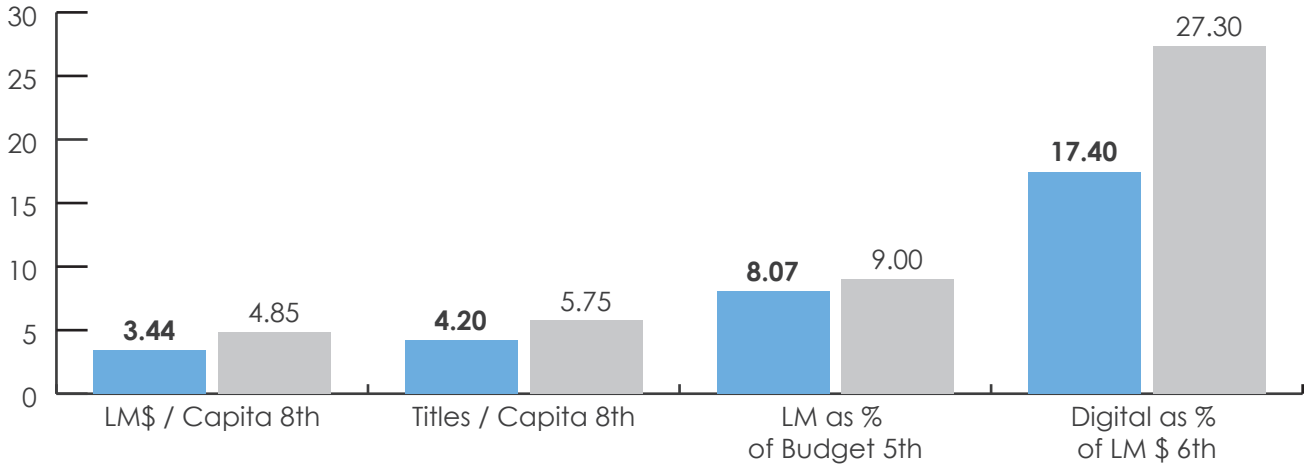
<sup>62</sup> LSC. Canadian Library Purchasing Power 2015, Kitchener: LSC, 2015, p. 3

<sup>63</sup> According to Robert D. Leigh in *The Public Library in the United States* (Columbia University Press, 1950), public libraries spent 25% of their budget on collections in 1942. Institute of Museum and Library Services data shows the percentage had dropped to 15.6% by 1989 and to 11.7% by 2010. Web. April 15, 2016.



More significantly, in 2014, GPL ranked 8th out of 9 in library materials spending per capita, spending only \$3.44 per capita, well below the average of \$4.85 per capita. In 2010, GPL spent \$3.59 per capita. In overall terms, GPL’s library materials budget in 2016 was \$193,500. To reach the 2014 benchmark average of \$4.85/capita, GPL’s library materials budget should have been \$227,950 in 2014, an increase of \$34,450.

**2014 GPL Collection v. Benchmark Libraries N=9**



<b>GPL</b>	<b>3.44</b>	<b>4.20</b>	<b>8.07</b>	<b>17.4</b>
Mean	4.85	5.75	9.00	27.3

**4.1.3.1. Impact of Declining Library Materials Budget: Titles per Capita and Age of Collection**

Relatively low expenditure per capita has taken a toll on Georgina's collections. In 2014, GPL owned 4.2 unique titles (as opposed to volumes) per capita compared to the comparator libraries, which own 5.75 unique titles per capita. GPL ranked 8th in this category. "Unique titles per capita" is an indicator of the depth and breadth of a collection.

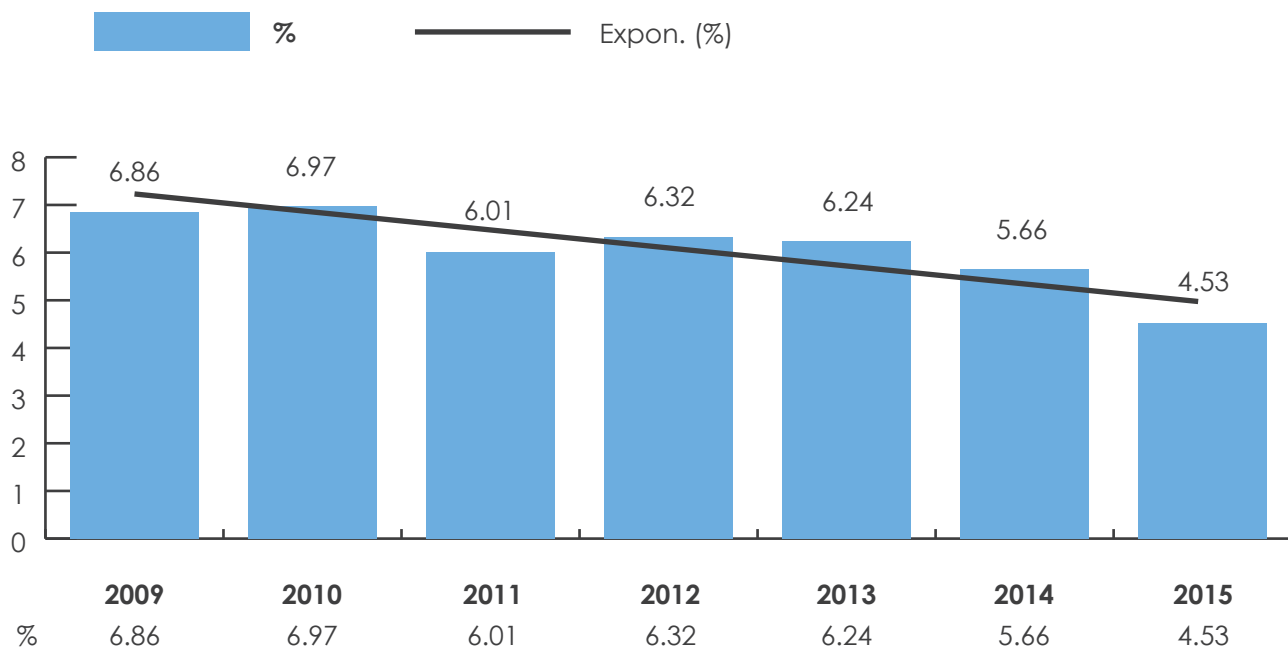
The ARUPLO guidelines call for 50% of a Library's collection to be no older than seven years old. Analysis of GPL's collection indicates that roughly 43% of the collection was published in 2009 or later. Moreover, the trend is negative, with the percentage of newer materials declining over the years<sup>64</sup> despite the fact that books and other physical formats continue to be popular and a strong feature of the publishing landscape<sup>65</sup>.

64 The amount of weeding is a contributing but less important factor affecting the relative age of the collection. Weeding is discussed later in the report.

65 In 1950, 11,200 titles were published in the U.S. By 2010, the number of U.S titles published had skyrocketed to 328,259—a 602% increase. According to Book Industry Trends, the number of books sold in the U.S. exploded from 955 million in 1975 (or 4.4 per capita) to 3.1 billion in 2009—more than 10 books purchased per capita.



### Percentage of GPL Collection Published in Each of the Last 7 Years



#### 4.1.3.2. Options for Addressing the Shortfall

One way for a library to address budget problems is to maximize purchasing power by buying from wholesalers. GPL has taken advantage of this opportunity by ordering many items from the Library Services Centre (LSC), a member owned non-profit library wholesaler that offers discounts based on volume purchasing. GPL also uses LSC for much of its cataloguing and some processing functions, another cost-effective practice.

This means that the best opportunities for enhancing the collection will be to increase Georgina Public Library's budget. As collections need to be refreshed with new purchases on an ongoing basis, the operating budget is the appropriate source of funding.

Increasing the operating budget for library materials is challenging. As a result, some libraries augment it by periodic requests through the capital budget for one-time funding which is usually easier to obtain.

Another source of funding is Development Charge funding which is intended to help respond to the impact of growth on various municipal institutions. This includes collections for new branches but can also be used to fund collections for infill population growth. GPL has tapped into this source of funds from time to time, notably in 2012 and 2015 when it spent \$5,000 and \$5,850 respectively on collections.

When the next branch is built, Development Charges funding will be a major source of money to build a base collection. Thereafter, an annual budget will need to be established to replenish the collection on an ongoing basis. Once the timing of this new branch is known, GPL should identify a strategy to gradually increase the operating budget over a number of years in anticipation of the new branch. This means that the required operating budget is in place by the time the branch opens but that collections can be increased at the existing branches in the meantime. This approach minimizes the impact of a sharp increase in costs associated with the new branch.



## 4.2. Collection Emphasis

### 4.2.1. New Formats and Databases

GPL is on trend in acquiring digital formats to enhance its traditional collection and should be commended for embracing the newer media. For example, GPL offers access to recorded ebooks, magazines and videos through subscriptions to Overdrive, Hoopla, Zinio, OneClick Digital and InstantFlix. GPL participates in joint purchasing for databases that provide thousands of full-text articles not otherwise available to patrons. All three branches lend video games. GPL also has video gaming systems, like Wii and Xbox, for use in programming but does not circulate them. As noted in a previous section of this report, GPL also provides a variety of digital resources for those with physical disabilities.

Digital resources help compensate for physical collections that are smaller than the population warrants. However, in 2014, GPL spent 17.4% of its library materials budget on digital resources<sup>66</sup> compared to the other benchmark libraries, which averaged 27.3%. This placed GPL's spending as 6th out of 9 in 2014, well below the average of the benchmark libraries. 2015 comparative data is not available. ARUPLO best practices recommend that 25% of a library's materials budget be spent on non-print formats including online databases and multi-media.

GPL is caught between increasing its physical collections per capita while devoting adequate resources to digital materials, all within the context of a library materials budget where inflation is outstripping budget increases. Over the longer term, GPL may wish to review its allocation to digital materials and gradually increase it, especially if it is successful in increasing its library materials budget.

### 4.2.2. Bookmarking Websites

As the Internet has developed, it has become a rich information source, provided care is taken to select reputable sites. GPL's old website followed best practice by bookmarking research websites to augment the physical collection and databases offered by the Library. Nevertheless, there were a few gaps in GPL's web links where the subject coverage could have been enhanced in keeping with current interests. These included areas like:

- STEM (science, technology, engineering and mathematics) subjects that are gaining greater emphasis in schools
- The environment
- Culture including art and music
- Tourism; and,
- Agriculture and other resource industries, which are an important part of the Town's economy.

A review in this area would likely turn up other areas of local interest that could have been added to the website. The new website, which is a work in progress, currently provides subject-oriented bookmarks to various databases for kids and teens only. Enriching the website in this area should be considered.

### 4.2.3. Adult, Children's and Youth Library Materials

The ARUPLO guidelines suggest that two-thirds of the (physical) collection be devoted to adult library materials with one-third devoted to children's and youth materials. Georgina Public Library's collection is well within the guidelines, with 60% of the collection devoted to material for adults, 39% to young adults and children and 1% for all ages.

<sup>66</sup> Digital materials include databases, ebooks, e-music and web-based resources as well as more traditional formats such as DVDs.



While there are no guidelines available in this area, young adult materials form only 5% (5,305 items) of the collection. It is important to keep in mind that many adult library materials are also used by youth, that there are many digital resources of interest to youth and that GPL has invested significant resources in programming to attract youth. Moreover, collection totals represent the accumulated result of collection development practices from the past. For example, GPL has only recently begun purchasing young adult non-fiction. Nevertheless, the small size of the youth-oriented collection suggests that GPL should continue to monitor and respond to community needs for Young Adult material, increasing investment in this area as the need and opportunity arises.

#### 4.2.4. Foreign Language Collections

In 2011, 9% of residents spoke a language other than English or French at home<sup>67</sup>. (The three most frequently reported non-official languages spoken most often at home by immigrants in Georgina were Italian, (215 people), Russian (75 people) and Korean (50 people).)

Because of the low demand for material in languages other than English and French, the Library does not typically acquire library materials in other languages and has not had requests for materials in other language. GPL does have some outdated books in Spanish, Italian, Chinese and German. It also has a small collection of dual-language board books in Arabic, Chinese, and Russian and DVDs that are playable in a variety of languages.

However, recent immigration patterns to York Region suggest that cultural and language diversity will increase, with a greater percentage arriving from Asia and other non-European countries. In light of this, GPL should monitor changing demographics in Georgia in preparation for this shift, beginning with the results of the 2016 census when available. Based on immigration and in-migration trends, the Library may need to adjust its collection development practices in the future.

Acquiring and maintaining print collections in foreign languages is challenging because each language collection must be kept current to attract users, it can be difficult to find suppliers of foreign language materials; staff lack expertise in the languages and the collection must be large enough to attract borrowers.

This does not preclude the Library from acquiring more multi-language DVDS, bookmarking foreign language resources, promoting foreign language content on HOOPLA or other sites and monitoring best practices in other medium sized libraries facing changing demographics.

### 4.3. Circulation And Use Of Digital Resources

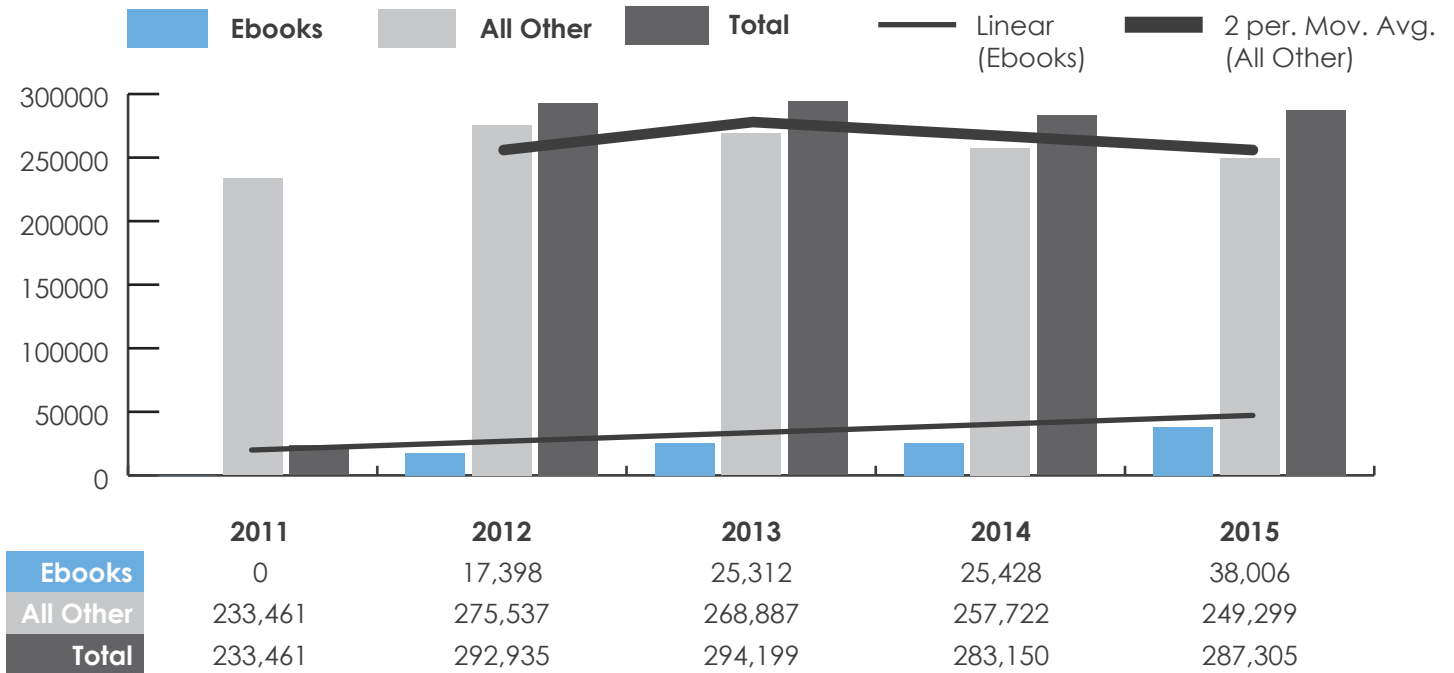
Circulation traditionally refers to the transaction that occurs when patrons borrow books or other items in a physical format. Digital circulation represents the use that patrons make of virtual resources like ebooks, library databases and web-based resources.

After years of growth, traditional circulation is beginning to decline while circulation of ebooks (and other digital formats) is increasing. Because circulation of more traditional formats still represents the vast majority of circulation, overall circulation is stable or growing slowly. In this regard, GPL is typical of other libraries.

<sup>67</sup> National Household Survey: Focus on Geography Series: Georgina. This data differs from that provided in the National Household Survey Profile for Georgina which lists the top three non-official languages are spoken at home as Italian (645 people), German (470) and Russian (305 people).



**GPL Circulation 2011-2015**



**4.3.1. Collection Effectiveness**

Collection effectiveness is the degree to which the collection produces its desired result: patron use. For the physical collection, effectiveness is measured by circulation per capita and turnover rate.

In 2014, GPL's circulation of 265,065 amounted to 5.33 circulation transactions per capita. This places GPL 8th compared to the benchmark libraries, well below the average of 6.74 per capita. This ranking is likely influenced by the relatively lower percentage of library members in Georgina compared to the benchmark libraries as well as by low library materials expenditure.

Turnover rate is the number of times on average that the collection circulates. In 2014, GPL ranked 5th out of the benchmark libraries with a turnover rate of 2.93, below the benchmark average of 3.07.

Circulation is influenced by external factors such as education levels in a community and the ease with which residents can get to a branch. There are also a variety of internal factors that affect circulation. These include library materials spending, promotional activities, the number of active members and how current the collection is.

Other than adding money to the collections budget, weeding items that have not circulated recently, are worn out or contain outdated information is the most important way to improve turnover rates.

The Library is following best practices by weeding on a monthly schedule. Since 2014, it has also been using CollectionHQ. This Internet-based solution analyzes the collection by classification range and identifies areas that are "overstocked" or "under-stocked" based on mismatches between the number of volumes and circulation data. As GPL continues to weed in a more systematic fashion and analyze data from its integrated library system, GPL should be able to improve its turnover rate.

In any case, turnover rate and circulation per capita are two key indicators of collection performance that GPL should be monitoring closely.



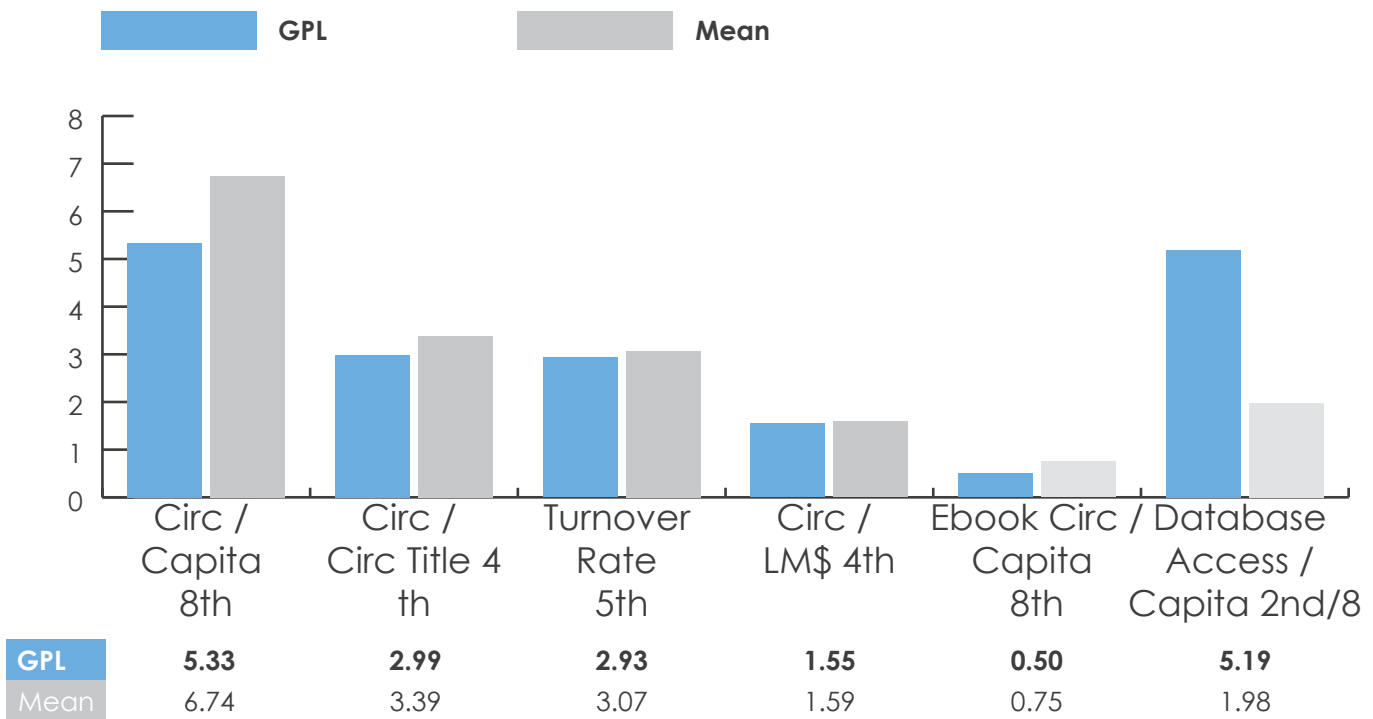
### 4.3.2. Use of Digital Collection

In contrast to use of the physical collections, GPL's information databases were accessed 5.19 times per capita in 2014 compared to the average of 1.98 per capita for the reporting libraries.<sup>68</sup> While GPL ranked 2nd compared to the other benchmark libraries, it should continue to work on increasing use of these information-rich resources.

On the other hand, GPL ranked 8th out of nine in ebook circulation per capita, achieving 0.5 circulations per capita compared to the average of 0.75 per capita. The reason for these divergent results is not immediately evident as GPL promotes both types of digital resources on its website and also provides training for various e-readers.

GPL should review the 2015 Ontario Public Library statistics when these are published and monitor its performance on both indicators to determine whether these represent trends. It should also consider intensifying promotional activities to increase use of digital resources, especially ebooks.

#### 2014 GPL Traditional Circulation v. Benchmark Libraries including rank N=9, N=8 for Database Access



## Recommendations

### Short Term (One to Two Year Horizon)

**27.** As resources permit, ask Council to increase the library materials budget at a rate greater than 2% annually beginning in 2017.

68 Quinte West Public Library did not report data on this indicator.



28. Investigate other options, such as capital funding, to augment the operating budget available for library materials.
29. Use collection age reports as an additional tool in weeding. Consider whether these reports can also be used on a branch-by-branch basis.
30. Continue to balance the acquisition of physical and digital resources. While the physical collection may gradually shrink in size, books and other tangible formats continue to be heavily used.
31. Enrich web content by bookmarking additional subjects of interest to residents of Georgina.
32. Weed outdated and unused foreign language books.
33. Review the 2016 census results with respect to changes in demographics, including immigration patterns, and reflect these changes in collection development practice.
34. Continue systematic weeding using Collection HQ.
35. Intensify promotional activities to increase use of digital resources, and in particular, ebooks.

### **Medium Term (Three to Five Year Horizon)**

36. Continue to monitor and respond to community needs for Young Adult material increasing investment as feasible.
37. Prepare a longer-term strategy to begin building the library materials budget required for the next new branch.
38. Review the budget allocation for digital materials and gradually increase it, especially if successful in increasing the library materials budget.
39. Continue to monitor changing demographics and adjust collection development practices to reflect these changes.
40. Monitor turnover rate and circulation per capita as a way to assess trends in collection performance.



## 5. Marketing and Promotion

GPL has lower use in a number of areas when compared to its benchmark comparators. World Café™ participants noted a number of under-served groups within Georgina. As part of a strategic visioning workshop facilitated by SOLS in October 28, 2014, staff expressed concern about "public apathy, "a lack of "community engagement" and the need to reach newcomers.

GPL has been active in its efforts to provide services and programs that retain current users, attract new ones and raise the Library's profile in the community. However, there are limits to what a small staff with limited resources can achieve.

The task is made more challenging in an increasingly cluttered, crowded and noisy information environment. New residents are also moving in with little knowledge of their new community. Branding and marketing are two highly most strategic ways to help address these issues.

### 5.1. Branding and Strategic Alignment

Branding expresses the essential value of an organization, its products and services to its customers. Branding is becoming an important activity for public libraries because it is the brand experience that pulls patrons into the library. "The brand is ultimately what determines if you will become a loyal customer or not."<sup>69</sup>

For libraries, the brand experience encompasses the full range of library activities and offerings including customer service, way-finding, building ambience and the library's logo, to name just a few.

GPL is in the process of transitioning to a 21st century brand that will be attractive to current and potential users. For example, it is gradually offering more self serve, new technologies, creative DIY programming and making the library a cool place for youth through events like the recent Fan Fest. On a more practical level, GPL is improving its signage to create greater consistency, gradually implementing a standardized "look and feel" for displays and shelf labels. Each branch now has lighted "open" signs and the Library's tag line "Opening Doors & Minds" has been added to each front door.

More work can be done, such as creating a presence on the Library's website that promotes its role in discovery culture and grassroots economic development. Where feasible, World Cafe™ participants suggest branches could provide coffee, a simple improvement to help turn the Library into a destination<sup>70</sup>.

All of these elements make an important contribution to the Library's brand. The next step is to provide more focus by pulling these ideas together to create a clear statement and strategy that defines Georgina Public Library's brand.

GPL has limited resources to engage a branding expert and limited expertise in marketing. One of the first things it can do is develop its own knowledge base on branding through continuing education activities. GPL plans to conduct a strategic planning process later this year. Despite differences in approach and language, branding and strategic planning both help define a vision for the future. Branding has the added benefit of

<sup>69</sup> James Heaton. The Difference Between Marketing and Branding. Tronvig Group Website. Web. June 2, 2016.

<sup>70</sup> Pefferlaw could easily implement a single brew coffee dispenser paid for by donations or by selling the coffee pods. This may be more challenging at Sutton, given its role as a school library as well as public library. At Keswick, there are concerns that the Library would cannibalize the business of the Ice Palace food vendor. This restriction might be worth revisiting.



placing the customer front and centre.

As part of its next strategic planning process, GPL should undertake the key activities associated with branding by:

- Refreshing its core values
- Review the qualities, values and experiences customers associate with the library and its services
- Identifying how GPL is unique from other information, program, and community providers
- Clarifying what business the Library is in; and,
- Developing a brand statement that describes the needs and wants GPL brand best satisfies while simultaneously conveying the Library's ultimate purpose or commitment.

Addressing these items in its next strategic plan would assist the Library in designing marketing strategies, promotional activities and ensuring consistent communication about the Library. Creating a strong brand would also provide a prism through which to view new initiatives at the Library, a way of ensuring priority is placed on those that best support the desired brand. It would provide a way to help staff understand how the change initiatives already underway fit into the Library's future. It would also provide a foundation for communicating the Library's value to Council and the broader community.

## 5.2. Marketing

### 5.2.1. The Case for Marketing

Branding should both precede and underlie any marketing effort<sup>71</sup>. In a nutshell, marketing is about actively promoting a product or service. It's a collection of push strategies and tactics. It's pushing out a message to get ... results".<sup>72</sup>

Marketing requires targeting your customer (or patron), finding out who they are and what they want from you and designing tactics to reach them. Marketing is a systematic set of strategies and tactics that "work together to create awareness, generating a positive image by communicating effectively with a targeted audience... Organizations that embrace a formal marketing process have a distinctive advantage over those organizations that prefer to take a less structured, less organized approach. Having a well-thought out marketing plan is like having a blueprint, or a map, for guidance in gaining the credibility and loyalty they need to succeed at their mission...."<sup>73</sup> These organizations enjoy a range of benefits including:

- An enhanced reputation as a community leader
- The ability to increase membership and attract volunteers
- More opportunities to strengthen existing donor relations and build new ones.

### 5.2.2. The State of Marketing at Georgina Public Library

GPL does not have any staff dedicated to marketing and its key tactics: promotion, communications and outreach. Nor does GPL have a marketing plan. Instead, managers and staff are all responsible for promoting events and activities in their area of responsibility. Loose coordination takes place as part of managers' meetings.

71 James Heaton. The Difference Between Marketing and Branding.

72 Ibid.

73 Bridget Hartnett and Ron Matan. Marketing Your Non-Profit Organization. [n.p.]: Sobel & Co., Spring 2011. Web. April 30, 2016.



Another gap is high quality quantitative data on users, how they use the Library and what they want from it. In conjunction with the other N6 libraries, GPL has recently subscribed to the Impact Survey tool. This tool is designed specifically for public libraries that want to better understand their communities and how people use their public technology resources and services. GPL also subscribes to Survey Monkey although GPL staff believe they could make more use of the software.

Despite these issues, GPL has endeavoured to be as active as possible in promoting the Library. It periodically gathers data on patrons and their needs through informal polls, comment cards and "Meet and Greet" sessions. Among the many activities GPL has undertaken are:

- Promoting programs and services on Twitter & Facebook
- Having staff attend community events and networking meetings
- Advertising in The Georgina Post and Georgina Advocate
- Mounting displays in the branches and at key events
- Promoting programs and services on Georgina Life on Rogers TV
- Using its website to highlight activities, collections and events; and,
- Undertaking joint promotional activities with the Northern Six libraries.

Despite these efforts, World Café participants had many concerns about the need for more activity to increase awareness and use of the Library:

- We need to reach the business community.
- We need to connect with community partners – create buzz – out of their homes.
- Community staff [should] to go out in community.
- [We need an] open house to share services – hold it in somewhere not in library.
- [We need] better communication of events and services (advertisement).
- We need to do some cross promoting, for example on [the] tax bill.
- We need more promotion/communication about events.
- The Library should be out in the community-at dental offices and grocery stores.
- GPL needs to have a higher profile in the community.
- New services need to be launched "with more splash--I didn't know the library had adult video games.
- [The Library] needs shared "professional" marketing to promote the library; and,
- [We] need a Marketing/graphics specialist to help the community understand who we are and what we do.

What participants did not mention is that any activity that increases use also makes the Library more cost effective.

## Recommendations

### Short Term (One to Two Year Horizon)

- 41.** Take advantage of continuing education opportunities and the experience of other libraries to develop a deeper understanding of branding.
- 42.** Ensure that the strategic planning process planned for fall 2016 includes a branding component.
- 43.** Use the Impact Survey tool to do market research about library users, how they use the library and where they have gaps in their awareness about library services. Make better use of SurveyMonkey, or other web-based survey software for more informal surveys.



44. Continue current level of marketing (advertising and promotion) efforts.

### **Medium Term (Three to Five Year Horizon)**

45. Seek additional resources for marketing. (See Staffing Recommendations.)

### **Long Term (Six to Ten Year Horizon)**

46. Once additional resources are available, intensify marketing activities and implement a more structured, focused and professional approach to marketing through such means as a marketing plan and an evaluation of marketing strategies.



## 6. Technology Review

### 6.1. Introduction

Libraries rely on information and communications technology (ICT) for virtually every aspect of their work. Technological currency, reliability and innovation are essential to customer service and positioning the public library to meet 21st century patron demands.

This Master Plan covers a ten-year period and addresses the key technologies in use at the Library or on the horizon. However, technology is changing so quickly that, before the end of the decade, GPL will likely be offering new technologies not yet anticipated. As these are implemented, the Library should be aware of any impact on buildings, staffing, training and procedures.

### 6.2. Integrated Library System

Libraries rely on integrated library systems (an ILS) to provide their online catalogues, manage patron interaction and handle a variety of “back room” operations, such as cataloguing.

GPL is a member of the Ontario Library Consortium (OLC), a fee-based membership organization that consists of 23 library systems: 8 county and regional municipality public libraries and 15 medium-sized public libraries in southern Ontario. OLC provide its members with an integrated network of library services; ensures that library users benefit from advanced technology by means of cooperative use of resources; and, reduces costs through cooperative purchase of equipment, services and materials.

OLC offers significant benefits to Georgina Public Library including:

- Liaison with ILS vendor and library groups
- First level trouble-shooting
- On-site training and support
- Assistance with long range automation planning
- Negotiation for competitive prices and a software support contract
- Bulk purchasing for software, hardware, training and supplies like bar codes and patron cards
- Custom programming for reports generated by the ILS; and,
- Ongoing ILS upgrades.

OLC members use the Symphony system provided by Sirsi/Dynix. OLC recently confirmed Symphony as its ILS after issuing an RFQ (Request for Quotation) and two days of vendor presentations.

Sirsi/Dynix is a well-established vendor with an excellent reputation. It is also future-oriented and has increased its software development capacities over the last few years.<sup>74</sup> Sirsi-Dynix is putting considerable effort into developing a “ web-native, multitenant BLUEcloud platform... a hybrid approach where libraries continue to operate their Symphony... ILS, deploying new interfaces and functional modules via BLUEcloud.<sup>75</sup> This allows libraries to migrate toward newer approaches to computing in an orderly manner.

GPL is in step with other libraries having introduced a variety of innovative ILS modules and add-ons such as:

<sup>74</sup> Marshall Breeding. “Library Systems Report: Operationalizing Innovation.” American Libraries. May 1, 2015. Web. June 3, 2016.

<sup>75</sup> Marshall Breeding. “Library Systems Report 2016.” American Libraries. May 2, 2016. Web. June 3, 2016.



- **Mobile Circ:** that allows the library to check out items, register users, process holds, and perform inventory using mobile devices
- **BLUEcloud Analytics:** that creates customized reports to assist in decision making
- **Enterprise:** a discovery platform that improve natural language searching, allowing a single search to retrieve results from databases and the catalog
- **Portfolio:** Enterprise's companion module, that serves as a digital asset manager and a discovery tool, integrating PDFs, images, videos and audio files into the online catalog.

OLC's Symphony system uses a SaaS (Software as a Service) model whereby data is hosted at a secure data centre operated by Sirsi/Dynix. This means that member libraries do not need to maintain servers, back up data or deal with data security issues.

Continuing to participate in OLC is a sound strategy going forward. It provides GPL with a collaborative and supportive environment. It also enables the Library to be innovative as it grows and as integrated library systems evolve. OLC also provides a cost-effective way for GPL to manage the complexity of ILS operation without staff dedicated to highly technical systems administration activities.

### 6.3. Website

In 2014, GPL reported 103,376 website visits or 2.08 per capita. This was well below the benchmark average of 5.87 visits per capita and ranked GPL as 8th out of nine. Website visits did not increase in 2015.

Library websites are becoming virtual branches that deliver information content, allow patrons to place holds, pay fines and request inter-library loans. These websites market and brand the Library and create a positive customer experience. Low use of GPL's website is a concern.

The Library recognizes that the old website had a number of shortfalls and has updated it to make it more functional and improve its customer service experience. Some of the features of the new website include:

- Responsive design to support access from mobile devices
- A re-designed "front-end" (user facing side) that will be fully AODA compliant for use with device such as screen readers
- A re-designed "back end" (staff facing side) and new content management system. This will allow multiple staff to update the website more frequently and improve search engine optimization, making the website easier to find and driving traffic to the site.

This report has made additional recommendations to redesign parts of the website to promote the Library's role in discovery culture and grassroots economic development as well as to add organizations to the Community Information tab. If not already planned, the website should also incorporate the ability to pay library fines online.

Once fully updated, it will be important for GPL to conduct a promotional campaign and to ensure partners promote the revamped site by linking to it. GPL should also continue to monitor its performance vis à vis the other benchmark libraries. If performance continues to lag, GPL should investigate best practices at high performing libraries such as Innisfil (17.86 website visits per capita), Clarington (14.88) and Halton Hills (6.03).

### 6.4. Public Access Technology

In 2014, GPL provided 30 workstations with Internet access or 0.6 per 1,000 people. The Library ranked 7th compared to the benchmark libraries, which averaged just under 1 computer per 1,000 people. This is also below the ARUPLO guidelines, which call for a minimum of 34 public computers for a community of Georgina's size. There has been no increase in workstations since then.



On average, Georgina residents have less education, incomes significantly below the average for York Region and a large number of seniors. Taken together, this suggests that many residents still rely on the Library for their computers. This appears to be borne out by the fact that GPL's workstations were accessed more than 14,650 times in 2015. Nevertheless, GPL's below average number of workstations is likely be a diminishing issue as the trend is for more patrons to supply their own laptops and tablets. As a result, GPL should maintain the current number of public workstations.

## 6.5. Broadband and Wifi

GPL offers a combination of broadband and WiFi. Patrons use WiFi on their own devices. Staff access it when using tablets for training purposes. The Library's mobile circulation technology also relies on WiFi. The ILS and staff and patron computer stations are hard-wired using a broadband network.

Broadband & WiFi are provided primarily through Internet Lake Simcoe, a local provider. The Town now owns the infrastructure, but Internet Lake Simcoe is the operator that manages and administers the Internet gateway and network services on the Town's behalf.

The Town's Civic Centre and most Town facilities utilize this infrastructure for Internet connectivity. For example, Keswick and Pefferlaw branches rely on Internet Lake Simcoe as their primary Internet service provider in conjunction with the Town's broadband infrastructure. Sutton Branch also uses the Town's broadband infrastructure, but relies on Rogers Cable as its Internet provider with an Internet Lake Simcoe backup. The Town's agreement with Internet Lake Simcoe expires in 2018 at which point an evaluation will be performed to justify the extension, termination or tendering of the contract.

The Town's IT Department is responsible for ensuing networks operate smoothly. To date, capacity has not been an issue. Because of the Library's close relationship with the Town, network connectivity will likely remain a non-issue.

Despite being used more than 12,600 times last year, the Library's WiFi service is more problematic. In 2016, Sutton Branch's WiFi service was improved and is now stable. Pefferlaw Branch, which experiences less demand for WiFi access, is also stable. Keswick continues to pose problems with dead zones and weak signals in areas of the building where cell phones and WiFi devices cannot be used. This is, apparently, a common problem with major steel structures.

In an effort to deal with the issue, the Town has enhanced WiFi coverage by installing a low interference router system and adding other devices to boost the signal. WiFi coverage continues to be problematic to the point where the Library has installed extra Ethernet ports for public use and lends Ethernet cables to patrons so they can connect to the Internet directly. Patrons are still not satisfied with the situation with a number of World Cafe™ participants expressing concern. GPL will continue to seek ways to improve the situation.

Since wireless, mobile and portable technologies are essential to 21st century service, the architect who designs the next new branch should pay particular attention to ensure that the new building does not replicate the problem. As the next branch will likely be part of a multi-use building where access to reliable WiFi may not be as important for the other partners, the Library will need to be vigilant to ensure that its interests have top priority in this area.

## 6.6. Other Library Technologies

### 6.6.1. Self Check

Georgina Public Library offers self-check out kiosks at the Sutton and Keswick branches. There are no plans to implement one at Pefferlaw, as circulation does not currently justify the cost.



Self-check out is not a way to decrease staffing although both staff and patrons may share this perception. It is, instead, a way to reduce the number of repetitive scanning transactions staff are required to make thereby reducing the risk of repetitive strain injuries. It also frees up staff to perform higher-level tasks involving patron interaction and direct customer service. For patrons, self-check out provides an option to increase the privacy of their borrowing transactions and may speed up service. Perhaps most important, self-check out is one way to help staff and patrons become comfortable with the new self-serve service models and prepare for the next new branch.

GPL staff promote the use of self-check out units on an informal basis. In 2015, these units accounted for 15% (38,700) of check out transactions across the system. In 2016, this rose to 16% (39,700).

While there are no guidelines for acceptable levels of use, there is considerable room to increase use of these stations with many libraries averaging 30% and a few reaching 95% usage<sup>76</sup>. Some libraries offer incentives to use self-check out, such as being entered in a draw for a prize. The biggest deterrent to self-check out is having large circulation desks, especially if they are in proximity to the self-check out kiosks.

Because of its many advantages, GPL needs to redouble efforts to encourage the use of self-check out among staff and patrons.

### 6.6.2. RFID

RFID (Radio Frequency Identification) is a technology that uses electromagnetic tags to replace the barcodes used on library materials. RFID tags facilitate collection inventories and allow multiple items to be checked in simultaneously thereby increasing staff efficiency and reducing repetitive strain injuries resulting from handling library materials. RFID also enables self-check in of library materials, making this an option provided the library's units accommodate the technology. RFID is necessary for some of the newer technologies available to libraries, notably technologies that automate sorting of returned library materials and kiosks that dispense books or other materials where library branches are not located.

Implementing RFID is expensive<sup>77</sup>. Optimal implementation involves retrofitting the entire collection with RFID tags although it is possible to phase it in, the cost being reduced functionality during the transition. The security gates used to reduce theft of library materials also need to be replaced or upgraded to allow them to use RFID. Self-check out units should also be RFID compliant to take advantage of the ability for patrons to check out multiple items simultaneously. Libraries must also factor in the ongoing cost of RFID tags, which are more expensive than barcodes. RFID is therefore a strategic investment in a library's future.

As of 2014, less than 10% of American libraries used RFID. However, the adoption rate is increasing dramatically. Between 2007 and 2009 the number of libraries across the globe using RFID jumped from 600 to 900, reaching a total of 3,000 libraries by 2012<sup>78</sup>. Data for Canadian libraries are not readily available although RFID is slowly gaining traction as the cost of RFID tags decrease and as libraries implement new technologies that require it. Some, if not most, of the libraries that implement RFID, like Ottawa and Toronto, are large, high circulation

<sup>76</sup> Lake Agassiz Regional Library in Minnesota averaged 30% use of self-check out when it was introduced and increased that to 95% by 2010. While 95% is unusual, it does strongly suggest that GPL has room to increase self-check out use. (Beth Dempsey. State of Self-Service 2010: Do-It-Yourself Libraries. June 10, 2010. Library Journal Website. Web. June 3 2016.

<sup>77</sup> RFID implementation is eligible for funding under the **Ontario Libraries Capacity Fund – Information Technology and Service Capacity (OLCF-ITS)**. Submission dates for the 2016-2017 fiscal year have not yet been announced.

<sup>78</sup> Stephanie Handy. Considering RFID? Consider This. April 13, 2016. Blog post Computers in Libraries. Vol. 34 No. 9 November 2014. Web. April 13, 2016.



volume libraries.

GPL has not yet implemented RFID although it investigated it a few years ago. The decision to retain the current barcode-based system was largely based on an estimated implementation cost in the \$100,000 range. This included the cost of replacing and updating the Library's security gates, which are older models. The Library should request funding to replace these units with RFID compatible ones within the next few years. According to staff, GPL's current self-check stations are already RFID-compatible or can readily be upgraded to accommodate it.

RFID does appear to be the way forward for libraries, and GPL should plan to incorporate RFID into its next new branch. As soon as there is a reliable date for the new branch, GPL should develop a financial and implementation strategy to introduce RFID at the existing branches so that when the new branch opens, the entire library system is using RFID.

### 6.6.3. Book and Multimedia Lending Kiosks

Book and multimedia lending kiosks with a capacity of up to 500 items are one of the newer technologies available for library service. Kiosks use RFID technology and cost \$50,000 to \$200,000 per unit with additional costs for staff to replenish them. As a result, their use is currently limited to large libraries like Toronto, Ottawa and Edmonton.<sup>79</sup>

If costs come down and GPL implements RFID, kiosks could be installed in under-served areas of the Town as a way to help the Library respond to some of the transportation issues raised by World Cafe™ participants. For the time being, kiosks are not a viable option although GPL should continue to monitor developments in this area.

### 6.6.4. Public Printing, Photocopying and Scanning

As a convenience for users, GPL provides coin-operated photocopiers and printers. The Library uses EnvisionWare's LPT1™ print management and cost recovery system at Keswick and Sutton.

EnvisionWare offers a variety of options for cost recovery, including credit card or debit payment services and the ability to store money on patron cards for a "one card" solution. However, these options are likely not cost effective based on the relatively low volume of printing at GPL. One add-on may be worth considering in the medium term. This is EnvisionWare's cloud-based MobilePrint Service.™ This service allows patrons to print from smartphones, tablets or remote computers outside the library. Adding MobilePrint would improve patron service at a cost ranging from \$750 annually to \$2,315 for a four-year contract.

## 6.7. Technology Support

### 6.7.1. Library-Specific Technology

Like most medium sized libraries, GPL has service contracts or other fee-based arrangements for its library-specific technology. This includes its integrated library system (through its membership in the Ontario Library Consortium), its print management system and portable devices like IPADS (extended warranties) and new website (pay as you go).

One exception is its 3D printer, a MakerBot mini, which only works sporadically. At its price point, an extended warranty is not available. Given its importance to GPL for programming, the Library should consider replacing it with a more robust, expensive one that offers an extended warranty.

<sup>79</sup> Tara Deschamps. "Toronto library to roll out book-lending machine at Union Station." Toronto Star, August 5, 2015.



### 6.7.2. Routine Troubleshooting for Computers and Printers

Library staff handle routine troubleshooting, such as rebooting computers and fixing minor printer issues. If front-line staff cannot resolve the issue, it is escalated to the E-Services Technician at Keswick and Pepperlaw or the Branch Librarian at Sutton. The E-Services Technician also takes care of software updates for products used on staff and public computers. The process works reasonably well although the staff comfort level in dealing with troubleshooting varies. The Library includes troubleshooting in its job descriptions and provides opportunities for database and other technology training through SOLS webinars and workshops.

GPL would like to implement a more formalized training process in this area but has not yet done so, largely due to scheduling challenges and time constraints. GPL should follow through on this goal to ensure seamless public service and to provide better support for staff.

### 6.7.3. Relationship with Town IT Department

Like many other public libraries, GPL uses the Town's Information Technology Department to provide support and troubleshooting for its telephone, fax machines, printers and Windows software. The Town also deals with connectivity issues. Until 2015, GPL paid \$20,000 for this support in the form of a chargeback. In 2016, the chargeback increased by 15% to \$23,000.

GPL has a positive relationship with the Town's Information Technology Department. It is kept informed about Town technology initiatives that might affect the Library and, in turn, makes the Town aware of GPL priorities during budget preparation and informally throughout the year.

GPL replaces its computers every four years, consistent with the Town's lifecycle replacement and is included in the Town's RFQs for computers and lease agreements for photocopiers. The Town is willing to incorporate any changes needed for the particular functionality required for Library computers. Inclusion in the Town's purchasing process is efficient for and allows GPL to benefit from the Town's purchasing expertise and from volume discounts.

The only issue for GPL is that Town IT support is only available Monday to Friday from 8:30 a.m. to 4:30 p.m., many fewer hours than the Library is open. When the Internet connection goes down or there are other connectivity problems outside of office hours, this becomes problematic for staff operations. It is also a significant customer service issue given the number of core services that rely on the Internet. Given the importance of this issue, GPL should raise it formally with the Town's IT Department and seek a joint resolution even if it relies on a private sector solution. If additional costs are involved, GPL or the IT Department, as appropriate, should make a business case for additional operating funding.

## 6.8. Policies

GPL has a good track record in terms of policy development. However, it does not yet have Board approved policies on:

- Acceptable staff use of the Internet, email and social media
- Staff downloading software onto computers for personal use.

These policies should include a sign off section so each staff member has to acknowledge they have read the policy. Computers should be defined broadly.

To date, there have not been any major issues in this area, but it would be prudent to develop these policies as soon as possible given the growing use of technology. In addition to Town's policies in this area, GPL can draw on those of other libraries so that the work involved is not onerous.



## Recommendations

### Short Term (One to Two Year Horizon)

47. Add functionality to the website so that patrons can pay their library fines online.
48. Once the website is updated, conduct a promotional campaign and encourage partners to promote the revamped site by linking to it.
49. Continue to monitor the performance of the revamped website vis à vis the other benchmark libraries. If performance continues to lag, GPL should investigate best practices at high performing libraries.
50. Maintain the number of public access stations for the foreseeable future.
51. Continue to seek improvements to Keswick's WiFi coverage.
52. Implement strategies to increase the use of self-check out at Sutton and Keswick.
53. Given its importance in programming, replace the 3D printer with a more robust one that offers an extended warranty.
54. Implement a more formalized training process for routine troubleshooting tasks.
55. Work with the Town's IT Department to resolve the lack of after-hours IT support. If additional costs are involved, they should be incorporated into the operating budget.
56. Develop Board approved policies on acceptable staff use of the Internet, email and social media as well as on downloading software onto computers for personal use.

### Medium Term (Three to Five Year Horizon)

57. Review the cost effectiveness of introducing self-check technology at Pefferlaw.
58. Replace the aging security gates with RFID-compatible ones.
59. Consider offering mobile print solutions to provide patrons with the option to print from smartphones, tablets or remote computers outside the library if the cost is deemed affordable.

### Long Term (Six to Ten Year Horizon)

60. Continue participation in the Ontario Library Consortium and use of selected vendor.
61. Ensure that the next new branch design provides reliable WiFi by making it a mandatory requirement in the scope of work. Testing WiFi performance should be part of the building commissioning process.
62. Develop a financial and implementation strategy to introduce RFID at existing branches so that, when the new branch opens, the entire library system is using RFID.



**63.** Monitor the book and multimedia lending kiosk market to determine whether these kiosks will become a viable future option for GPL.



# 7. Staffing Review

## 7.1. Introduction

Staffing is one of the most important determinants of library service and represents the largest percentage of library budgets. Assessing this input is an essential part of any service review and a key element in providing a road map for the future.

## 7.2. A Welcoming and Knowledgeable Staff

Library staff are welcoming, knowledgeable and committed to providing excellent library service. This is one of GPL's greatest strengths. The staff are also long serving although retirements are gradually opening up opportunities to bring new skills and ideas to the Library.

## 7.3. Integration with Town

Like most medium-sized libraries, GPL uses the Town's financial, maintenance and some IT functions on a chargeback basis. Human resource, purchasing and some secretarial support for the Board are provided without charge. This allows the Library to take advantage of the municipality's expertise in these specialized areas and focus on staffing for what it does best: the provision of Library services. Integration also helps ensure positive relationships with the Library's primary funding partner.

## 7.4. Staff Training and Continuous Learning

In 2014, GPL spent only \$6,619 on training placing 7th compared to the benchmark libraries, well below the average expenditure of \$14,534. GPL also ranked last in training dollars per FTE,<sup>80</sup> spending \$309, less than half the benchmark average of \$641. To further place this in perspective, King Township Public Library spent \$1,261 per FTE and East Gwillimbury, \$986.

Despite this, Georgina Public Library is strongly committed to training and continuous learning. In 2016, the Library was successful in increasing the training and development budget to \$18,750 or \$876 per FTE. (This figure is higher than the actual budget for staff training as the \$18,750 includes funds for Board development).

GPL also takes advantage of professional development activities offered through the Ontario Library Association conference, webinars and SOLS workshops and programs including the APLL (Advancing Library Leadership program). The Library participates in Town training sessions on a wide range of topics including digital and technology initiatives. Cataloguers are taking a Mohawk College course on RDA (Resource Description and Access), the new standard for cataloguing. All staff are required to increase their technological skills through webinars and hands on opportunities to experiment with new technology.

In addition, GPL managers actively coach staff and encourage them to participate in informal learning and peer mentoring. Where appropriate, staff are cross-trained to increase flexibility in staff assignments.

The current CEO's management style is collaborative and consultative, providing managers and other key staff with the opportunity to develop confidence and skills on a continuous, informal basis. In particular, she is decentralizing selected administration tasks, such as budget monitoring, to help managers develop new

<sup>80</sup> The Ministry defines an FTE, or Full-Time Equivalent, as a unit of 35 hours per week. It may be composed on one employee who works at least 35 hours per week or a combination of individuals whose hours collectively add to 35 hours per week.



competencies. In turn, this makes a valuable contribution to succession planning.

Finally, the Northern Six libraries, on occasion, provide opportunities for joint training activities. For example, the Library Board recently participated in an N6 series of training and networking opportunities on governance, advocacy, and meeting procedures. The Northern Six libraries are interested in pursuing other joint training initiatives. Where feasible, this is a strategy GPL should continue to pursue.

### 7.5. Competency-Based Human Resource Management System

In 2015, GPL worked with the Town and its Union to complete a joint job evaluation project. As part of the process, the Library updated all of its job descriptions and incorporated core competencies into them. This is a significant achievement for all parties.

Competency-based human resource management systems are one of the most strategic management systems available. Core competencies serve as a key foundational tool for recruitment, selection, performance review, training and succession planning. Competency-based systems help libraries align their human resource practices with organizational goals and objectives and link individual performance with organizational success.

GPL is in the early stages of developing its competency-based system. Core competencies are used in recruitment and to guide staff training and development. In 2016, the Library will be working with the Town to incorporate core competencies into performance management. The Library is also working on leadership competency reviews for managers. Over time, GPL expects to incorporate additional competencies using the SOLS competency index. This enhancement will also provide more specificity for existing competencies so that they describe more fully what the Library requires from staff.

### 7.6. Organizational Culture

Regardless of the willing cooperation of library staff, all libraries struggle with the weight of tradition—old ways of serving patrons and traditional ways of understanding staff roles. The speed and breadth of social and technological change are requiring a sea change in how libraries operate. Some of the changes include

- Staffing moving out from behind the service desk to assist patrons
- Anticipating service needs rather than waiting for patrons to ask questions
- Encouraging patrons to use self-service options for routine transactions
- Developing patron-led programming
- Responding to the creative and discovery culture; and,
- The need to develop flexibility and adaptability to learn new technological skills.

Change is no longer incremental and sequential but rather revolutionary, unpredictable and so complex that change in one area has unanticipated effects in others. This means that organizations must become highly flexible and nimble.

GPL is in the process of transforming its organizational culture but has not fully embraced and implemented the changes that characterize 21st century libraries. To do so will require the Library to continue staff development. It will also require full implementation of core competencies in areas, such as technology, customer service, personal/interpersonal attributes and leadership. The Library must also complete the integration of competencies into all Human Resources practices.



## 7.7. Staffing Levels and Operational Efficiencies

### 7.7.1. Low Staffing Levels

According to the 2014 Ontario Public Library statistics Georgina Public Library had 21.39 Full Time Equivalents (FTEs) or 0.43 per 1,000 people. The ARUPLO Guidelines recommend a minimum of 0.5 FTEs per 1,000 people.

GPL also ranked low compared to the comparator libraries. At 0.43 FTEs per 1,000 people, GPL was below the benchmark average of 0.53 FTEs, ranking 6th overall. Georgina also rated relatively low in FTEs per branch, ranking 5th of 9. While only slightly below average, GPL offered more service hours than average for the benchmark libraries.

Based on the ARUPLO guidelines, GPL had a shortfall of around 3.5 FTEs in 2014. Compared to the benchmark libraries, the shortfall was just under 5 FTEs. Staff were therefore stretched thinly to maintain the Library's current level of operation. As the population grows and a new branch is added, additional staff will be required. At a minimum, GPL should maintain its current staffing level of 0.43 FTE per 1,000 people. Increasing its staffing levels to 0.5 FTEs per 1,000 people is preferred.

### 7.7.2. Operational Efficiencies for Technical Services

One of the key ways libraries respond to low staffing levels is to make their Technical Services functions (acquisitions, cataloguing and processing of library materials) as efficient as possible. This allows as many staff as possible to focus on direct public service.

Wholesalers and integrated library systems offer many opportunities to streamline work. For example, LSC delivers material to GPL already labeled and security tagged. The Keswick Branch Manager takes advantage of LSC's Automatic Release Plans (ARPs)<sup>81</sup>, for best sellers, solid sellers, bestselling DVDs and adult and juvenile series books. Pepperlaw and Sutton still select and order items one by one. Because ARPs free up time, they should be implemented as soon as possible at these branches. With respect to its ILS, the Library now has access to the Acquisitions module. In the near future, GPL plans to review the module to determine whether it will provide additional opportunities for streamlining ordering and tracking acquisitions.

As noted previously, GPL still has some opportunity to increase staff efficiency by increasing the use of self-checkout and implementing RFID.

### 7.7.3. Adding Staff

Another way to handle low staffing is to increase the Library's personnel budget. In 2016, staffing levels increased by the equivalent of .36 FTEs when funding was provided for

- An additional 4.5 hours per week of Library Clerk time for Keswick Branch to handle workload during peak Friday and Saturday hours
- An added two hours per week for student assistance on Saturdays
- An increase of six hours per week to bring all three Children's/Youth Services Assistants to 24 hours per week to handle increased outreach and programming and provide more consistent service delivery at Keswick. (This represents one-third of the 18 hours originally requested in 2015.)

In 2014, GPL needed an additional 3.5 to 5 FTEs. In 2016, it added less than .5 of an FTE, still leaving a shortfall of 3 to 4.5 FTEs for its current service and population level. Given the fiscal constraints within which municipalities

<sup>81</sup> ARPs are a service where experienced selection specialists select items based on a profile created by the Library. These items are then automatically delivered to the library them. ARPs free up time for other work.



operate, it is unrealistic to add this many FTEs within the next year or two. It does flag the need for additional staffing as well as for redoubled efforts to introduce efficiencies wherever possible.

## 7.8. Organizational Structure

The public library is becoming more complex, changing in line with patron expectations and broad socio-technological trends. Changing functions should be reflected in a library's organization chart.

In keeping with these changes, libraries are moving away from traditional "line" organizational structures. This organizational model is based on vertical lines of authority where managers and supervisors are assigned to branches with their primary role being to manage a branch and supervise operations and staff at that location. This type of organizational structure is straightforward but does not readily allow system-wide specialized positions. Line organizational structures work best in highly bureaucratic and traditional organizations.

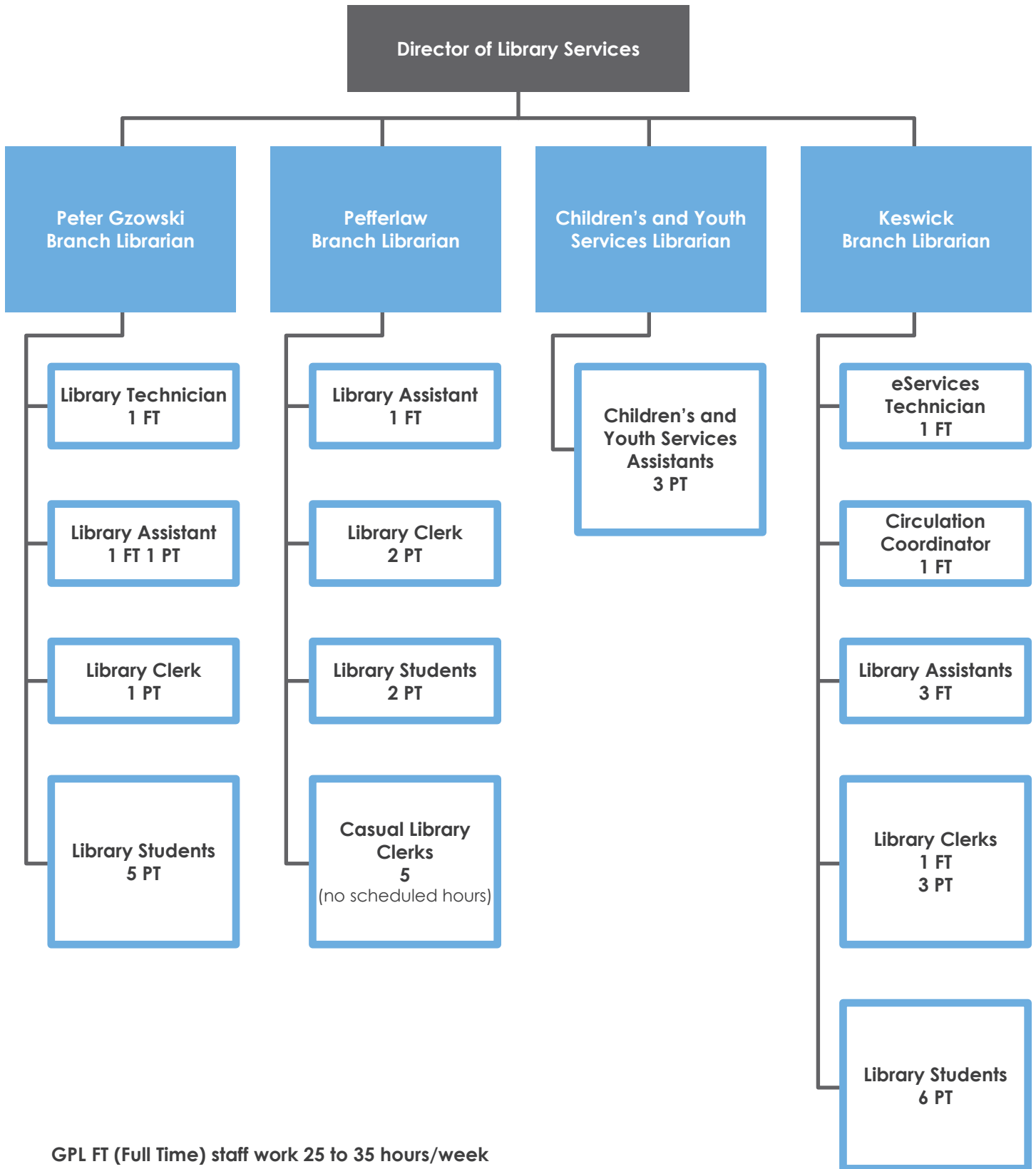
The functional model lies at the other end of the organizational spectrum. This structure is organized around system-wide specialized positions. Staff report to different specialized positions for different aspects of their work.

Most organizations fall somewhere on the continuum between these two extremes, incorporating both specialized positions and traditional supervisory structures. Organizations that operate in changeable, complex environments are moving toward the more specialized functional model.

GPL is in transition from a line model to a more functionally based structure. For example, it has created specialized positions, including a Children's and Youth Services Librarian and e-Services Technician. However, Pepperlaw and Sutton Branch still have Branch Librarians and the Keswick e-Services Librarian also acts as the Keswick Branch Librarian.



### Georgina Public Library Organization Chart



GPL FT (Full Time) staff work 25 to 35 hours/week



### 7.8.1. Lack of Specialized Positions

Organizational growth, more complex roles and innovative services require more depth and breadth in staffing. The Library has identified two new positions as their top priority.

#### 7.8.1.1. Administrative Assistant

The CEO currently has no Administrative Assistant. Although the Town provides some support for board functions and as well as assistance for functions like purchasing and HR, the CEO spends considerable time on clerical and coordinating tasks. This has become problematic as the library has grown and as the legislative and operational environment in which it operates has become more complex.

More significantly, without administrative assistance, the CEO cannot focus fully on the higher level, more specialized functions of the position. These include planning, organizational assessment, fostering an innovative culture and creating the momentum for organizational changes needed to position the Library for 21st century service. The need for an Administrative Assistant is therefore a strategic issue. The lack of one may affect the Library's ability to attract high-level candidates when the current CEO retires.

GPL lags the other benchmark libraries in this area, most of which also partner with their municipalities on a range of functions like HR and purchasing. New Tecumseth, King Township and Quinte West are smaller than Georgina but provide the CEO with an Administrative Assistant or Secretary. Other benchmark libraries have management positions that perform some of the coordinating tasks GPL's CEO does. For example, East Gwillimbury has a Library Services Coordinator; Innisfil, a Deputy CEO; King, a Manager of Administrative Services; Halton Hills, a Deputy Director of Library Service; and Clarington, a Manager of Administrative Services. Creating an Administrative Assistant position is a less expensive option.

GPL identified the need for administrative assistance as early as 2011 as part of its strategic plan. As Georgina and the Library grow, the need for administrative support will become even more pressing. Ideally this should be a full-time position but providing a 24-hours per week position to begin with would still have value. This would also eliminate the need for the Town's to provide support for Board meetings and allow it to re-direct these resources to its own growing needs.

#### 7.8.1.2. Marketing Position

As noted previously, the Library needs to increase the amount of marketing it does through promotion, communications and community outreach. There is a limit to what can be done in a decentralized way by managers who are not experts in this area.

Library marketing positions are becoming common in the benchmark libraries. For example, Caledon Public Library has a Manager of Communications and Community Development; Innisfil a Manager of Marketing, Development and Community Engagement; and, Clarington, a Marketing Manager.

To date, the Library has not firmed up its requirements for a marketing position but will be developing a new strategic plan later this year. Once this has been completed, it would be timely to more fully define the new position, develop a business case, and prioritize it for future budget submissions. The position could be created on a part-time basis to begin with.



### 7.8.1.3 Other Positions For Longer-Term Consideration

As GPL develops over the long-term, additional positions could be considered including:

- A position that focuses on information and programs to support small business, new entrepreneurs and grassroots economic development
- A position with expertise in serving seniors; and,
- A position that develops discovery and creative space services.

As Georgina's demographics change, the Library should make efforts to recruit staff with expertise in serving a multicultural community.

## 7.9 Succession Planning for Ceo

The current CEO will be retiring within the next few years, which raises the issue of succession planning. GPL is already taking some steps forward in this area, such as ensuring that all managers gain experience in selected financial functions. Baseline competencies required for the position have been established although more work is required to flesh them out. As noted above, the creation of an Administrative Assistant would also encourage high quality applicants.

Another essential task that Board and Town should address is compensation. This was identified as an issue in the Town's 2014 Compensation Study. Although there has been some improvement, the CEO's compensation continues to lag the market. If the matter cannot be resolved in a single year, a plan should be established to phase in the required improvements over the next few years.

## Recommendations

### Short Term (One to Two Year Horizon)

64. Continue to pursue training opportunities and consider greater use of collaborative training with the other N6 libraries.
65. Continue to pursue increased operational efficiency by introducing Automatic Approval Plans for selected library materials at Sutton and Pefferlaw and implementing any efficiencies made possible by the ILS's Acquisitions module.
66. In 2017, request funding for a part-time Administrative Assistant to the CEO position (24 hours/week).
67. In 2017, request funding for the remaining 6 hours per week originally requested in 2015 for the three Children's/Youth Services Assistants.
68. As part of the Board's 2016 strategic planning process, develop a consensus on the role of a marketing/communications position and prioritize it for future budget submissions.
69. Address compensation for the CEO's position to make it more competitive.

### Medium Term (Three to Five Year Horizon)

70. Fully implement core competencies in areas such as technology, customer service, personal/interpersonal attributes and leadership and complete integration of the competencies into all Human Resources practices.



71. Continue to use competencies, training and other techniques to shift GPL's culture to one fully suited for 21st century library service.
72. Request staffing increases to allow GPL to move toward 0.5 FTEs per 1,000 people as the Town grows.
73. Request funding to make the Administrative Assistant to the CEO position a full-time position.
74. Based on the work done in 2016, develop a business case and job description for a marketing/communications/outreach position and request it as a future budget item.

### **Long Term (Six to Ten Year Horizon)**

75. Ensure that the staffing provided for the next branch is adequate for population growth, and approximates the 0.5 FTEs per 1,000 people standard.
76. Consider adding new positions to support grassroots economic development, seniors and creative culture.
77. Recruit staff with expertise in serving a multicultural community.



# 8. Facility Review

## 8.1 Current Service Levels and Service Model

### 8.1.1. Current Service Model

A Library's service model is comprised of two inter-related items:

- The number of branches; and,
- The service relationship among branches.

Conceptually, there are three types of service models used in public libraries:

- **Central Library Two-Tiered Model** In this model, a very large central library provides a broad range of specialized services and amenities including such things as a large performance space, music practice rooms, specialized collections and enhanced staff expertise that the branches can call on. This two-tiered model is common in established urban centres like Hamilton, London and Richmond Hill where the central libraries range in size from 60,000 sq. ft. to a few hundred thousand sq. ft..
- **District Library Two Tiered Model** In this model, the very large central library is replaced by two or more medium-sized district libraries<sup>82</sup> that provide some degree of enhanced services, amenities and expertise to the smaller branches in a defined geographic area. While there is no hard and fast rule about the size of district libraries, they are often in the realm of 30,000 or more sq. ft.. This two-tier model is common in newer municipalities like Markham and the former Etobicoke and Scarborough.
- **Single Tier Model** In this model, one or more branches offer a similar level of service. Although smaller branches may not be able to provide as many programs and have smaller collections compared to larger branches, the library system makes no real distinction between the branches in terms of service offerings.

Georgina Public Library is a three-branch library system with branches located in its largest communities: Keswick, in the western part of the Town, Sutton in the north and Pefferlaw in the east. Each branch has a unique character: Keswick is part of the Ice Palace, a community centre featuring an arena and hall; Sutton is housed with two schools and a swimming pool; Pefferlaw is a standalone library built in proximity to a community hall and outdoor sports fields.

At present, Georgina operates as a single tier system with each branch offering more or less the same services, although the larger branches tend to deliver a richer variety of programming.

### 8.1.2. Review of Branches

As demonstrated at the World Café, the residents of Georgina value their library and show strong support for their local branch. At the same time, library patrons are typically undemanding when it comes to their branch environment — until such time as they are presented with new options. The buildings and the impression they make, their “look and feel”, are an important part of the library's brand and influence the library experience of

82 The terms “large” and “medium” are relative, depending on the scale of the community.



patrons.

Moreover, consumer expectations are rising, especially with younger consumers. As Georgina attracts new residents migrating in from larger, more urban communities, these expectations will rise even further. In order to attract and retain patrons, Georgina's branches need to reflect a positive image of the Library's brand.

GPL's last new branch was built in 2001. Since then, there have been periodic renovations and investments. However, library buildings are very heavily used. Furniture becomes worn, décor becomes shabby and fixtures acquired ten or more years earlier do not always reflect current service expectations. The Library and Town's budgets are limited. GPL staff have demonstrated great ingenuity in dealing with this reality, largely by "making do" and placing priority on those items that directly contribute to service and less on decor. As a result, there are a number of areas where changes should be implemented in order to refresh the branches.

### 8.1.2.1. Pefferlaw Branch



The current Pefferlaw Branch was built in 1987. The library is located at 76 Pete's Lane, well off the main street (Regional Road 21). The building is 4,250 sq. ft.

The branch offers large windows, a children's area, a few beanbag seats for teens near the entrance, some upholstered chairs, public workstations and a large meeting room. This room has the potential to be useable outside of library hours.

The branch is nevertheless in need of a renovation:

- **Staff Work Areas:** The branch lacks sufficient space for staff to work away from the service desk.
- **Inefficient Spaces:** The building includes an awkward, narrow L-shaped room. It's



location means that staff cannot see into it easily which limits the way it can be used.

- **Deficient Lighting:** The fluorescent lighting is unsightly as the original baffles have been removed and modifications have been made to allow the use of lower energy tubes. The track lighting is not turned on due to the amount of heat it generates.
- **Window Condensation:** Some windows are showing significant signs of moisture condensation. This is usually indicative of failed or ineffective window seals and subsequent energy loss, which calls for the replacement of these window units. This may also be indicative of a heating or air handling system not performing optimally.

As funds permit, staff have been upgrading the branch. Most recently, they have created space for more casual seating with attached tablet tables by removing some shelving and have increased accessibility by installing automatic door openers.

There are additional opportunities to improve the branch environment until such time as the branch is renovated:

- **Create Young Adult Area:** Carve out a definable niche for teens, even if only a small one is possible. Additional weeding of the collection will assist in this. Ideally, youth should be consulted about seating and décor.
- **Provide Storage:** Create a more welcoming impression as people enter the branch by finding an alternative storage place for recycling bins, the snow shovel and sidewalk salt.
- **New Service Desk:** In keeping with library trends, consider a smaller service desk, if feasible, to replace the large and imposing one. Any new desk should incorporate accessibility features, with appropriate height and recessed knee space to accommodate those in wheelchairs. This would allow staff to remove the table that has been placed at the end of the service desk for this purpose. The replacement of the current service desk may only be feasible as part of a branch renovation, as there is currently inadequate space for staff to do work that is usually performed away from the public service desk.
- **Paint:** Repaint the interior walls, which are long overdue to be repainted and select colours that better reflect a 21st century library. The current walls are off-white or beige with a few accent walls in green and pink. These colours give the branch a dated look. None of them create a first impression of a warm or dynamic environment.
- **Review Interior Signage and Wayfinding:** Review the use of interior paper signage, which gives the branch a cluttered look. At present, there is a proliferation of signs, some of it dog-eared. These include 8 inch X 11 inch signs, some laminated and others not, mounted on the top of the shelving units, stuck on the front of the service desk, on the flat surface of tables, on top of information resources or pasted to the wall.<sup>83</sup> Assess the feasibility of designing a more permanent signage and wayfinding system that would consolidate existing clutter and improve overall visibility.
- **Reduce Visual Clutter:** Review the number of posters and the placement of framed paintings and drawings. Much of the art is hung so high as to be well above typical

<sup>83</sup> The Library has recently created a system-wide standardized shelf end sign to indicate the type of library material and the alphabetical range of books found in each bay of shelving. This achievement should be acknowledged.



viewing heights, likely due to limited wall space.

- **Replace Shelving:** Consider replacing the low, metal shelving in front of the circulation desk. This shelving does not complement the other shelving and has an institutional look that is unattractive and dated, especially due to its prominent placement.
- **Add Power Outlets:** Add a new outlet or similar solution to allow the new digital display unit to be plugged in without a long cord snaking down to an outlet at the base of the wall. Assess the feasibility of a noninvasive strategy for adding additional outlets so that patrons can charge their computers while working.
- **Replace Carpet:** Replace the carpet within the next few years as it is beginning to show its age in traffic areas and behind the circulation desk where the seams are starting to split.
- **Landscaping:** Take advantage of the branch's park-like setting to provide a reading garden or benches so that patrons could sit outside. World Café participants frequently mentioned this type of amenity as a desirable addition to all branches. It was also recommended in the Pefferlaw Branch Renovation Study.

In addition to these changes, improvements to exterior signage should be made by:

- **Improve Signage at Road:** Adding a highly visible sign, incorporating the standard symbol for a library, at the corner of Regional Road 21 and Peter's Lane. The location of the branch, tucked away off the main street creates an "out of sight out of mind" problem for the Library. Adding a locational sign is an important issue that should be addressed as quickly as possible.
- **Improve Signage at Entrance:** Adding the Georgina Public Library logo to the existing freestanding sign at the entrance to the branch parking lot until such time as GPL has a common standard for its exterior signs.



### 8.1.2.2. Sutton Branch



The Peter Gzowski (Sutton) Branch is an 11,260 sq. ft. building built in 1996 as part of a multi-use facility with the Town pool and two elementary schools.

The branch has a bright look and feel with high ceilings and large windows. It offers some comfortable seating, meeting rooms and an attractive children's area. The branch serves as the library for the schools.

Some of the changes made to the branch since it was built have created their own problems that cannot be addressed without additional renovations. For example, adding an entrance specifically for the public library was a sound idea, but required the addition of a second service desk for the public. Its placement means that there is no staff workroom for off-desk tasks in proximity to the desk.

As funds permit, staff have been making improvements to the branch to reflect how libraries are currently used. For example, an Internet bar with high stools has recently been added and is a well-used amenity. Nevertheless, there are additional opportunities to improve the branch environment:

- **New Service Desk:** In keeping with library trends, consider a smaller public library service desk. The current one takes up a lot of room and has no recessed knee space to allow a patron in a wheelchair to move close enough for easy access. Replacement may only be feasible as part of a branch renovation, as there is currently no staff workroom in proximity to the desk that would readily allow staff to move out to help



patrons when line-ups develop.

- **Replace Lounge Seating:** Replace the lounge seating that is worn, ripped in places and soiled at the earliest opportunity. As seating is replaced, consideration should be given to ensuring that the replacements are durable and create a cohesive look that complements the furniture and remaining seating.
- **Provide Cable Management System:** Cable management systems should be added to the various public computer workstations to create a clean, tidy look and prevent potential hazard. At present, computers are plugged into power bars on the floor.
- **Review Interior Signage and Wayfinding:** Review the interior signage with a view to reducing the amount. At present, there is a proliferation of paper signs on walls, taped to computer workstations pods and on shelf tops. All signage should be laminated to eliminate the potential to become dog-eared. A few of the posted signs have slipped and are now crooked. Assess the feasibility of designing a more permanent signage and wayfinding system that would consolidate existing clutter and improve overall visibility.
- **Improve Meeting Room Ambience:** Improve the ambience of the meeting room with a feature wall or ceiling in a different colour or finish.
- **Add Power Outlets:** Add a new outlet or similar solution to allow the new digital display unit to be plugged in without a long cord snaking down to an outlet at the base of the wall. Assess the feasibility of a noninvasive strategy for adding additional outlets so that patrons can charge their computers while working.
- **Replace Carpet:** Incorporate carpet replacement into capital budget planning. The carpet is beginning to show its age in traffic areas.
- **Landscaping:** Assess the feasibility and explore the potential opportunity to provide a reading garden and/or benches so that patrons could sit outside. World Café participants frequently mentioned this type of amenity as a desirable addition to all branches.
- **Deficient Lighting:** Replace the lighting installed when the branch opened with energy efficient lighting and ensure that lighting levels are suitable for the tasks performed in all areas of the branch.



### 8.1.2.3. Keswick Branch



The Keswick Branch is a 16,000 sq. ft. building built in 2002 as part of the Ice Palace complex. It also serves as the administration centre for the library, with the Director of Library Services, Children's and Youth Services Librarian and Keswick Branch Manager located here. The branch offers a large workroom behind the service desk, meeting rooms, including a boardroom, a glass-walled lounge with fireplace that incorporates display units and children's programming space.

The Branch underwent a minor renovation in 2014, including re-arranging space for some staff offices, moving Children's and Youth Services to the rotunda area, adapting the rotunda as a children's program space and opening the board room to patrons needing quiet study space. The teen space was also re-arranged and given a facelift.

As the newest and largest branch, Keswick comes closest to representing the needs of a 21st century branch. Nevertheless, like any heavily used public building that is almost fifteen years old, there are opportunities to improve the branch environment:

- **New Service Desk:** In keeping with library trends, consider a smaller service desk when the time comes to replace the current one. The service desk is exceptionally large although it fits well within the long and narrow entrance to the rest of the branch. Unlike the other branches, Keswick's desk fronts a large staff work areas. The desk has no



accessibility features or recessed knee space to allow a patron in a wheelchair to move close enough for easy access.

- **Redesign Entrance Hallway:** Review use of the area to the right of the entrance that currently contains a spacious alcove with bench seating along the walls, coat hooks, and pamphlet holders. This space is under utilized and creates an unexciting first impression of the branch. As one World Café participant noted: the branch “needs a better hallway entrance.”
- **Replace Lounge Seating:** Replace the lounge seating that is worn, ripped in places, tired looking or broken. (One sofa is sitting directly on the floor without it legs.) These chairs should be replaced at the earliest opportunity. As seating is replaced, consideration should be given to ensuring that the replacements are durable and create a cohesive look that complements the furniture and remaining seating.
- **Improve Meeting Room Ambience:** With the exception of the inviting fireplace lounge, the meeting rooms are uninviting, with off white walls and no artwork. Consideration should be given to adding some interest by creating one or more feature walls or ceilings using a different colour or finish.
- **Review Interior Signage and Wayfinding:** Review the interior signage with a view to reducing the amount. There is a proliferation of paper signs on the walls, carrels and stack ends. A few of the paper signs are not laminated and are becoming dog-eared or have slipped and become crooked. Assess the feasibility of designing a more permanent signage and wayfinding system that would consolidate existing clutter and improve overall visibility.
- **Revise Layout:** Despite recent reorganization, there are still some issues with the branch layout with at least one area of empty space (in front of the photocopier) and computer workstations strung in long lines against the walls. A different layout might allow the addition of some type of creative space, such as a maker space.
- **Provide Cable Management System:** Install cable management systems for public computer stations to replace the power bars trailing untidy and unsightly cables.
- **Landscaping:** Assess the feasibility and explore the potential opportunity to provide a reading garden and/or benches so that patrons could sit outside. World Café participants frequently mentioned this type of amenity as a desirable addition to all branches.
- **Deficient Lighting:** Replace the lighting installed when the branch opened with energy efficient lighting and ensure that lighting levels are suitable for the tasks performed in all areas of the branch.

## Recommendations

### Short Term (One to Two Year Horizon)

78. Review branch paper signage with a view to streamlining it.
79. Submit a budget request in 2017 to replace seating that is worn, ripped and soiled. Requested



funding should be adequate to purchase high quality, durable furniture to accommodate very heavy use.

- 80.** Work with the Town to add a highly visible sign, incorporating the standard symbol for a library, at the corner of Regional Road 21 and Pete's Lane as soon as possible.
- 81.** Add the Georgina Public Library logo to the existing freestanding sign at the entrance to the Pefferlaw branch parking lot until such time as GPL has a common standard for its exterior signs.
- 82.** Replace the power bars used at some Sutton and Keswick computer stations with cable management systems.
- 83.** Review use of the alcove near the entrance to the Keswick branch and create a plan to address it.

### Medium Term (Three to Five Year Horizon)

- 84.** Create a common "look and feel" (standard) for interior branch signage and eliminate the use of handmade paper signs. Assess the feasibility of designing a more permanent signage and wayfinding system.
- 85.** Create a lifecycle replacement/refurbishment schedule and multi-year capital plan to address branch issues, such as interior painting, recarpeting, lighting and replacement of major fixtures like the service desks.
- 86.** Repaint and recarpet the branches.
- 87.** Create a common standard for Georgina Public Library exterior signage. This may require consultation and coordination with Town staff.
- 88.** Create a business case and budget to implement the recommendations from the Pefferlaw Branch Study.

### Longer Term (Six to Ten Year Horizon)

- 89.** Reduce the footprint of the large service desks where feasible.

## 8.2. Future Facility Needs

### 8.2.1. GPL Space Provision Compared to Guidelines<sup>84</sup>

As of 2016, GPL provides 31,510 gross sq. ft.<sup>85</sup> of library space allocated among three branches. The Pefferlaw

<sup>84</sup> Library space guidelines are useful to provide a preliminary estimate of space requirements. As planning proceeds, they should be refined using functional space analysis, which looks at the functions of modern libraries and works from that to the required space. This more granular assessment is undertaken when preparing a building program for a new or expanded library.

<sup>85</sup> Unless otherwise noted, library space is provided in gross sq. ft.



Branch is 4,50 sq. ft.; Sutton, 11,260 sq. ft.; and, Keswick, 16,000 sq. ft.<sup>86</sup> On a system-wide basis, GPL provides 0.67 sq. ft. per capita of gross library space, significantly below the guideline of 1.0 sq. ft. per capita.

As the Table below indicates, GPL's space shortfall will increase as the population grows unless at least one new branch is built.

GPL Current & Projected Space Shortfall			
	2016	2021	2031
<b>Population</b>	47,000	51,700	62,200
<b>Total Sq. Ft. Available in 2016</b>	31,510	31,510	31,510
<b>Sq. Ft. / Capita if no space added</b>	0.67	0.61	0.51
Shortfall @ Current Level of 0.67 Gross Sq. Ft. / Capita			
<b>Total Sq. Ft. Required @ 0.67 Sq. Ft. / Capita</b>	31,510	36,649	41,674
<b>Shortfall in Gross Sq. Ft.</b>	0	5,139	7,174
<b>Shortfall in Assignable Sq. Ft. *</b>	0	3,854	5,380
Shortfall @ 1.0 Gross Sq. Ft. / Capita			
<b>Total Sq. Ft. Required @ 1 Sq. Ft. / Capita</b>	47,000	51,700	62,200
<b>Shortfall in Gross Sq. Ft.</b>	15,490	20,190	30,690
<b>Shortfall in Assignable Sq. Ft. *</b>	11,618	15,143	23,018

\* Assignable Sq. Ft. estimated to be 75% of Gross Sq. Ft.

### 8.2.2. Rationale for New Branch in South Keswick

Most of Georgina's population growth is expected to occur in south Keswick. This area is bounded roughly by Glenwoods Ave. in the north, Ravenshoe Rd. in the south, The Queensway South/Regional Road 21 in the west and Woodbine Ave. in the east.

The Library's Strategic Plan (2011-2016) already identified the need to explore service delivery options to South Keswick in conjunction with the Town. The shortfall of library space already justifies a new branch. Moreover, as noted in the Recreation Facilities Needs Study (RFNS), the Library Board prefers new branches to be co-located with other community services, notably community centres and recreational facilities in order to develop the Library's role as a community hub. This type of partnership also makes good financial sense.

The Town plans to build a new Multi-Use Recreational Complex (MURC) in south Keswick to accommodate new subdivisions planned for this area. As recommended by the RFNS, including a new branch in this complex represents an excellent opportunity for the Library. World Café participants strongly support this.

Local support for a MURC was substantial, with 88% of respondents to an online survey agreeing or strongly agreeing to the proposal. Two-thirds of residents in other communities are also supportive of this initiative.

The RFNS recommended building the south Keswick MURC by 2018. However, the RFNS and recent update report indicate a number of pending considerations in finalizing the scope of the facility:

- **Library Strategic Plan:** It is important to the Library Board that there be a service point in a busy community hub - providing service where the people are. The Library Board will be updating the

86 These figures come from the Hemson Consulting Ltd. Draft Development Charges Study, Appendix B.1. Table 1, p. [1]. The details on how this space was calculated are unavailable.



Library Strategic plan and working with the Town to achieve the MURC as a top priority site.

- **East Gwillimbury:** A Multi-Use Recreational Complex is also slated for the nearby Town of East Gwillimbury with a similar timeframe as Georgina's proposed facility, necessitating coordination to further define project timing and opportunities for such a large capital and ongoing operational investment.
- **Civic Centre Functional Analysis Study:** The Civic Centre Functional Analysis Study also lists co-locating with the south Keswick MURC as one of the options in its site selection study.
- **Georgina Fire Services Master Plan:** Georgina Fire is in the beginning stages of a Fire Services Master Plan study that will guide the Department over the next 10 years. One of the areas to be assessed will be fire station location, condition and the ability to meet the needs of the community. The MURC may have the ability to assist the Fire Department in meeting its service level needs in the future.
- **South Keswick Development Area Plan (SKDAP):** From a land use planning perspective, the MURC will need to be appropriately located in the vicinity of the Woodbine Ave. corridor and with a planned east/west collector road and within the evolving South Keswick Development Area Plan (SKDAP- i.e. Simcoe Landing) under the current Keswick Secondary Plan. The feasibility/timing/cost of extending municipal services to the site is an important consideration.<sup>87</sup>

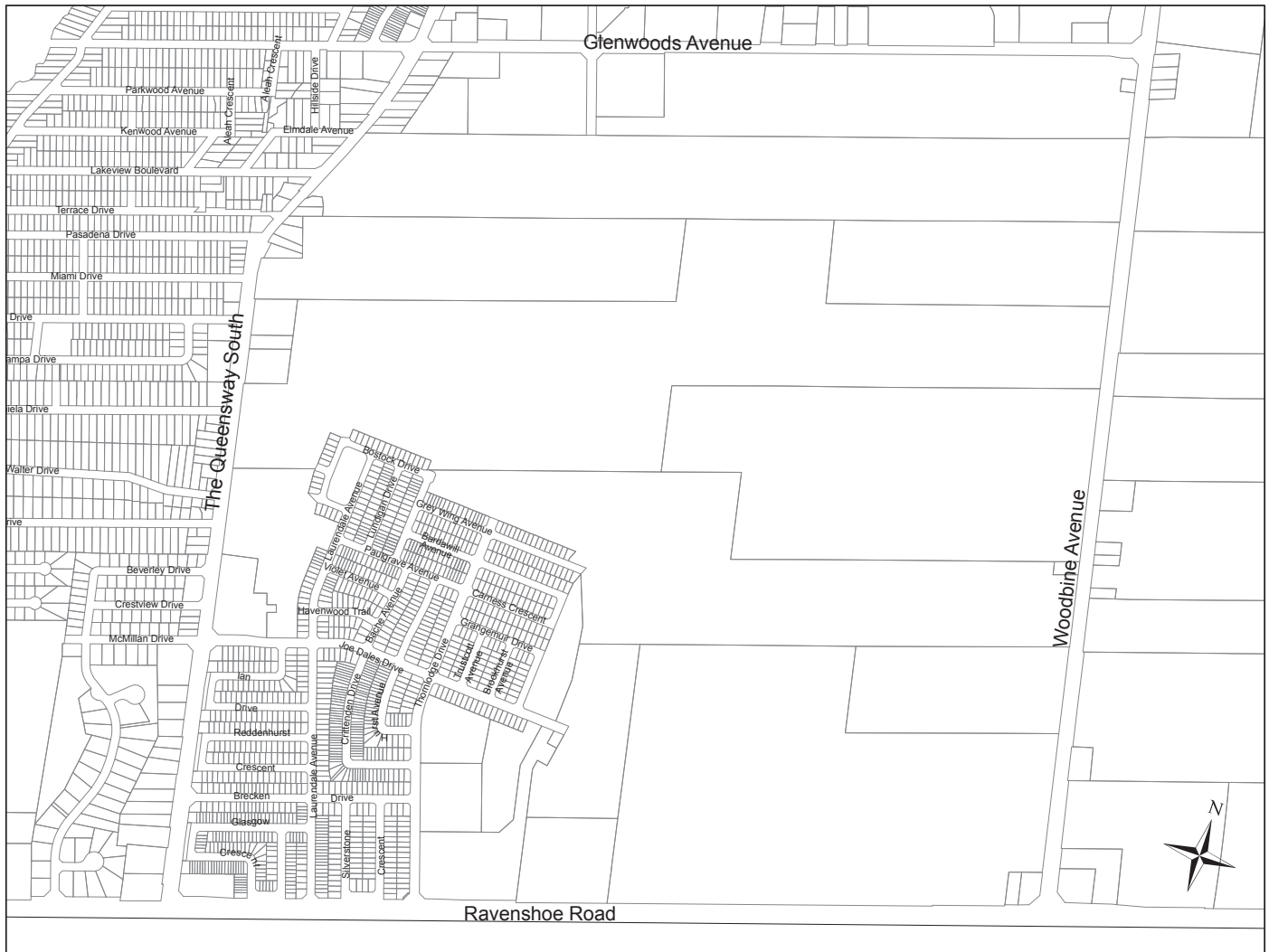
At present, precise timing and location of the MURC is yet to be determined. It is expected that the vision for the new MURC will come into greater focus as more information is gathered from parallel studies and reports to be released this year.

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87 The Corporation of The Town of Georgina, Report No. RC-2016-0019, for consideration of Council, June 15, 2016. Subject: Multi-Use Recreation Complex (Murc) - Update



## Map of South Keswick



### 8.2.3. Sizing the Proposed South Keswick Branch

#### 8.2.3.1. Original Branch Concept

When the idea of a Multi-Use Recreation Centre was originally conceived, the Library suggested that the new branch could be a satellite “express” branch to the Keswick Branch, offering popular materials and self serve options to provide extended service hours. While the idea has some appeal, it has the disadvantage of creating a branch offering a lower level of service than the Library’s other branches.

Moreover, the Library Service and Facilities Master Plan was, in part, commissioned as a means of testing this concept by identifying service and facility trends, looking at current guidelines for library space and applying these to population growth.



Since the original branch concept was conceived, the Town has also released its Recreation Facility Needs Study. The scale of the proposed MURC, which will be a destination for South Keswick, suggests that use of the facility and its library branch will be very high. It is likely that South Keswick residents will view the MURC library branch as their “home” branch with the expectation that service levels will at least match those at the Keswick and Sutton Branches. Trends to higher expectations for service levels also support this view.

The following sections provide a rationale for this study’s recommendations to build a larger branch with a full-range of services and collections.

### 8.2.3.2. Recreation Facility Needs Study Recommendations

The Recreation Facility Needs Study recommends that the Multiuse Recreation Complex incorporate such features as:

- A multi-tank aquatics complex
- A double gymnasium with walking track
- Dedicated seniors and youth lounges incorporated computers, WiFi, games, a conversation area and gas fireplace
- Multi-use program and meeting rooms
- An active living centre (e.g. fitness studio)
- Library branch.

The study also identifies the option to phase in other components, such as the civic administration offices, retail or commercial uses and outdoor amenities.

The Recreation Facilities Needs Study recommends allocating 5,100 sq. ft. of assignable space to the library in a facility estimated to be 75,279 sq. ft. This space, amounting to 6.8% of the total building, would be allocated as follows: 3,800 sq. ft. for library stacks and an open area and 1,300 sq. ft. for a service desk and workroom.<sup>88</sup> The preliminary concept plan suggests that shared multi-purpose rooms would be placed next to the library while the proposed youth and seniors lounges would be at the far end of the building.

### 8.2.3.3. Issues re: Recreation Facility Needs Study Branch Size Estimate

The study indicates that size estimates for all components included in the report should be refined during a future design phase and recommends that the Library be designed in conjunction with the Library Board. However, preliminary estimates tend to become planning and budgeting estimates. As a result, the estimate for library space requirement is problematic.

Because it was a recreation study, none of the public consultation included the Library in questions about participation levels, support for funding or value placed on library service. In most communities, library use is very high and new libraries generate significant increases in that use. As a result, it is important to size new branches for high and increased use.

88 Recreation Facility Needs Study p. 73 and 79. The Capital Costs for Core Components table suggests that a gross up factor of 13% be applied to size estimates. This more typical factor is 20 to 25%.



In addition, no rationale was provided for the amount of space allocated for the library branch although it may be based on current space provision levels. This level is well below the newer space guideline of 1.0 gross sq. ft. per capita. On this basis, the Library will have a shortfall of space in the range of 20,190 gross sq. ft. or just over 15,000 sq. ft. of assignable space by 2021 assuming population growth is on target.

Coupled with the likelihood of increased library use, this suggests strongly that the preliminary allocation of just over 5,000 assignable sq. ft. is inadequate and should be increased to approximately 15,000 sq. ft.

The issue of inadequate space for the new branch has created another problem. The draft Development Charges Study based the estimated cost of the South Keswick branch on the size estimate found in the Recreation Facilities Needs Study.

“As detailed in the Recreation Facility Needs Study (May 2014), the MURC is proposed to include a library branch. Based on proposed square footage, the library space is expected to occupy approximately 10 per cent of the total facility. Therefore, of the total estimated project cost of \$30.68 million, the library's share totals \$2.98 million”.<sup>89</sup>

It is unlikely the Final Study has changed the basis for its estimates.

#### 8.2.3.4. Recommended Revised Preliminary Size Estimates for South Keswick Branch

Using 15,000 sq. ft. as the preliminary size for the new library ensures the branch will not be too small as soon as it is built. It also allows GPL to factor in space for standard library attributes that have not been identified in the Recreation Master Plan, such as:

- A dedicated meeting room for children's program (a minimal requirement for dedicated library meeting space)
- The potential for maker or other forms of creative space, potentially in partnership with Recreation or Culture
- Study rooms adjacent to the collections with access to GPL databases and staff.

Once detailed planning occurs, size may be adjusted downward as plans firm up for shared space and other efficiencies, but that is easier to do than to adjust the size of the branch upward. Using the larger size estimate also provides the Township with the ability to set aside sufficient funds for the new library branch.

### 8.3. Future Service Model

GPL is still “filling out” its library system through the addition of branches intended to serve the basic needs of a growing community. The addition of one more branch of a similar size to that currently provided in Sutton or Keswick suggest that GPL should continue as a single-tier library system for the foreseeable future as none of the branches will be large enough to provide the specialized collections and services typical of a two-tiered library system. Moreover, although the Library has a few specialized positions, like the Children's and Youth Services Librarian, most of the budgetary resources of the Library will likely be directed to staffing the operations of the next new branch. This means that GPL will also be unlikely to be able to develop the specialized collections or

89 Draft Development Charges Study, Appendix B. 1. [n.p.]



the specialized positions that typify a two-tiered library system.

## 8.4. Designing The New South Keswick Branch

### 8.4.1. Recap on Trends and Library Best Practices

When considering the requirements for future facility needs, the following trends and best practices are particularly important:

- Participatory, sociable, lifelong learning and a “DIY” culture
- The implementation of mobile, portable and wireless devices
- The co-existence of virtual and tangible information resources
- Branding and marketing the Library as a key destination--a community living room, hub and oasis
- The importance of partnerships for service delivery and in the planning for new buildings
- Increased emphasis on accessibility
- A growing commitment to environmental leadership and sustainability.

### 8.4.2. Facility Design Considerations

#### 8.4.2.1. General Configuration

This study calls for a branch of approximately 15,000 net square feet as a starting point for planning. The final size will be determined as plans develop. One of the most important factors in planning the MURC and ensuring economy of space and optimal efficiency is the potential to share spaces that are common to both the branch and recreational facility. These common spaces might include teen and senior lounges, meeting rooms and program spaces, as well as essential service areas like washrooms.

As a part of the proposed MURC, special design consideration should be given to ensure that the South Keswick Library Branch component is an appropriately central and architecturally significant part of the whole. In the past, a library component in a multi-use facility of this kind could be relegated to a comparably minor role and given relatively little consideration with regard to location and features, while typically overshadowed by complementary sport and recreation components. The inception of the South Keswick Library Branch is a response to a growth and certain cultural shift, as evidenced in previous sections of this report. The architectural design of the South Keswick Library branch, and the design of the MURC as a whole, should reflect this change.

#### 8.4.2.2. Future Layout Flexibility

Design for capability of future internal change and maximum operational flexibility. Spaces should be simple and adaptable to a range of functions. Structural systems should be designed to allow book stacks to be placed anywhere and in any configuration. The building should be able to adapt to changes required by new technologies.

The South Keswick Branch will accommodate a wide variety of programs and events in addition



to its core services. Spaces within the library need to be reconfigurable with minimal effort to accommodate these types of special events and include self-serve options for extended service hours.

#### **8.4.2.3. Providing a Comfortable and Inviting Setting**

Georgina Public Library is committed to providing customers with a welcoming and safe environment and the ambiance of the facility has a direct impact on this. The library should be tastefully designed, taking into consideration the context and locality of Georgina.

The design should create an environment that's interesting to be in, so that people will want to stay and experience the Library and make the most of its services. The prevalence of increased natural lighting is essential.

Some of the seating and lounge areas, including the Teen and Seniors lounges, could be shared with the Recreation Centre provided they are in proximity to library space. There will still be a need for some casual seating interspersed throughout the collections to provide intimate, quiet nodes. Seating, including lounge seating, window seats and study seating should also be located in proximity to windows to allow library users to enjoy both natural light and pleasant views. Busy high traffic areas, such as circulation and program rooms, should be separated from quieter program areas.

There should be visual connectivity between major areas of the Library program to ensure an overall layout that is simple and easily understandable to users.

Opportunities to share lounge spaces and seating with the adjoining MURC should also be explored, while still minding the considerations above.

#### **8.4.2.4. Windows and Daylighting**

Windows should be maximized to offer pleasant views from within the library, and maximize the benefit of an outdoor seating area. Program areas without windows should benefit from borrowed light or indirect views through adjacent program areas.

#### **8.4.2.5. Accessibility**

The South Keswick Library Branch and MURC design should provide:

- An easy and welcoming approach from the parking lot and all pedestrian routes to the entrances of the Library.
- Fully accessible barrier-free entrances, welcoming all customers, including the handicapped and wheelchair-bound. Main entrance doors should be automated.
- Washrooms to current AODA and Ontario Building Code standards. Washrooms must be easily accessible by parents and children using the library.
- Library shelving designed to enable patrons to reach the top or bottom shelves comfortably.
- Wide barrier-free pathways through the Library.
- Wide aisles between book stacks, and ample turn areas at stack-ends. Collection layout's that eliminate dead-ends.
- Floor surfaces that allow easy movement for people with mobility disabilities and



impairments.

- Library furnishings that are sensitive to handicapped user needs, with a seating level height section at all service desks, and wheelchair-accessible workstations and study tables.

#### 8.4.2.6. Acoustics

The design of the Library should feature:

- Appropriate acoustic design and program layout to minimize sound transmission to and from quiet areas of the Library. (Children's Program area for example)
- Appropriate acoustic design to dampen ambient and user sound in open areas of the building program. (Collections Areas for example.)
- Acoustic design that maximizes the hearing abilities of customers with hearing impairments.
- Noise-generating HVAC or other equipment will be located away from or acoustically buffered from all public areas, and from staff work areas such that it has no acoustic impact on users or staff.

#### 8.4.2.7. Technology

Technology should be integrated into the overall building design. Georgina Public Library supports the use of technologies such as wireless access and RFID. Independence and self-sufficiency is supported through self-check stations and public Internet stations. Other options, such a book vending kiosk, lockers for picking up holds after hours, downloading stations and an area hot-wired and equipped to support small business activities should also be considered. Extensive availability of electrical outlets is required for customers using personal laptops.

#### 8.4.2.8. Security

Adopt CPTED (Crime Prevention Through Environment Design) principles for the building and surrounding site. Program organization and layout shall provide site lines from staff service desks to as much of the library floor space as possible. Collection aisles should be positioned so that staff and users can see through them to facilities beyond. Public Washrooms should be located for visibility and security. Design shall address the requirement for the Multi-Purpose Room(s) to function independent of the Library after hours. The Outdoor Reading Area should be visible from the street and the parking lot to discourage loitering after hours and at night.

**Materials Security System at Public Entrances:** The Library should provide entrance/exit RFID gates for collections materials security.



### 8.4.3. Functional Program Outline

To serve as a point for departure, the following is an outline of a typical branch library of similar size to that proposed. In order to have any further relevance, these figures will need to be reviewed and adjusted based on the specific needs of the new South Keswick Library Branch.

Program Element	Gross Area* (Gr.Sq.Ft.)	Construction Cost** (\$275-350 / Gr.Sq.Ft.)
<b>Administrative and Circulation</b>		
Office Space(s)	500	\$137,500-175,000
Circulation Desk Area	500	\$137,500-175,000
<b>Library and Collections Public Spaces</b>		
Children's Area	1500	\$412,500-525,000
Adult Collection	2500	\$687,500-875,000
Adult Reading Lounge <b>(could be shared)</b>	500	\$137,500-175,000
Young Adult Lounge Area <b>(could be shared)</b>	500	\$137,500-175,000
Private Study Room(s)	500	\$137,500-175,000
Computer Space	500	\$137,500-175,000
Meeting Room(s) <b>(at least one dedicated to library programs)</b>	2,000	\$550,000-700,000
Technology/Creation Space(s) <b>(could be shared)</b>	1,000	\$275,000-350,000
Multi-purpose Room(s) <b>(could be integrated with meeting rooms)</b>	1,500	\$412,500-525,000
<b>Service Spaces</b>		
Vestibule	200	\$55,000-70,000
Hallways (General Circulation) <b>25%</b>	2,900	\$797,000-1,015,000
Washrooms (Male/Female) <b>(could be shared)</b>	500	\$137,500-175,000
Family Washroom / Universal Washroom <b>(close to children's area)</b>	100	\$27,500-35,000
Storage	500	\$137,500-175,000
Mechanical Room	Shared	N/A
Garbage Storage Room	Shared	N/A
Janitors Room	Shared	N/A
<b>Total</b>	<b>+/-15,000</b>	<b>\$4,455,000-5,670,000</b>

\*All Figures are approximate, based on a hypothetical 15,000 Sq.Ft. gross building area.

**(All figures do not account for consultation fees, or costs over and above construction.)**

\*\*Costing as per Hanscomb Yardsticks for Costing 2016, based on a hypothetical \$275-350 per Sq.Ft. <sup>90</sup>

### 8.4.4. Preliminary Resource Requirements for South Keswick Branch

Most of Georgina's population growth is expected in South Keswick. This means this that this growth can be assigned to the proposed South Keswick Branch for preliminary planning purposes. Based on the ARUPLO guidelines, the following table identifies some of the key operating resources required for the new branch at

<sup>90</sup> Hanscomb Yardsticks for Costing, Metric and Imperical 2016. Section E, Gross Building Costs - Representative Examples (Avg. College Library and/or Recreational Centre).



build-out in 20131. These projections should be treated with caution. However, they do provide a basis to begin financial planning.

#### Projections for Key Resource Requirements for South Keswick Based on ARUPLO Guidelines

	2021	2031
<b>Population *</b>	4,770	15,200
<b>Staffing **</b>	Min. 5 FTEs	7.6 FTEs
<b>Collection Volumes +</b>	14,310	45,600
<b>Public Access Workstations ++</b>	5	13

\* Georgina growth applied to South Keswick branch.

\*\* A minimum staffing level of 5 FTEs, thereafter 0.5 FTEs / 1000 population.

+ Standard based on 3 physical volumes / capita. No guidelines for digital resources.

++ Minimum of 3 / 2,500 population + 1 more for each additional 1,300 population.

91

As planning for the new branch begins in earnest, staff will need to confirm:

- The Branch's hours of operation and ensure adequate staffing for these hours
- The impact of self serve technologies and whether RFID has been introduced, both of which should reduce the amount of time staff spend on circulation functions
- The type and amount of programming the branch will offer and its impact on the level of staffing and type of staffing required
- The mix of digital and print resources required which affects the average cost library materials.
- The degree to which Georgina residents can be expected to use their own laptops and tablets to access GPL's catalogue and digital resources.
- Other costs, including the branch's share of building maintenance costs, will need to be negotiated as part of an operating agreement for the new Multiuse Recreational Complex.

### 8.5. Beyond The Ten Year Horizon

The current study is intended to cover a ten-year planning horizon. Thereafter, GPL should continue to monitor growth in Georgina with a view to determining whether anticipated growth patterns change and whether changing trends in how branches operate require additional space and other resources at existing branches.

## Recommendations

### Short Term (One to Two Year Horizon)

**90.** Adjust the preliminary size of the library branch in the proposed MURC from 5,100 sq. ft. to 15,000 assignable sq. ft. until such time as detailed planning takes place.

91 The draft Development Charges Study Appendix B.1. recommends \$513,300 be set aside for collections based on applying the historical cost per capita for collection materials of \$83.20 to the anticipated population growth over a ten-year period. At \$23.79, the 2015 average list price for library materials, this would purchase 21,576 volumes today.



91. If possible, adjust the Hemson cost estimates to address the increased size of the new branch.
92. Identify the timing of the MURC so that GPL can begin planning.

### **Longer Term (Six to Ten Year Horizon)**

93. For the foreseeable future, retain three branches in their current service areas as well as the current service model of co-equal branches.
94. Conduct another Library Service and Facilities Master Plan study at the end of ten years.



# 9. Monitoring and Implementation

## 9.1. Monitoring Program

The Library Services and Facility Master Plan is intended to guide decision-making over the next ten years and beyond. It is based on the best information available to date and the expertise of the Consultants and Library staff. That said, circumstances are changing faster than at any other time. The complex nature of planning environments means that a change in one area creates change in others, often in unanticipated ways. The farther out the planning horizon extends, the more difficult it is to predict.

GPL should therefore have a robust monitoring program both to ensure adjustments can be made to the implementation plan and to assess progress going forward. In order to perform these tasks, GPL should take these actions:

### 9.1.1. Data Collection and Analysis of GPL and Benchmark Libraries

GPL staff should annually gather relevant internal statistics on library use and identify trends over time. Recording multi-year annual data on Excel spreadsheet is one effective way to make trends visible by means of graphs, charts, trend lines and running averages. Staff should also compile comparative data on the benchmark libraries using the Ontario Public Library Statistics. Of particular interest will be changes in the average (mean) for these libraries as well as any change in GPL's ranking over time on the key indicators used throughout this report. Analyzing internal and comparative data will provide a way to monitor progress in implementing the Master Plan, data for use in preparing budget justifications as well as a touchstone to assess whether the Plan needs change.

### 9.1.2. Demographic and 2016 Census Review

The timing of the Master Plan necessitated using 2011 census data. As soon as the 2016 census data is issued and, as analytical reports become available, GPL should assess whether any changes need to be made to the Master Plan's recommendations.

GPL staff should also routinely monitor demographic changes in Georgina and York Region, with particular emphasis on population projections and the changing cultural make-up of the community. Changes in these areas could have a significant impact on the timing of recommendations in the Master Plan.

### 9.1.3. Strategic Plan and Annual Work Plan

GPL intends to prepare a new multi-year strategic plan this fall. This plan should incorporate the broad strategic directions contained in the Master Plan. Once the strategic plan is created, staff should create an annual work plan tied to these strategic directions that includes the relevant recommendations found in the Master Plan. Staff should prepare quarterly updates on progress,

### 9.1.4. Reports to Board, Council and Community

The Board should receive a report on progress in implementing the Master Plan on a quarterly basis. An efficient way to do this would be to use a version of the annual work plan progress reports. In turn, the Library Board should annually report progress to Council, which could be done by incorporating updates into its annual Year in Review report to the community.



### 9.1.5. Five-Year Review of the Master Plan

GPL should do a thorough mid-term review of the Master Plan to re-affirm or make adjustments to the Plan's strategic directions, recommendations, cost estimates and priorities. This review should include an environmental scan that identifies any changes in broad social and library trends as well as demographic changes in Georgina and York Region.

### 9.1.6. New Master Plan in Ten Years

Ten years from now, GPL should commission a new Library Service and Facilities Master Plan.

## Recommendations

### Short Term (One to Two Year Horizon)

- 95. Annually collect and analyze statistical data on GPL and comparative data on the benchmark libraries.
- 96. Review the 2016 census data as soon as it becomes available.
- 97. Incorporate the key recommendations of the Master Plan into the next GPL multi-year strategic plan and create an annual work plan that includes the recommendations from the Master Plan. Prepare quarterly updates to the work plans.
- 98. Use the work plan reports as the basis for quarterly reports to the Board.
- 99. Report annually to Council on progress in implementing the Master Plan by incorporating progress updates into the annual Year in Review report to the community.

### Medium Term (Three to Five Years)

- 100. Conduct a mid-term review of the Master Plan to re-affirm or make adjustments to the Plan's strategic directions, recommendations, cost estimates and priorities.

### Longer Term (Six to Ten Year Horizon)

- 101. Commission a new Master Plan.

## 9.2. Implementation Plan

This section provides a summary of recommendations and an implementation plan. The recommendations have been divided into two groups: The first includes recommendations related to operational matters, such as services, collections and staffing. The second includes prioritized recommendations related to facilities, including the proposed South Keswick branch. This section also includes a costing for upgrades and repairs to existing buildings.

The recommendations are prioritized into three categories, each representing two or more years. This recognizes that the Library works within an evolving, not fully predictable local situation. Changes to population growth predications, priorities identified in the upcoming Town Strategic Plan, new grant opportunities and municipal budget strategies are just some of the circumstances that could affect the priority and timing of the



recommendations. A variety of factors were used in prioritizing the recommendations.

**Short Term (Years One to Two):** Includes recommendations that are urgent, can be completed easily within existing resources or represent an early phase of a longer-term

**Medium Term (Years Three to Five):** Includes recommendations that are not urgent, require additional funding, longer-range planning, involve other partners or that depend on the completion of another earlier phase.

**Long Term (Years Six to Ten):** Includes recommendations that require significant capital investment, are multi-year projects, can be deferred until an appropriate stage in Georgina's development and so on.

In addition to the factors identified above, an effort has been made to establish a balanced plan of action that takes into account organizational capacity.

Implementation Plan		
Recommendation	Priority / Timing (Years)	Implementation Actions / Comments
<b>Membership, Visits and Service Hours</b>		
1. Monitor active members and library visits as "quick and dirty" indicators of overall performance.	1-2	
2. Promote GPL's extended hours of operation as a feature that makes it an ideal distribution point for information and promotional materials for social service and employment agencies that do not provide evening or weekend service.	1-2	Could be done through presentations, in report to the community, articles in newspapers, talking points for Board or staff when doing community outreach.
3. Work with Town staff and Council, as appropriate, to advocate on an ongoing basis for transit improvements to high use destinations like library branches.	1-2	
4. When the current security gates are replaced, install gates that include built-in electronic people counters. Once installed, review and, if required, adjust hours to ensure they are aligned how patrons use the Library.	3-5	Could be combined with a survey of non-users re: preferred hours.
5. Survey patrons to determine whether demand for additional service hours is widespread, and, if so, prioritize the most requested additional hours. Consider requesting additional resources for expanded hours.	3-5	
<b>Information Services</b>		
6. Create a plan to re-introduce roving reference. This plan should address barriers to widespread staff acceptance and incorporate technological aids, such as the use of headsets and tablets.	1-2	Requires funding for headsets etc.



Implementation Plan		
Recommendation	Priority / Timing (Years)	Implementation Actions / Comments
7. Create a policy to identify GPL practice on providing website links to local organizations.	1-2	
Services and Programs for Specific Groups and Interests		
8. Systematically review program offerings on a periodic basis taking into account changing demographics. Establish strategic priorities for programming to maximize attendance. The review could be conducted in phases.	1-2	
9. As part of the programming review, assess GPL's balance between "traditional" library programs and technology, social media or computer literacy programs.	1-2	
10. Consider how the Library wants to position itself with respect to discovery programming (creative, maker- and DIY) and incorporate this into its website.	1-2	
11. Experiment with cross-generational programming for high- and low-tech programs.	1-2	
12. Refresh staff training on assistive devices and promote GPL's many accessible services to relevant agencies.	1-2	
13. At Pepperlaw Branch, place books on the bottom shelf spine up consistent with the practice at other branches. Consistently leave the bottom shelf empty at all branches.	1-2	
14. Position the Library as an organization engaged in grass roots economic development by featuring services for small business and job seekers on its website and in promotional activities.	1-2	
15. Review the results of the 2016 Census with respect to the number of immigrants and the languages they speak and adjust programming and services if required.	1-2	
16. Maintain the current level of programming related to First Nations peoples and continue developing GPL's relationship with the First Nations Library on Georgina as resources permit.	1-2	
17. Identify whether discovery or creative space can be added to Keswick Branch, in particular. The services of a space planner or architect may be required. If space can be created, prepare a business case including any additional resource requirements for funding consideration.	3-5	Requires capital funding.



Implementation Plan		
Recommendation	Priority / Timing (Years)	Implementation Actions / Comments
<b>18.</b> In light of the growth in seniors expected to take place over the next fifteen years, review the visiting library service and explore alternative forms of service delivery.	<b>3-5</b>	
<b>19.</b> Given the growth rate in older adults, establish a staff committee or task force to review GPL's service offerings for seniors.	<b>3-5</b>	
<b>20.</b> Work toward adequate aisle space between book stacks to allow wheelchair and mobility scooter access.	<b>3-5</b>	
<b>21.</b> Continue to monitor demographic changes related to immigration and languages and make changes to programs and services as numbers warrant it.	<b>3-5</b>	
<b>22.</b> Advocate for features, like videoconference facilities and co-working spaces in the planned Multiuse Recreation Complex. These could be incorporated in or adjacent to the new branch, or as a subsequent phase of developing the MURC.	<b>6-10</b>	
Service Partnerships and Collaborative Networks		
<b>23.</b> Sign the partnership agreement for the Peter Gzowski Branch (Sutton).	<b>1-2</b>	
<b>24.</b> Conduct a review of partnerships every two to three years.	<b>3-5</b>	
<b>25.</b> Continue to explore other ways for the N6 libraries to collaborate.	<b>3-5</b>	
<b>26.</b> Develop and sign an operating agreement for the planned Multiuse Recreation Complex.	<b>6-10</b>	
Collections and Circulation Review		
<b>27.</b> As resources permit, ask Council to increase the library materials budget at a rate greater than 2% annually beginning in 2017.	<b>1-2</b>	Requires operating funding.
<b>28.</b> Investigate other options, such as capital funding, to augment the operating budget available for library materials.	<b>1-2</b>	



Implementation Plan		
Recommendation	Priority / Timing (Years)	Implementation Actions / Comments
<b>29.</b> Use collection age reports as an additional tool in weeding. Consider whether these reports can also be used on a branch-by-branch basis.	<b>1-2</b>	
<b>30.</b> Continue to balance the acquisition of physical and digital resources. While the physical collection may gradually shrink in size, books and other tangible formats continue to be heavily used.	<b>1-2</b>	
<b>31.</b> Enrich web content by bookmarking additional subjects of interest to residents of Georgina.	<b>1-2</b>	
<b>32.</b> Weed outdated and unused foreign language books.	<b>1-2</b>	
<b>33.</b> Review the 2016 census results with respect to changes in demographics, including immigration patterns, and reflect these changes in collection development practice.	<b>1-2</b>	
<b>34.</b> Continue systematic weeding using Collection HQ.	<b>1-2</b>	
<b>35.</b> Intensify promotional activities to increase use of digital resources, and in particular, ebooks.	<b>1-2</b>	
<b>36.</b> Continue to monitor and respond to community needs for Young Adult material increasing investment as feasible.	<b>3-5</b>	
<b>37.</b> Prepare a longer-term strategy to begin building the library materials budget required for the next new branch.	<b>3-5</b>	
<b>38.</b> Review the budget allocation for digital materials and gradually increase it, especially if successful in increasing the library materials budget.	<b>3-5</b>	Requires operating funding.
<b>39.</b> Continue to monitor changing demographics and adjust collection development practices to reflect these changes.	<b>3-5</b>	
<b>40.</b> Monitor turnover rate and circulation per capita as a way to assess trends in collection performance.	<b>3-5</b>	

### Marketing and Promotion

<b>41.</b> Take advantage of continuing education opportunities and the experience of other libraries to develop a deeper understanding of branding.	<b>1-2</b>
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Implementation Plan		
Recommendation	Priority / Timing (Years)	Implementation Actions / Comments
<b>42.</b> Ensure that the strategic planning process planned for fall 2016 includes a branding component.	<b>1-2</b>	
<b>43.</b> Use the Impact Survey tool to do market research about library users, how they use the library and where they have gaps in their awareness about library services. Make better use of SurveyMonkey, or other web-based survey software for more informal surveys.	<b>1-2</b>	Requires operating funding to acquire additional survey software.
<b>44.</b> Continue current level of marketing (advertising and promotion) efforts.	<b>1-2</b>	
<b>45.</b> Seek additional resources for marketing. (See Staffing Recommendations.)	<b>3-5</b>	Requires operating funding.
<b>46.</b> Once additional resources are available, intensify marketing activities and implement a more structured, focused and professional approach to marketing through such means as a marketing plan and an evaluation of marketing strategies.	<b>6-10</b>	

Technology		
<b>47.</b> Add functionality to the website so that patrons can pay their library fines online.	<b>1-2</b>	
<b>48.</b> Once the website is updated, conduct a promotional campaign and encourage partners to promote the revamped site by linking to it.	<b>1-2</b>	
<b>49.</b> Continue to monitor the performance of the revamped website vis à vis the other benchmark libraries. If performance continues to lag, GPL should investigate best practices at high performing libraries.	<b>1-2</b>	
<b>50.</b> Maintain the number of public access stations for the foreseeable future.	<b>1-2</b>	
<b>51.</b> Continue to seek improvements to Keswick's WiFi coverage.	<b>1-2</b>	Requires funding.
<b>52.</b> Implement strategies to increase the use of self-check out at Sutton and Keswick.	<b>1-2</b>	



Implementation Plan		
Recommendation	Priority / Timing (Years)	Implementation Actions / Comments
<b>53.</b> Given its importance in programming, replace the 3D printer with a more robust one that offers an extended warranty.	<b>1-2</b>	Requires funding.
<b>54.</b> Implement a more formalized training process for routine troubleshooting tasks.	<b>1-2</b>	
<b>55.</b> Work with the Town's IT Department to resolve the lack of after-hours IT support. If additional costs are involved, they should be incorporated into the operating budget.	<b>1-2</b>	Requires operating funding.
<b>56.</b> Develop Board approved policies on acceptable staff use of the Internet, email and social media as well as on downloading software onto computers for personal use.	<b>1-2</b>	
<b>57.</b> Review the cost effectiveness of introducing self-check technology at Pefferlaw.	<b>3-5</b>	
<b>58.</b> Replace the aging security gates with RFID-compatible ones.	<b>3-5</b>	Requires capital funding.
<b>59.</b> Consider offering mobile print solutions to provide patrons with the option to print from smartphones, tablets or remote computers outside the library if the cost is deemed affordable.	<b>3-5</b>	Requires operating funding.
<b>60.</b> Continue participation in the Ontario Library Consortium and use of the Sirsi/Dynis ILS.	<b>6-10</b>	
<b>61.</b> Ensure that the next new branch design provides reliable WiFi by making it a mandatory requirement in the scope of work. Testing WiFi performance should be part of the building commissioning process.	<b>6-10</b>	Requires capital and operating funding.
<b>62.</b> Develop a financial and implementation strategy to introduce RFID at existing branches so that, when the new branch opens, the entire library system is using RFID.	<b>3-5</b>	
<b>63.</b> Monitor the book and multimedia lending kiosk market to determine whether these kiosks will become a viable future option for GPL.	<b>6-10</b>	

### Staffing



Implementation Plan		
Recommendation	Priority / Timing (Years)	Implementation Actions / Comments
<b>64.</b> Continue to pursue training opportunities and consider greater use of collaborative training with the other N6 libraries.	<b>1-2</b>	
<b>65.</b> Continue to pursue increased operational efficiency by introducing Automatic Approval Plans for selected library materials at Sutton and Pepperlaw and implementing any efficiencies made possible by the ILS's Acquisitions module.	<b>1-2</b>	
<b>66.</b> In 2017, request funding for a part-time Administrative Assistant to the CEO position (24 hours/week).	<b>1-2</b>	Requires operating funding.
<b>67.</b> In 2017, request funding for the remaining 6 hours per week originally requested in 2015 for the three Children's/ Youth Services Assistants.	<b>1-2</b>	Requires operating funding.
<b>68.</b> As part of the Board's 2016 strategic planning process, develop a consensus on the role of a marketing/ communications position and prioritize it for future budget submissions.	<b>1-2</b>	
<b>69.</b> Address compensation for the CEO's position to make it more competitive.	<b>1-2</b>	Requires operating funding.
<b>70.</b> Fully implement core competencies in areas such as for technology, customer service, personal/interpersonal attributes and leadership and complete integration of the competencies into all Human Resources practices.	<b>3-5</b>	
<b>71.</b> Continue to use competencies, training and other techniques to shift GPL's culture to one fully suited for 21st century library service.	<b>3-5</b>	
<b>72.</b> Request staffing increases to allow GPL to move toward 0.5 FTEs per 1,000 people as the Town grows.	<b>3-5</b>	Requires operating funding.
<b>73.</b> Request funding to make the Administrative Assistant to the CEO position a full-time position.	<b>3-5</b>	Requires operating funding.
<b>74.</b> Based on the work done in 2016, develop a business case and job description for a marketing/communications/ outreach position and request it as a future budget item.	<b>3-5</b>	



Implementation Plan		
Recommendation	Priority / Timing (Years)	Implementation Actions / Comments
<b>75.</b> Ensure that the staffing provided for the next branch is adequate for population growth, and approximates the 0.5 FTEs per 1,000 people standard.	<b>6-10</b>	
<b>76.</b> Consider adding new positions to support grassroots economic development, seniors and creative culture.	<b>6-10</b>	Requires operating funding.
<b>77.</b> Recruit staff with expertise in serving a multicultural community.	<b>6-10</b>	

\*All costing figures are approximate, and assuming the following gross building areas: Keswick Branch 16,000 Sq.Ft., Sutton Branch 11,260 Sq.Ft., Pefferlaw Branch 4,250 Sq.Ft.

Implementation Plan Facilities			
Recommendation	Priority / Timing (Years)	Implementation Actions / Comments	Cost*
<b>Review of Branches</b>			
<b>78.</b> Review branch paper signage with a view to streamlining it.	<b>1-2</b>		<b>+/- \$0</b>
<b>79.</b> Submit a budget request in 2017 to replace seating that is worn, ripped and soiled. Requested funding should be adequate to purchase high quality, durable furniture to accommodate very heavy use.	<b>1-2</b>	Requires funding.	<b>+/- \$25,000</b>
<b>80.</b> Work with the Town to add a highly visible sign, incorporating the standard symbol for a library, at the corner of Regional Road 21 and Pete's Lane as soon as possible.	<b>1-2</b>	Already planned. Current implementation year unknown but should be ASAP.	<b>+/- \$15,000</b>
<b>81.</b> Add the Georgina Public Library logo to the existing freestanding sign at the entrance to the branch parking lot until such time as GPL has a common standard for its exterior signs.	<b>1-2</b>		<b>+/- \$5,000</b>
<b>82.</b> Replace the power bars used at some Sutton and Keswick computer stations with cable management systems.	<b>1-2</b>	Requires funding.	<b>+/- \$200 per Work Station</b>
<b>83.</b> Review use of the alcove near the entrance to the Keswick branch and create a plan to address it.	<b>1-2</b>	Requires funding for architectural or other space planning expertise.	<b>TBD Pending Detail Design</b>



Implementation Plan Facilities			
Recommendation	Priority / Timing (Years)	Implementation Actions / Comments	Cost <sup>1*</sup>
<b>84.</b> Create a common “look and feel” (standard) for interior branch signage and eliminate the use of handmade paper signs. Assess the feasibility of designing a more permanent signage and wayfinding system.	<b>3-5</b>		<b>+/- \$0-20,000</b>
<b>85.</b> Create a lifecycle replacement/ refurbishment schedule and multi-year capital plan to address branch issues, such as interior painting, recarpeting, lighting and replacement of major fixtures like the service desks.	<b>3-5</b>	Work with Township staff. Can be used when preparing multi-year capital budget submissions.	<b>Recommend Facility Review by Qualified Engineers</b>
<b>86.</b> Repaint and recarpet the branches.	<b>3-5</b>	Should be one of the first priorities of the lifecycle replacement/ refurbishment plan. Requires funding.	<b>Carpet: +/- \$160,000  Paint: +/- \$35,000</b>
<b>87.</b> Create a common standard for Georgina Public Library exterior signage. This may require consultation and coordination with Town staff.	<b>3-5</b>		<b>N/A</b>
<b>88.</b> Create a business case and budget to implement the Pepperlaw Branch study.	<b>3-5</b>		<b>N/A</b>
<b>89.</b> Reduce the footprint of the large service desks where feasible.	<b>6-10</b>	As service desks are replaced. Requires funding.	<b>+/- \$50,000</b>
<b>90.</b> Adjust the preliminary size of the library branch in the proposed MURC from 5,100 sq. ft. to 15,000 assignable sq. ft. until such time as detailed planning takes place.	<b>1-2</b>	ASAP. Already in process.	<b>Refer to Section 8.4.3. Functional Program Outline</b>
<b>91.</b> If possible, adjust the Hemson cost estimates to address the increased size of the new branch.	<b>1-2</b>	If not feasible to revise Hemson report, GPL should notify Finance Department of the issues ASAP.	<b>Refer to Section 8.4.3. Functional Program Outline</b>
<b>92.</b> Identify the timing of the MURC so that GPL can begin planning.	<b>1-2</b>		<b>N/A</b>



Implementation Plan Facilities			
Recommendation	Priority / Timing (Years)	Implementation Actions / Comments	Cost <sup>1*</sup>
<b>93.</b> For the foreseeable future, retain three branches in their current service areas as well as the current service model of co-equal branches.	<b>6-10</b>		<b>N/A</b>
<b>94.</b> For the foreseeable future, retain three branches in their current service areas as well as the current service model of co-equal branches.	<b>10+</b>		<b>N/A</b>

Implementation Plan			
Recommendation	Priority / Timing (Years)	Implementation Actions / Comments	
<b>Monitoring</b>			
<b>95.</b> Annually collect and analyze statistical data on GPL and comparative data on the benchmark libraries.	<b>1-2</b>		
<b>96.</b> Review the 2016 census data as soon as it becomes available.	<b>1-2</b>		
<b>97.</b> Incorporate the key recommendations of the Master Plan into the next GPL multi-year strategic plan and create an annual work plan that includes the recommendations from the Master Plan. Prepare quarterly updates to the work plans.	<b>1-2</b>		
<b>98.</b> Use the work plan reports as the basis for quarterly reports to the Board.	<b>1-2</b>		
<b>99.</b> Report annually to Council on progress in implementing the Master Plan by incorporating progress updates into the annual Year in Review report to the community.	<b>1-2</b>		
<b>100.</b> Conduct a mid-term review of the Master Plan to re-affirm or make adjustments to the Plan's strategic directions, recommendations, cost estimates and priorities.	<b>3-5</b>	Requires funding.	
<b>101.</b> Commission a new Master Plan.		Requires funding.	



## APPENDICES





TOWN OF GEORGINA

# Georgina Public Library Visioning Document

VISION | OBJECTIVES | KEY ELEMENTS

A SUMMARY OF THE WORLD CAFE FOR  
GEORGINA PUBLIC LIBRARY | April 5, 2016

**+VVG** ARCHITECTS  
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**plus (+)** value added | act of assembly | increased by; in addition to | indicating or involving addition  
a plus sign positive; a plus quality | more than expected | involving extra gain or advantage  
an added or favorable measure | greater than the whole

## RAISING THE BAR

The +VG design draws its reference from the open pages of a book, intended to open itself to the outside and engage discourse within the community. Inside, the entire building can be seen upon entering. Patrons are greeted with new multi-media centres, quiet study rooms and resources centres while a fireplace at the heart of the building provides a relaxed and contemplative environment for casual reading.

WOODLANDS MULTI-USE PUBLIC LIBRARY  
MISSISSAUGA, ON

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3. Objective 3: Expand Programs and Technology

4. Objective 4: Improve Accessibility, Schedule and Transportation

5. Objective 5: Attracting the Community

**Appendix A: List of Café Participants, Questions & Responses**



# EXECUTIVE SUMMARY

**T**his visioning document is the result of a consultative process with key Municipal, Library and community stakeholders. The insights and creativity of the participants will help develop a clear vision for a Library Services and Facilities Master Plan.

The Master Plan will include a comprehensive assessment and analysis of Georgina Public Library facilities, space, services, programs, collections, technology and staffing in order to develop a plan to meet the future needs of the community.

In the spring of 2016, a World Café was undertaken by +VG Architects (The Ventin Group Ltd.) and La Force & Associates on behalf of Georgina Public Library. The session involved review of the current facilities, their condition and opportunities for expansion based on program needs.

This Visioning Document is the summary of information gathered through the World Café. Five (5) key objectives for the Library Services & Facilities Master Plan emerged from the discussions. They can be summarized as:

## **Objective #1: A Multi-functional Holistic Place**

Libraries should become multi-functional places that can accommodate both current uses and future growth.

## **Objective #2: Engaging Spaces**

Libraries should be inviting connected spaces, with views and natural light, and should provide more outdoor spaces and windows.

## **Objective #3: Expand Programs & Technology**

As a destination, the programs and services should reflect the changing needs and demographics of the community. Additional art, music and technology programs would enrich the library's services.

## **Objective #4: Improve Accessibility, Schedule and Transportation**

Some groups have problems accessing the branches due to their location, lack of transportation or limited hours of operation. Offering a more flexible schedule, public or alternative transportation and mobile library services could help these people access the library.

## **Objective #5: Attracting the Community**

The library should develop programs and services that appeal to all groups of the community in order to be more inclusive.



## ACKNOWLEDGMENTS

**+VG** wishes to acknowledge the generous and insightful contributions of the **Town of Georgina** participants in the consultation process that enabled the development of this document. In addition, we wish to express our appreciation for the invaluable assistance with project support and logistics provided by Mary Baxter and her team.

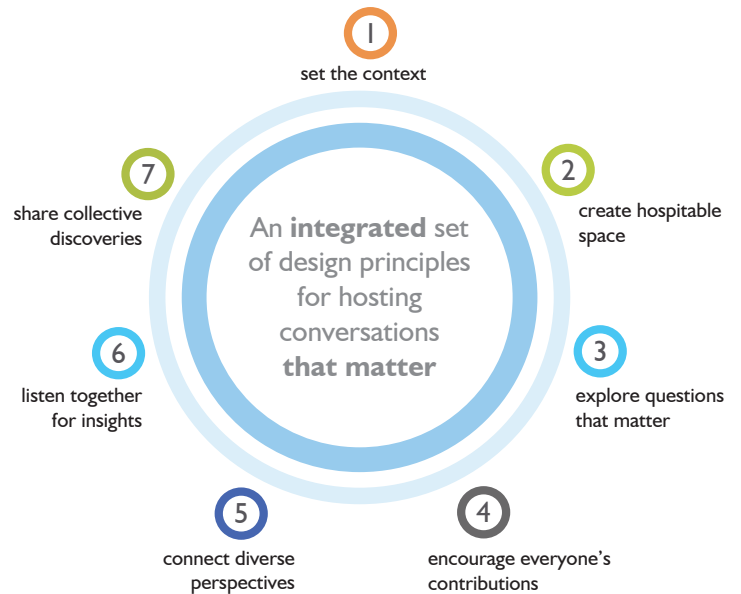
# Section I : Consultation Process

## VISIONING CAFÉ | April 5th, 2016 PARTICIPANTS

The Mayor, representatives of Town Council and the Library Board, organizational stakeholders, patrons and key staff attended a World Café™ event held on April 5th, 2016. An outline of the process is described below.

## WORLD CAFÉ FOR A VALUED COMMUNITY RESOURCE

The purpose of the World Café was to facilitate focused discussion on key issues which affect future use, planning and design of the Georgina Public Library at a Master Plan level of detail.



# Visioning Café

## APPROACH

The workshop sessions followed the World Café focus group approach to solicit the widest possible range of opinions on the roles and characteristics of the library and to distill key elements of consensus across the spectrum of input.

Developed by Juanita Brown and David Isaacs in Mill Valley California, the World Café is a conversational process based on a set of seven integrated design principles. It has been used over the past 16 years by hundreds of groups, including large multi-national corporations, small non-profits, government offices, community-based organizations, and educational institutions.

It uses a simple methodology to host conversations on questions that address a particular issue. The conversations connect and build on each other as people move between groups and hear different points of view. The process stimulates a group's **'collective intelligence'** to solve a problem or attain a common goal.

A complete description of the World Café's approach and history can be found at [www.theworldcafe.com](http://www.theworldcafe.com).

### THE WORKSHOP

The workshop addressed 5 questions probing significant and desirable attributes of the Georgina Public Library. The session had a four-part sequence: brief introductory remarks and instructions, presentation of current trends and opportunities in library design, 5 breakout questions, and a final group plenary session.

Participants sat at round tables in small groups to share ideas and comments in response to a number of questions. Part way through the process, individuals moved to another table, to contribute to a new group discussion. A key aspect of the process was that each table included participants from a wide range of stakeholder perspectives.

For each question, the tables were given a copy of the question. Participants were also given sheets to record their ideas.

Each participant was asked to write down their ideas and responses to the question on a sheet of paper. +VG facilitators circulated throughout the room to answer questions and ensure each group was staying on topic. All ideas were to be recorded. Participants were assured that there were no wrong answers and encouraged to 'think outside of the box' and build on the ideas of others in the group.

At the end of this free exchange of insights and ideas, one participant was asked to present the results of the discussion. At this point, participant sheets were collected and the next question assigned.

Following completion of the break-out sessions, +VG did a summary wrap-up of the evening's work. It is important to note that in synthesizing the Vision outlined in this document, the facilitators took into account all ideas recorded on the sheets.

The structure of the sessions and mixing of stakeholders promoted an exchange of ideas and insights from a broad range of perspectives and ensured that no single point of view dominated. This collaborative, democratic, and dynamic platform for engaging stakeholders proved an effective way to capture a vision through the 'collective intelligence' of a wide range of community interests.



Jim Wilde  
Room



## THE QUESTIONS

# Visioning Café

The 5 questions posed during the workshop sessions are designed to explore grand ideas, current challenges and opportunities.

### Question 1

What makes a good neighborhood library?

### Question 2

You've seen the trends affecting libraries. Are there ways your library is in step with these changes? Out of step?

### Question 3

When you think of a possible new branch in Keswick, what do you see? Who is using it? What are they doing? Please think about the roles the public library will play, its services, its programs, and what technology is available?

### Question 4

If you could change a few things about the library, what would they be?

### Question 5

Are there people or groups that are under-served by the library? Can you think of ways the library could serve them better?

## Section 2 : Visioning Objectives

# 2

**T**he objectives presented in this section summarize the functional features or physical attributes identified by participants in the World Café consultation process in response to a number of questions. Ideally, these comments will be embedded in the planning, design, and ethos of future facility and service development. The objectives will help guide the Master Plan, a document that will provide a blueprint for development of the library in order to meet the future needs of the community.



# CAFÉ Summary Objectives

# 2

The objectives presented in this section summarize the functional features or physical attributes identified by Georgina Library stakeholders during the Visioning Café consultation process in response to each question. Ideally, these features and attributes will be embedded in the planning, design, and ethos of future development options. The objectives can also be used as guidelines to consider when developing a library system to meet the future needs of the community.

The following objectives represent themes generated in the workshop which can be used as general guidance for moving forward. They do not necessarily reflect the current services or gaps in services.

## OBJECTIVE #1 | A Multi-Functional Holistic Place

The role of a library within a community is changing. The way people interact with the library and the services it offers are also changing. Participants understand that the notion of becoming a cultural centre expands the library's role with the exact mission and goals evolving and changing over time.

The ideal space should be multi-purpose and target all the needs of all demographics. York Region is also becoming more multi-cultural. As it evolves, Georgina Public Library should reflect the local community and expand services and programs to this new public. Any new or renovated library facility should provide flexibility for multiple options (indoors and out), but especially gathering areas, reading spaces and areas for information access. The library should feature archival space and enhanced program areas. The design should feature noise reduction strategies.

## OBJECTIVE #2 | Engaging Spaces

Libraries are often viewed as the 'living room' of the community. They continue to reach out beyond the building, connecting the community through its facilities, resources, programs and services.

Libraries should be designed to maintain inviting connected spaces, views and natural light, and provide

more outdoor spaces and windows.

## OBJECTIVE #3 | Expand Programs & Technology

The library needs a greater variety of programs, services and spaces to serve the needs of the community. Programs should be expanded from traditional offerings to include art, music and technology alternatives for children, teens, seniors, families, entrepreneurs and newcomers.

The library should offer access to new technologies Internet, Wi-Fi, mobile tools, applications and programs to help people stay in touch with their library, each other and the community. Options, such as a video-conferencing through Skype, for entrepreneurs and families to stay in touch, were among the ideas generated by participants.

## OBJECTIVE #4 | Improve Accessibility, Schedule and Transportation

One of the biggest problems facing Georgina is transportation. For low-income families and people without vehicles it can be challenging to get to the library. Participants suggested that the library should offer some alternative transportation options such as a shuttle service or some volunteer drivers. Another solution could be to "bring the library to these communities", developing the concept of a mobile library that goes where residents are.

Places such as schools, grocery stores, doctor's offices could serve as locations to offer mobile terminals to access library services and books with a librarian on site to assist them. The branches should also offer flexibility through extended hours of operation so that everyone in the community has the opportunity to enjoy their services.

## OBJECTIVE #5 | Attracting the Community

The library should create strategies, services and spaces to attract and serve better the changing community, including teens, newcomers, seniors, business people and families without transportation. At the same time, it should continue with traditional programs that are successful and beneficial to other groups.

Considering and serving every group's needs will be



## WHAT

### PROJECT VISION

Our mission is to create a Library Services & Facilities Master Plan. The Master Plan will include a comprehensive assessment and analysis of current facilities, spaces, services, technology, staffing, trends and community demographics. It will also provide guidelines for the development of the library to help it meet the future needs of the community.

## WHY

### PROJECT SIGNIFICANCE+VALUE

The Georgina Public Library Board approved a Strategic Plan in 2011, which expires in 2016. The Strategic Plan identified a number of major challenges such as the expectation of significant population growth especially in the south end of Keswick, and rapid developments in technology. As Georgina grows, the municipality must address the increasing needs associated with growth and ensure an effective Library Master Plan is in place to guide the library through the next ten year period and beyond.

## HOW

### PROJECT METHODS

With the close cooperation of library and municipal staff, as well as significant public participation, the Master Plan will review existing planning documentation, assess current and projected Town demographics, analyze the growth of the Town, benchmark the Library against comparable libraries, perform a review of all aspects of library service, and conduct community engagement activities. This research and evaluation will culminate in a Master Plan that makes recommendations on library service, and facilities, that will position Georgina Public Library for continuing success. The Master Plan will prioritize key recommendations, suggest appropriate partnerships, identify financial implications, and develop a monitoring program to ensure that the Plan remains current and relevant. The resulting Plan will be presented to the Library Board for review and approval and ultimately to the Georgina Town Council.

# Café | Question 1

Here is what you said:

## OBJECTIVE 1: A MULTI-FUNCTIONAL HOLISTIC PLACE

### Spaces/Meeting Places

- Mix of spaces for different needs and activities. Some of those spaces include quiet and cozy spaces for reading, individual and group spaces, open, private, creative spaces, tech spaces, and playing rooms
- Space to socialize and converse and keep the community together
- Space to practice and enjoy music
- Senior spaces and children's areas where kids can develop their creativity
- Space to showcase activities and the artwork of the community or guests

### Technology

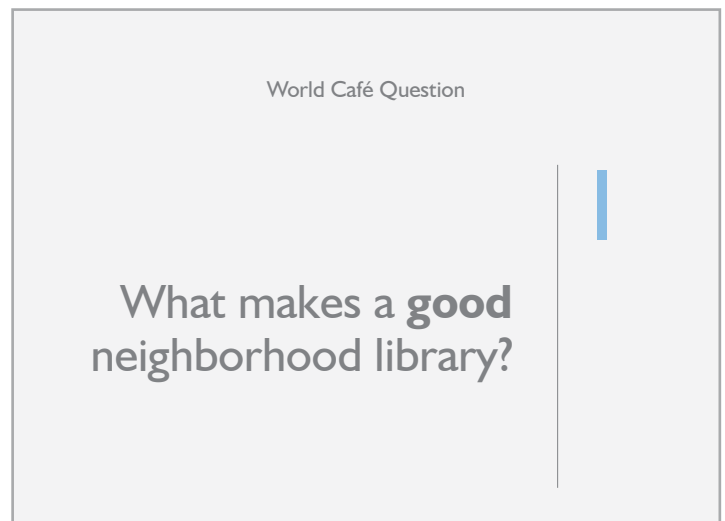
- Provide flexibility and focus on technology - where it is headed not where it is now
- Provide computers with internet access to people who otherwise could not afford technology
- Free Wi-Fi
- Printing and full-colour photocopy services
- In-house mobile devices (tablets, Kobo)

### Books + DVDs collection

- Great collection of books and DVDs in various languages
- Hard copies vs. e-magazines
- Up-to date material

### Programs

- Offer a variety of programs for all ages which include fine arts (painting, sculpture) music and technology programs
- Offer after-school programs
- Dynamic monthly events to learn new things and meet new people
- Friendly programs for children and teens



### Food services

- Coffee shop and snack services incorporated within library facility

### Schedule

- Convenience for all targets
- Open everyday 24/7
- Open extended hours to serve all clients and groups
- Open Friday evening

### Library Staff

- Knowledgeable, friendly and well trained staff
- Connected to the community
- Offer good reader's advisory
- Numerous people available to help



## Design/Ambiance

- The library should be welcoming and warm and reflect community character
- Simplicity in design - makes the environment less intimidating and also presents a calm and relaxed atmosphere, a place to unwind
- Bright with big windows that bring sunshine in
- Carpets to sit and read
- Good acoustics
- Indoor landscaping, add plants, bring the outdoor inside
- Meeting spaces that are accommodating and flexible
- Use Feng-Shui elements and philosophy
- Lower shelves
- Comfortable seating area, maybe cocoon chairs
- Table chairs
- Great signage
- Quiet place to work
- Create an atmosphere that encourages learning

## Furniture

- Ergonomic
- Movable and Modular to reflect the needs of the community
- Comfortable chairs, arm chairs for people to read
- Lower and movable shelves

## Parking/Accessibility

- Lots and central parking
- Public transportation accessibility
- Safe access for elders and adults walking with toddlers

# Café | Question 2

Here is what you said:

## OBJECTIVE 2: ENGAGING SPACES

### In step with library trends

- We are a progressive library with great programs and services, specially for children's services
- Wi-Fi available to community
- Pefferlaw serves the community well without being trendy
- Tech savvy - 3D printer
- Modular furniture and flexible spaces
- Open, airy and natural light
- Teen DVDs collection is good
- Comfortable "homey" lounge areas
- Mixed use
- Launchpads
- We are very creative & critical of our collection, programs and services in order to optimize investments
- Evolving demographics & cultural make-up

### Out of step with library trends

- We need more collaborative and maker spaces
- New technology training, computer/tables, KOBO classes for senior
- Too many rugs
- Increase programs and schedule targeting wider demographics
- Accessibility
- More sustainable energy solar panels, including passive geothermal, wind, and water ground cooling
- Entrepreneurial space
- Need more modular/flexible fixtures
- Lack of food services and snacks available on-site
- No fireplace at Sutton branch
- More video collections
- More tolerance for children's spaces

World Café Question

# 2

You've see **the trends** affecting libraries

- Are there ways your library is in step with these changes?
  - Out of step?

- Lack of budget
- Challenges of approval process
- We need to reach the business community
- Training staff with the latest technology
- Community transportation issues
- Need to be aware of the changing demographics of our community
- Accessibility/Schedule
- Transportation to the library is scarce
- Phone connection is not good
- More ethernet, cables needed and USB ports
- Wi-Fi can be slow (Keswick)
- Scanning - Q codes



# Café | Question 3

Here is what you said:

## OBJECTIVE 3: EXPAND PROGRAMS & TECHNOLOGY

### Multi-purpose library - Holistic approach

- The library should be multi-functional, so it can be used for more than “just library” purpose. It should be a community centre where people from various ages can use it and create the lively atmosphere and sense of a cohesive community partnerships.
- Community hub idea with access to medical, social, education connections - satellite office of Provincial Organization
- Building on the strengths of the parties to augment the services the library provides - not dismissing the role of library incorporate the library into a community centre
- Multi-cultural but also reflect Keswick community

### Programs/Services

- Extension of traditional services
- Offer wrap-around services for all groups: children, teens, parents, seniors, and families
- Inter-generational and multi-cultural programs and events
- Early childhood programs
- Resources for more government services
- Collaboration with Parks and Rec/MURC
- Programs related with technology - tablets, and electronic devices
- Expanded lending materials - tools/fishing kit, and toys
- Tie in with art galleries, archives, and indigenous studies
- Facilities for video conference, meeting place and entrepreneurial centre learning
- Studio or Maker spaces - video editing capabilities, recording or artist space, do it yourself
- Gathering space for families, i.e. party space
- Satellite service outlet or library Kiosks at town office or high traffic areas such as MURC and plazas
- Express self-service
- Workable system to maintain contact with main library and satellite branches
- Offer space for those who are working from home to reduce commuting

World Café Questions

When you think of a possible **new branch** in **Keswick**, what do you see?

**3**

- Who is using it?
- What are they doing?
- Please think about the roles the public library will play, its services, its programs.
  - What technology is available?

### Library users

- Kids, teens, adults, seniors
- Home schooling children
- Young families
- Caregivers - looking after several children
- Newcomers and Commuters
- South Keswick families and the communities to the south in E.G.
- Cottagers and tourists
- 3 major social housing communities - approximately 150 low-income families

### What are they doing?

- Library users are interacting, they are eating, they are learning, they are waiting for their families
- They are co-creating, co-learning and collaborating
- MPs visit/meet with community on regular visits
- Close links/shared programs with schools; maybe parent teacher meetings at library



## Technology/on line services

- Keep up-to-date with the latest technology
- Tool exchange, tool library options for seniors who need large print books
- Good Wi-Fi connection
- Patrons can register and renew membership on line

## Location

- A location that meets the needs of the community and becomes the hub of the community. A space that is where everyone wants/needs to be
- New-subdivision with young families such as South end of community (Simcoe Landing)
- Being part of a new recreation complex - south end.
- Cross promoting within Georgina Town. South of Keswick - part of a MURC (Multi-use Recreation Complex)

## Space

- Meeting Rooms and flexible space - can be used for different programs
- Outside space - patio
- Bright with natural light
- Maker Spaces - video editing capabilities, do it yourself workspace, studio open to artist to use, gathering space for families

## Food

- Coffee shop and food availability on site

## Staffing

- Full time staffing

## Sustainability

- Alternate energy sources
- Ecologically sound - solar panel, green roof, heat pump
- LEED status
- Environmentally friendly with lots of greenery and natural light

## Mobile library

- Mobile library that travels in various social housing communities
- Mobile services would also be responsible for municipal services (permits, etc.)
- Mobile library could go to regions (beach) and bring books and programs (i.e. educational work shops)

## Challenges

- As a satellite location, it may have challenges over a full sized branch in terms of collection space, programing space, meeting rooms.
- Workable system to maintain contact with main library

# Café | Question 4

Here is what you said:

## OBJECTIVE 4: IMPROVE ACCESSIBILITY, SCHEDULE & TRANSPORTATION

### Programs/Events

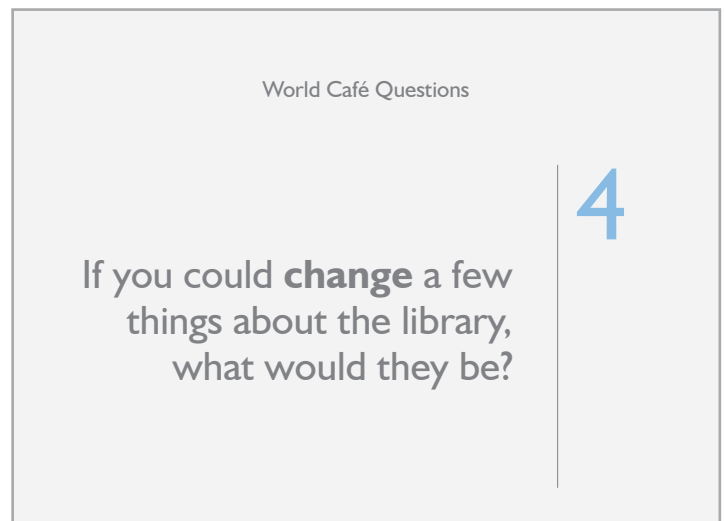
- Offer more of a “one-stop shop” for programs and services
- Connect with community partners – create buzz – out of their homes
- More arts involvement
- Community staff to go out in community
- Open house to share services – hold it in somewhere not in library
- More events and areas that engage teens
- More programming to bring different segments of the population together – seniors and children – different ethnic backgrounds, and socio-economic
- Better communication of events and services (advertisement)

### Staff

- Better trained/educated staff
- Marketing/graphics specialist to help the community understand who we are and what we do
- Increase full time staff
- More staff to go with mobile circulation – promote library in places such as MURC, grocery stores, dental, doctor’s offices, and coffee shops

### Schedule/Accessibility

- Open 7 days a week and more convenient hours
- Flexible hours to meet community needs at different points in the year (incl. 24/7)
- Longer hours on Mondays and Fridays
- Accessibility – transportation



### Space

- More flexible, re-purpose and configurable space
- Add comfy seating
- More space for kids and computers
- Increase natural light
- More parking and more direct transportation
- Individual/Study spaces
- Better teen/young adult areas
- Incorporate some outdoor space
- Private work and study spaces
- Increase meeting and community spaces
- Space that has flexible use – multi-use space
- Increased “outside in”, “inside out” focus
- Locker space for students/adults
- Space for individuals who are doing home businesses to have meetings or networking
- Community/space
- Re-organize interiors
- Formal make spaces - video/sound/art
- Newer furniture, easier to move, more modern/high tech (electrical outlets built in)



## Communication

- Launch new services with more splash
- Open house to explain what is available in our libraries
- Better signage
- Rotating circulation
- Better communication of events and services (advertisement)
- Additional partnership opportunities

## Technology

- Better Wi-Fi
- Technology space for meetings and webinars
- More access to electrical outlets
- Remote access to their subscription data bases, i.e. Ancestry

## Food

- Easy Access to food and refreshments

## Books Collection

- Increase books collection such as boating related reference materials and resources

## Financial/Funding

- Different revenue streams
- Cost effectiveness for Town
- Innovative funding to provide appropriate services, collections and staffing
- Improved cost effectiveness (save tax dollars)
- More funding from Province

## General Comments

- Change up front of Keswick branch to see the library in a more vibrant way (more than just the entry way and coat room) let them see library users, programming, relaxing, reading, etc.
- Better storefront/street front presence for Sutton; Pefferlaw should be on Main street or, failing that, face towards Lions Community Hall
- Integration with outdoors like Innisfil

# Café | Question 5

Here is what you said:

## OBJECTIVE 5: ATTRACTING THE COMMUNITY

### Teens

- Offer outlets for self-expression on shared interest
- Co-op student placement- job shadow librarians
- Job skills program
- Offer activities and programs that would attract this audience such music practice room or karaoke
- Teen book club and movie night
- Teen space section (privacy to meet and chat)
- Create a “cool” place that appeals teens
- Offer laptops and tablets to use in library
- Transportation to library/smaller YRT buses

### Newcomers

- Offer a welcome package
- Multi-language collection
- English as Second Language (ESL) clients need special programming and multi-lingual services
- Find out their needs
- Settlement services

### Transportation

- Offer library shuttle
- Create satellite locations and mobile services
- Remote book exchanges or vending machine books
- Flexible hours
- Volunteer drivers
- Improve transportation to the library since people have difficulty accessing libraries at present locations
- Bookmobile-Mobile library with a librarian visit school/s and Early Learning Centre

World Café Questions

5

Are there people or groups that are **under-served** by the library?

- Can you think of ways the library could serve them better?

### Tourist/Cottagers

- Weekend withdrawals/book borrowing
- Commuters on shift work - call library to get books at a drive through window.

### Seniors

- Find rewarding volunteer work with library
- Offer solutions for their limited hearing, and seeing.
- Adopt a grandparent - say a program running up to Mother's Day/Father's day
- Bookmobile would better serve rural areas, senior residences
- More ways to return materials
- More quiet space to balance with loud spaces - pods

### Business People

- Flexibility for Entrepreneurs
- Business space and video-conference technology
- Better facilities for them and need to reach them somehow to show what we can do



## Appendix A: World Café Attendance



### Georgina Public Libraries

Mary Baxter, *Director of Library Services/CEO*  
 Val Stevens, *Keswick Library Branch Manager*  
 Joel Sutherland, *Children's & Youth Services*  
 Mary Scott, *Pefferlaw Branch Manager*  
 Geraldine Slark, *Peter Gzowski (Sutton) Branch Manager*  
 Kathy Coates, *Keswick Branch Library Assistant*  
 Lindsay Damecour, *Keswick Branch Library Assistant*  
 Paul Nicholls, *Chair of Board*  
 Suzette Leeming, *Vice Chair of Board*  
 Lori Anderson, *Board Member*  
 Liz Roach, *Board Member*  
 Mary-Catherine Macaluso, *Board Member*  
 Bobbi Sabatini, *Board Member*

### Town of Georgina

Margaret Quirk, *Mayor*  
 Frank Sebo, *Councillor*  
 Shawn Conde, *Manager of Information & Technology Services*

### York Region District School Board

Pauline Costello, *Community Resource Facilitator*  
 Sue Wansbrough, *Vice Principal, Stonehaven E.S.*  
 Sandy Giles, *Coordinator Parenting & Family Literacy Centres*

### Women's Support Network of York Region

Sunaina Mannan

### The Georgina Arts Centre & Gallery

Barbara Rogers, *Chair of the Board*

### Georgina Post

Karen Wolfe, *Editor*

### Georgina Learning Centre

Grant Peckford, *Executive Director*

### Welcome Centre

Ian  
 Art Rekhtin

### Citizens

Wendy Hardman  
 Yaya Zhao  
 Navin Wickramasuriya  
 Ed Baird  
 Alex Eftimoff

### +VG Architects

Paul Sapounzi

### La Force & Associates

Gina La Force





plus (+)





JUVENILE FICTION

AAA - GAN  
GAM - LEW

Section  
LEX - RYA  
Section  
RYB - ZZZ

**+VVG** ARCHITECTS  
THE VENTIN GROUP LTD

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