



CHATHAM-KENT PUBLIC LIBRARY
...Where People and Ideas Meet

Master Plan and Community Needs Assessment

Final Master Plan December, 2008

Prepared by:

dmA Planning & Management Services

3044 Bloor Street West, Suite 315

Toronto, Ontario M8X 2Y8

(p) 905.275.4458 • (f) 905.275.7148

(e) jmorgenstern@dmaconsulting.com

(w) www.dmaconsulting.com



Dec. 8, 2008

Ms. Kathryn Goodhue
Director, Library Services
Chatham Kent Public Library
120 Queen St.
Chatham, Ont.
N7M 2G6

Dear Ms. Goodhue:

We are pleased to provide our final report concerning the Master Plan and Community Needs Assessment for the Chatham Kent Public Library.

This study investigated a wide range of issues associated with library services in Chatham-Kent and the Master Plan includes strategies for the future provision of facilities, services, management and governance. We trust the Master Plan will provide the Board with useful and important information as it plans for future library services in Chatham-Kent.

It has been a pleasure working with the Steering Committee, library staff and members of the Library Board on this project.

Thank you for the opportunity to be a part of this study. If we can be of any further assistance as you implement the Master Plan's recommendations, please do not hesitate to contact us.

Sincerely

A handwritten signature in black ink, appearing to read 'Jim Morgenstern', with a long horizontal line extending from the end of the signature.

Jim Morgenstern MES, RPP
Principal
dma Planning & Management Services

EXECUTIVE SUMMARY

This Report presents the findings of Phase Three of the Master Plan and Community Needs Assessment for the Chatham-Kent Public Library (CKPL), completed by a consulting team led by dmA Planning & Management Services. The primary purpose of the study was to assess community needs and recommend a preferred future for library service delivery in the Municipality of Chatham-Kent. The scope of this study involved all aspects of library service delivery, including facilities, services, governance, and management issues. The Master Plan includes recommendations that will assist the Library Board, Council and senior staff of the CKPL to plan for the future, while ensuring the continued provision of quality library services to Chatham-Kent residents. For background information on the community context, the CKPL's facilities and services, and detailed consultation results, the reader is referred to a separate document - the *Planning Context and Issues Report (September 2008)*. The Master Plan strategies and recommendations are summarized below.

THE FUTURE FACILITY STRATEGY

The future facility strategy addresses overall library space requirements, a recommended facility hierarchy, future building expansion and development, and a role for small libraries.

Facility Model Recommendations:

- Recommendation 1:** The CKPL should adopt a three-tier library hierarchy that includes Main, Community and Small branch designations. Each level in the hierarchy will be defined by facility and service characteristics and these should be used as a guide when planning future facilities and when making decisions related to service changes or facility improvements.
- Recommendation 2:** The Community branches in the CKPL should be expanded as feasible to correct library space limitations for programming, reading and working areas. (See more detailed discussion in Section 3.3 of the report).
- Recommendation 3:** Adjust hours of operation at all branches to conform to the Facility Hierarchy resulting in minor adjustments at the small branches and a reduction of hours at the Wallaceburg branch.

Library Space Recommendations:

- Recommendation 4:** Adopt 0.6 sq. ft. per capita as a target for the future provision of library space and plan for facility expansion at selected facilities over the long term.
- Recommendation 5:** For the planning period from 2008-2018, if feasible expand four Community level branches by 2,000 sq. ft., to provide programming space and more reading and working areas.
- Recommendation 6:** Near the middle of the planning period (by 2015), if population projections are confirmed, provide an additional 13,000 sq. ft. of library space in the Chatham service area.

Library Development Recommendations:

- Recommendation 7:** In the short term (2008-2010), a study should be undertaken to assess all Community level libraries except Wallaceburg and identify opportunities to accommodate an expansion of approx 2,000 sq. ft. to accommodate program space, more seating and workspace, and additional space for an expanded collection.
- Recommendation 8:** Subject to the results of the branch community library expansion study, approximately 2,000 sq. ft should be added to the Community branches in Ridgetown, Blenheim, Tilbury and Dresden. The expansions should occur as soon as practical but prior to 2015.
- Recommendation 9:** By 2015, the library should review population projections against actual growth, reconfirm growth-related space needs in the Chatham service area, and investigate options for providing 13,000 additional sq. ft. of library space in Chatham. This plan should consider all options for providing the required amount of space, including expansion at the existing branch through the addition of a 3rd storey or the purchase of adjacent properties; replacement of the Chatham branch with a new, larger library at a new location; or development of a second branch within Chatham. It should also address any internal restructuring of the existing branch, as required.

Recommendation 10: Based on the findings of the Chatham branch expansion study, an additional 13,000 sq. ft. of library space should be provided in the Chatham service area by 2020.

Recommendation 11: An annual budget should be established to undertake minor improvements and upgrades necessary to keep all libraries up-to date and in good repair.

Recommendation 12: The CKPL should prepare a capital conservation and accessibility assessment of all branches. This study will determine future capital conservation requirements and potential accessibility upgrades. Based on the results of this study, the CKPL should establish a capital conservation policy and capital reserve fund to finance improvements and upgrades that will be required to meet accessibility standards and to address capital conservation needs. An annual allocation of funds is recommended.

Small Library Recommendations:

Recommendation 13: The CKPL should retain all existing small libraries with no further expansion or upgrades except those necessary to meet minimum building standards for safety and accessibility.

Recommendation 14: Immediately, the CKPL should prepare a Small Library Policy that clarifies the role of small libraries as a gateway to the CKPL system, and focuses the collection on recreational reading and popular materials with limited, if any, resources for research, reference or programming. The policy should identify appropriate service standards, minimum facility requirements, and minimum performance standards based on accepted guidelines.

Recommendation 15: In the short term, the Library Board should formally adopt the Small Library Policy to confirm their intentions with respect to the future of the small libraries within the CKPL system. If a small library does not achieve minimum performance standards over a period of 3 years, then its situation should be reviewed by the Board and it should be considered a candidate for closure.

PROGRAM AND SERVICE STRATEGY

The program and service strategy includes service improvements such as improved marketing and web services, adjusted hours of operation; improved collections and technologies; repositioning the library in the community through strategic partnerships, community engagement and outreach, expanded programming, and documenting the benefits of the library to the community.

Service Improvement Recommendations:

Marketing

Recommendation 16: Immediately dedicate resources to the development of a marketing plan to improve awareness of the Library and the services it offers. This plan will identify target audiences, make recommendations as to the most appropriate marketing products and tools to reach those audiences, and identify ongoing marketing resource needs.

Recommendation 17: As part of the marketing strategy, the CKPL should develop a unique logo that can be used to identify the Library on all marketing and promotional tools, signage, and information disseminated about the library.

Recommendation 18: By 2012, a review of directional signage for all branches should be undertaken to ensure that signage is highly visible, located along main access routes, and consistent. All branches should also have consistent signage with the Library's unique logo.

Recommendation 19: By 2012, the CKPL should develop a quarterly newsletter, with superior production values, that can be distributed electronically and through its branches.

Website

Recommendation 20: Continue as a high priority recent initiatives to improve the Library website. In the redevelopment of the Library's website, consideration should be given to ensuring the Library's portal is more dynamic, user friendly, informative of the full range of information services available, that it provides immediate access to electronic services available on-line, and that it is more interactive.

Hours of Operation

- Recommendation 21:** Develop linked web pages accessible through the main page of the Library website that are dedicated to priority target audiences, and that list library resources, services and programs that may be of interest to these audiences.
- Recommendation 22:** Introduce Sunday hours of operation at the Chatham (Main) branch by 2009.
- Recommendation 23:** If warranted by the experience at the Chatham branch, introduce Sunday hours on a trial and rotating basis at community-level libraries by 2011. At those libraries where increased use over the trial period can justify Sunday hours, these should be continued.
- Recommendation 24:** Investigate staggering hours of operation for Small libraries so that not all small branches are closed on the same day.

Improving the Collections and Technologies:

Collections

- Recommendation 25:** A substantial increase in the budgets available for collections is recommended. Annual increases in the order of \$75,000 for each of the next five years would allow the CKPL to approach funding common in other library systems. This is a short term strategy to correct immediate deficiencies and the minimum expenditure that should be contemplated.
- Recommendation 26:** The CKPL should develop a five year plan for expanding the library's collections based on additional resources for this purpose. The plan should identify new materials to meet priority audiences and emerging areas of interest, and describe how new materials will be distributed throughout the system.
- Recommendation 27:** By 2015, a long term collection development plan should be in place and funding for the collection should be consistent with the guidelines noted above, or others as proposed and adopted by Library Associations in Ontario.

Technology

- Recommendation 28:** Beginning immediately the CKPL should expand the number of public access terminals in the Main and Community branches to meet guidelines recommended in the Facility hierarchy and extend wireless services to the Community-level branches. A plan should be developed to outline a timetable and resource requirements and this will depend in part on the timetable for expanding library space as discussed in the Facilities section of the Plan.
- Recommendation 29:** Beginning immediately, CKPL staff, in consultation with the Municipality's ITS Department, should develop a technology renewal strategy to ensure long-term sustainability of Library technology. This strategy will outline the timing of technology renewal based on lifecycle, and identify associated costs and phasing of expenditures.
- Recommendation 30:** Empower staff to embrace new/improved technologies introduced to the Library through appropriate training and development opportunities. This may involve job rotation or shared staff between the Library and the Municipality's ITS Department and enhanced training opportunities.
- Recommendation 31:** Explore opportunities to introduce social marketing tools through better use of technology (e.g. blogs, on-line book club, library user forum, etc.), as part of an overall improvement to the library's Website.
- Recommendation 32:** As a central feature of the Library marketing plan, educate potential users about availability and use of technologies available at and through the Library, including but not limited to electronic databases, wireless Internet access, downloadable audio books (as they come on stream), etc. Develop public programs and courses in the use of technological/web resources, to "re-brand" the Library beyond books.
- Recommendation 33:** Explore opportunities to enhance or improve electronic services available via the Library Website that would complement those available through all elementary and secondary school systems in Chatham-Kent. Ensure that the CKPL's web services are available as a link through the school libraries.

Repositioning the Library in the Community:

Partnerships

Recommendation 34: Identify and develop strategic partnerships with other municipal departments and local agencies for joint service provision in areas where program and service priorities are complementary and will highlight the Library's contribution to broader corporate or community objectives.

Municipal Information Desks

Recommendation 35: The Director of Library Services and the Director of Customer Service should investigate issues associated with allocation of staff time; training and security that have been identified with respect to the Municipal Information Desks.

Recommendation 36: If the Municipality of Chatham-Kent wishes to investigate further the development of fully integrated Library and Municipal Centres, as suggested in the Corporate Review, the Master Plan's Facility Development Strategy should be reviewed and revised to ensure that the strategy's recommendations are consistent with this new direction.

Program Development

Recommendation 37: Expand programs for all residents with a particular emphasis on adult programming and programs directed at potential new users. Subject to available staff resources for this purpose, the CKPL should attempt to double its total program hours by 2012 with further expansion subject to the availability of program space as library facilities are improved.

Recommendation 38: Work with community leaders, local businesses, not-for-profit agencies, education providers (local colleges and satellite universities) and other service providers and sectors to explore opportunities for programming partnerships that represent a 'good fit' with the library.

Recommendation 39: To engage the next generation of library users, explore opportunities to develop programs of interest to teens. Work with local schools to develop programs or volunteer positions that are consistent with the secondary school curriculum and/or may allow students to work towards completion of an academic credit or a community service credit.

Community Engagement and Outreach

Recommendation 40: Identify key community and business leaders with experience and knowledge or ability to act as Library champions. Develop a strategy to more effectively involve these community leaders in a broader range of volunteer functions, including representation on the Board, program support; marketing and communication.

Recommendation 41: Review the effectiveness of current communication methods and explore new vehicles that may be more effective in reaching non-users or sectors of the community that may be unaware of services available. Examples might include a brochure targeted to the business community, home schoolers or home-based businesses, a web page specifically designed for youth and teens, posters in other languages targeted to newcomers to the community, etc.

Documenting the Library's Benefits to the Community

Recommendation 42: Identify and implement a wide range of procedures for communicating the Library's accomplishments to political leaders, various community interests (such as the business community) and the general public. Identify performance measures to monitor the Library's social and economic contribution to the community and share these with community leaders and decision-makers.

Recommendation 43: Develop a "contribution strategy" using the approach and tools outlined in the SOLS Resource Manual the "Library's Contribution to Your Community".

MANAGEMENT AND GOVERNANCE STRATEGY

The management and governance strategy addresses three areas: library staffing and staff development, governance and the role of the Library Board, and ongoing research, planning and evaluation of library services.

Staffing and Organizational Structure:

Recommendation 44: Provide additional management staff immediately; at minimum this should include one additional Coordinator and two Librarians.

Recommendation 45: Re-designate the current part time administrative position as full time.

Recommendation 46: Provide additional library clerks and technicians to address the major functions that are currently not receiving sufficient attention and are high priority service enhancements, particularly marketing and outreach, collection development and technical services and program development.

Recommendation 47: Conduct a detailed staffing review and reorganization to confirm revised job descriptions and reporting relationships for current and new staff when additional hires are made. This review should be prepared by the Director of Library Services.

Staff Development:

Recommendation 48: Prepare career development strategies for staff to include, as warranted, enhanced professional development and training as well as opportunities such as mentoring, job rotation and coaching.

Recommendation 49: Develop a staffing model that identifies required competencies and skill sets, recruitment procedures, advancement plans for each position, and staff resource requirements for all levels of libraries within the CKPL system.

Recommendation 50: Investigate opportunities to employ existing staff in other positions throughout the Library system or in other branches, or within other Departments in the Municipality, as training and mentoring opportunities and to facilitate succession planning.

Recommendation 51: Target a minimum of 1% of total staff costs as a budget of staff training.

Governance and the Role of the Board:

Recommendation 52: Work with an outside facilitator experienced in policy governance matters and the function of library boards to (1) confirm an appropriate role for the Board (2) define core functions that the Board should perform, (3) establish an effective governance model that clarifies the role of the Board and staff, and (4) ensure that appropriate policies and procedures are in place to support Board governance at the CKPL

Recommendation 53: Review the current arrangement and consider having the Director of Library Services, rather than the General Manager of Community Development Services, act as the Library CEO.

Research, Planning, and Performance Measurement:

Recommendation 54: Commit resources to ongoing research activities that identify best practices for library services and, where feasible, implement those most suited to Chatham-Kent's system of libraries.

Recommendation 55: Commit resources to and develop tools for continually investigating community needs, interests and satisfaction with library services. In this regard, investigate opportunities to utilize LibSat™ system (customer satisfaction management system, including on-line surveys and customized reporting) to continually evaluate user satisfaction with library services.

Recommendation 56: Investigate opportunities to make better use of the library's Website to investigate community opinions, needs and perceptions of the Library.

Recommendation 57: Investigate interest in a Youth Advisory Committee to provide input on key areas of service of interest to pre-teens and teens.

Recommendation 58: Identify and implement procedures for ensuring Master Plan recommendations are linked to annual business planning processes.

Recommendation 59: Conduct an annual Master Plan review to record progress on implementation, and identify barriers to implementation. Adopt procedures to ensure that the Library Board is involved in an annual Master Plan review meeting. Update the Master Plan every five years.

Recommendation 60: Identify performance measures and protocols for tracking and reviewing Library performance (e.g. relative to circulation, membership, program participation, etc.) In this regard, investigate opportunities to incorporate the LibPAS™ (Library Performance Measurement System, incorporating performance indicators and performance tracking¹) system at the CKPL.

¹ See <http://www.countingopinions.com/products/libpas.php>

Recommendation 61: The CKPL should adopt policies and guidelines as recommended in the Master Plan and should regularly review and update these and other Library policies.

RESOURCE REQUIREMENTS

The estimated resource requirements associated with the Master Plan strategies and related recommendations are outlined in Table ES1 following. These are preliminary estimates appropriate at the Master Plan level of analysis. All costs are in 2009 dollars. The implementation timeframe is outlined in the final column.

Table ES1: Resource Requirements Summary

Cost Item	Cost Estimate (In \$2009)	Timeframe
Future Facility Strategy		
F1. Library Building Assessment: Capital Conservation and Accessibility Upgrades, Expansion Potential for Medium Libraries	\$35,000-\$40,000	2008-2010
F2. Capital Cost for Expansion: 3 Community level libraries expanded by 2000 sq. ft. @ \$ 300/sq. ft.	\$1,800,000	2010-2018
Contingency allowance @18%	<u>\$324,000</u> \$2,124,000	
F3. Expansion Study for Main Branch:	\$70,000	2015
F4. Capital Cost for Main Library Expansion: 13,000 sq. ft. @ 300/sq. ft.	\$3,900,000	2018-2025
Contingency allowance @18%	<u>\$702,000</u> \$4,602,000	
F5. Annual Allowance to Reserve Fund	To be determined	Ongoing
Program and Service Strategy		
S1. Library Marketing Plan: By Consultant. Implementation by staff	\$40,000	2009
S2. Marketing Materials Budget:	\$10,000 annually	2010 and following
S3. Collection Development: Initial expenditure to correct deficiencies.	\$75,000 annually for five years	2009-2016
S4. Technology Renewal Strategy: Developed by Library and ITS staff	To be Determined	To be Determined
S5. Program Supplies and Expenses: - Initial estimate to be confirmed based on extent of programming	\$10,000 annually	2010 and following
Management and Governance Strategy		
M1. Supervisory and Administrative Staff: New staff positions (assumes 1 coordinator, 2 librarians and 0.5 administrative support)	\$220,000	2009
M2. Staffing – Technician and Clerk: Additional positions to support expanded and enhanced library services.	To be Determined	Phased – 2010- 2012
M3. Professional Development and Training: A minimum budget of 1% of staff costs for staff training and professional development.	To be Determined	2010 and following
M3. Governance Review:	\$20,000	2009
M4. Ongoing Research and Planning: Staff costs and additional resources. An annual budget of \$2,500 to support research and planning activities	\$2,500 annually	2009 and following
M5. Five Year Update of the Master Plan	\$30,000	2015

TABLE OF CONTENTS

Executive Summary.....	i
Chapter One: Introduction	1
1.1 Purpose of the Study	1
1.2 Study Process.....	2
Chapter Two: The Planning Framework	4
2.1 Municipal Strategic Plan	4
2.1.1 <i>The Library's Contribution to the Municipality's Goals</i>	5
2.2 Outcomes of Library Services.....	6
2.3 New Directions.....	7
Chapter Three: Future Facility Strategy	9
3.1 Recommended Facility Hierarchy	9
3.2 Overall Space Requirements	12
3.3 Facility Development Strategy	14
3.4 Small Library Roles and Requirements	17
3.5 Resource Requirements for the Facility Development Strategy	20
Chapter Four: Program and Service Strategy	22
4.1 Enhancing Access and Increasing Use	22
4.2 Improving the Collections and Technology	26
4.3 Repositioning the Library in the Community	30
4.4 Resource Requirements for the Program and Service Strategy	37
Chapter Five: Management and Governance Strategy.....	40
5.1 Enhanced Staffing and Professional Development.....	40
5.2 Governance and the Library Board.....	47
5.3 Research, Planning and Performance Measurement	49
5.4 Policies/Standards/Guidelines	51
5.5 Resource Requirements for the Management and Governance Strategy	52

CHAPTER ONE: INTRODUCTION

1.1 PURPOSE OF THE STUDY

Established in 1998 with the amalgamation of the Chatham Public Library and the Kent County Library, the Chatham-Kent Public Library (CKPL) has a long history of providing quality services through its 11 library branches². Although the CKPL system has evolved and services and facilities have improved over the years, the CKPL has been operating to date without the benefit of a long-range plan. Such a plan is required to address population growth and anticipated demographic shifts; changing demands and expectations for library services; emerging technologies, design and facility development trends; and questions regarding the future role and status of some of the existing branches. In addition, there has not been a plan for the post amalgamation library system. The Library and the Municipality have been through many changes since amalgamation. These have seen new developments in the library system and in some cases reductions in resources and changing roles for staff and the Board. There is a need therefore to examine both where the Library has been and more importantly where it should go in the coming years.

The primary purpose of the study was to assess community needs and recommend a preferred future for library service delivery in the Municipality of Chatham-Kent. This report makes a number of recommendations that will assist the Library Board, Council and senior staff of the CKPL to plan for the future, while ensuring continued provision of quality library services that Chatham-Kent residents have come to expect.

The scope of this study was very broad, involving all aspects of library service delivery, including facilities, services, governance, and management approaches. Our research was aimed at addressing the key questions identified in the RFP for the study, as well as the high priority issues and opportunities arising through our consultations and other research conducted for this study. The scope of work for the Master Plan did not involve architectural or building assessments; operational reviews; or detailed marketing studies. While the Master Plan provides clear direction on the future of the CKPL and recommends a number of areas where significant change is necessary, it also identifies issues that will require further research and more in-depth investigations.

We have organized the final Master Plan report into four major parts. Chapter Two establishes the municipal planning framework within which the Library Master Plan must be developed; summarizes the findings of workshops conducted with senior staff, Board members, and other stakeholders, and describes preferred outcomes for library service delivery and the key issues that are addressed in the plan. Chapter Three addresses future facility requirements and a preferred facility model. Chapter Four addresses program and service improvements. Chapter

² There are 11 branches in the system fully under the control and management of the CKPL. In addition, there is one branch that is operated by volunteers – the Erieau branch. The CKPL provides some support to this branch – including a contribution to its collection budget; internet access; intra-library loan and occasional advice and assistance from the CKPL staff. However, the Branch is not operated by CKPL staff; does not provide the full range of services associated with other CKPL libraries; and is not governed by the policies and procedures of the CKPL Board. Consequently, the recommendations in the Master Plan do not address the Erieau branch. For the purposes of this assessment, we have assumed that the Erieau library will continue to be operated by volunteers and that the CKPL will continue to provide limited support to the library as approved on an ongoing basis by the Library Board.

Five addresses management and governance issues. Although the Master Plan presents strategies in three separate chapters, it is important to note that these strategies are linked and interdependent, in that implementation of any sub-set of strategies is dependent on the successful implementation of many of the others. For example, without additional staff resources and improved programming spaces, many of the recommendations to expand programming at community-level branches could not be successfully implemented. Secondly, the chapters are ordered to present a logical flow of information for the reader, and not to place any greater significance on one category of strategies over any other. In fact, the recommendations in Chapter Five related to enhanced staffing and staff resources are the key to implementation of many of the other strategies. The timing of recommendations is outlined in the implementation discussion at the end of each chapter, and many should be implemented concurrently.

Much of the information supporting our analysis is documented in a separate background report - the Planning Context and Issues Report (September 2008). While selected findings from the Planning Context Report have been included in the draft Final Report, the reader is referred to the background report for details. The conclusions and recommendations in this report are closely tied to the information in the Planning Context and Issues Report.

1.2 STUDY PROCESS

The study involved three phases, as described below:

Phase One: The Planning Context for Library Services

The planning context phase included a review of relevant background information on the Library's services; a review of planning reports documenting population, demographic, social and economic characteristics; a review of information on the history of library service delivery in the Municipality, including all related documentation from the Library Board. Trends and best practices affecting libraries in Ontario were reviewed and those most relevant to CKPL were identified. Staff provided information on library branches, and each branch was visited to develop a service profile, describe the current state of service delivery and identify any space and functional deficiencies. A review of guidelines and standards for rural/urban libraries was conducted, and CKPL libraries were compared to these relevant standards and guidelines. The CKPL was also compared to four library systems serving similar populations and with a similar geographic distribution of library branches, based on information collected through the Annual Survey of Public Libraries. The Phase One information was documented as part of the Planning Context and Issues Report.

Phase Two: Consultation and Issue Identification

Library users and non-users, key stakeholders and the general public were involved in this phase of the study process as follows:

- Public meetings in four locations in Chatham-Kent to introduce the study and provide an early opportunity for community residents to identify issues for investigation in the Master Plan;

- Key informant interviews (with Library Board members, municipal and library staff, members of Council; other stakeholders, business and community leaders, potential partner agencies) to gain an understanding of the issues, constraints and opportunities relevant to this study;
- Focus groups with library staff to document perceptions of facility needs, key issues, service gaps, etc.;
- Focus groups with library users (e.g. seniors, teens), and representatives of agencies or sectors of the community (schools, cultural and social services, business community) to further define issues and opportunities;
- An on-line survey of library patrons to collect factual data required for our analysis and not available from other sources (e.g., how far users travel to visit the library; whether trips to the library are done in conjunction with shopping, recreation activities, etc; preferred hours of use; barriers to use including inaccessibility, hours of operation; etc.); perceptions and expectations, including measures of current satisfaction and desired service improvements;
- A community telephone survey with a representative sample of community households, including both library users and non-users. The survey identified satisfaction, expectations, and perceptions among existing users, as well as reasons for not using the library, other information services/libraries used, and possible service improvements that would increase use and encourage use among non-users.

The results of these activities are summarized in the Planning Context and Issues Report.

Phase Three: Master Plan Preparation

Phase Three of the study process involved the preparation of detailed strategies to address the key issues identified through the research and consultation activities. This strategy development included three streams of analysis: facilities, programs and services, and management and governance. These strategies were prepared with the active involvement of the Board, senior library staff, and other community decisions makers through two workshops. During the first workshop, participants refined the issues identified through the study process to date by preparing a SWOT, identifying preferred Outcomes for library services, and discussing the implications of these outcomes. Preliminary strategies and recommendations for the Master Plan were reviewed at the second workshop.

To conclude this phase, a draft Master Plan was prepared and reviewed with the Board and the general public, prior to the submission of the Final Master Plan.

CHAPTER TWO: THE PLANNING FRAMEWORK

2.1 MUNICIPAL STRATEGIC PLAN

The CKPL operates within a larger corporate structure and where relevant should reflect the overall goals and directions of the Municipality. The Municipality of Chatham-Kent's Corporate Strategic Plan 2007 - 2010 guides municipal priorities and projects with a Vision, Strategic Directions and Goals. The Strategic Plan's **Vision Statement** is:

Chatham-Kent is a *proud, proactive and progressive community* committed to celebrating its diversity and ensuring a high quality of life for all its people.

Council's Strategic Directions and Goals for 2007 – 2010 are:

Strategic Direction 1:

We will focus on our recreational and cultural opportunities with emphasis on our natural and historical advantages.

Goal 1.1

We will invest \$2M to enhance recreational amenities to respond to local residents/partners and tourists.

Goal 1.2

We will invest \$400,000 to increase culture and heritage amenities to promote tourism and education.

Strategic Direction 2:

We will support sustainable growth in business and industry with an emphasis on next generation energy, environmental industries and related technologies.

Goal 2.1

We will attract \$3B in sustainable investment in new and existing next generation energy, environmental industries and related technologies.

Goal 2.2

We will support the creation of 3,000 net new jobs.

Goal 2.3

We will partner with other organizations to create a centre of excellence research campus for alternative energy, environmental industries and related technology.

Strategic Direction 3

We will diversify and grow Chatham-Kent's population by recruiting and retaining recent immigrants and active retirees from major Canadian centres.

Goal 3.1

We will have an increase of 1,000 net new recent immigrants and an increase of at least 50 active retired families new to the community.

Strategic Direction 4

We will be a Municipality of quality services, effective structure and fiscal responsibility.

Goal 4.1

We will have identified and implemented the agreed upon recommendations of a corporate review.

Goal 4.2

We will have implemented an effective communications and marketing plan.

Goal 4.3

We will have aligned our services, programs and activities with our Strategic Directions and legislated and mandated requirements.

2.1.1 The Library's Contribution to the Municipality's Goals

As a municipal service provider, the CKPL should contribute to the realization of the community vision as a *proud, proactive, and progressive community*. Yet the research undertaken as part of the Master Plan process, including the discussion of library trends and best practices, interviews with library staff and stakeholders, focus groups with key sectors of the community, the on-line survey of library users, community telephone survey, and comparison with standards and guidelines, all point to the need for major changes and improvements, and in some areas, significant new directions if the Library is to play the role that it could in achieving this Vision.

In general terms, it is clear that a proud, proactive and progressive community in 2009 must offer its residents the highest quality municipal services. Furthermore, any community that hopes to prosper in the changing economy of the future will require the highest order of information and technological services. As communities in Ontario compete to attract residents and economic investment they often boast that they can provide a superior quality of life and increasingly point to educational and cultural opportunities as an essential component of the lifestyle they are promoting. This is clearly an essential part of Chatham-Kent's message to outside investors and potential residents. The library's role as a cultural and educational institution is surely a critical contributor to this promised quality of life. Yet in Chatham-Kent, many indicators including the supply of library space; contemporary design standards; financial support and programs and services would point to sub-standard library service. The Master Plan's recommendations

will address these deficiencies and allow Chatham-Kent to claim the public library is a key contributor to a proud, proactive and progressive community.

To be more specific, high quality library services will contribute directly to many of the goals identified in the Municipal Strategic Plan.

In reference to Strategic Direction # 2, the public library has a role to play in supporting growth in industry and business: It can provide valuable services at no cost to business owners and those interested in starting small businesses, such as free access to the Internet, computers with business related software, computer courses, information on government services, business directories, electronic databases, and skilled staff to assist with accessing these services. Further, as an information provider, it has a vital role to play in assisting business owners to access the information they need. At the present time, the CKPL is not well used by business and is not "on the radar" of the business community. Recommendations in the Master Plan are aimed at strengthening the Library's role in supporting business and industry.

With regard to Strategic Direction 3, the public library has a role to play in assisting newcomers, recent immigrants, and new retirees to adapt to life in the community and essential services. Very often the local library is a newcomer's entry point to the community. Through partnerships with other agencies, other municipal sectors, and enhanced programming, recommendations of the Master Plan will position the library to play a stronger role in welcoming newcomers to Chatham-Kent.

Finally, with regard to Strategic Direction 1, and Council's interest in improving the recreation and culture sector, there is no question that current users value the services provided by the library. However research shows a very low level of awareness among Chatham-Kent residents of the range of services the library provides today, and not a good understanding of how the library can help shape Chatham-Kent's future. Recommendations in this plan are aimed at repositioning the library as a vital service hub in the community, through improved collections, up-to-date services and technologies, stronger communication and marketing, and a more proactive approach to partnerships and community engagement.

2.2 OUTCOMES OF LIBRARY SERVICES

Outcomes describe what the Library Board and the Municipality hope to achieve by providing library services in Chatham-Kent. Outcomes are the benefits residents, businesses and other community interests can expect from the CKPL. The following outcomes for library services, in no order of priority, were identified by senior staff, the study Steering Committee and Library Board members.

- 1) **Literacy:** the CKPL will contribute to community literacy. Literacy is broadly defined to encompass reading, numeracy, cultural literacy etc.
- 2) **Support for education.** The CKPL should assist students with both relevant materials and research skills. This is particularly important in situations where board of education resources are constrained and library services are limited in the school.
- 3) **Community focal point.** The CKPL should be a gathering place and a social focus for the community.
- 4) **Skill development.** The CKPL will assist individuals to upgrade personal skills and will support lifelong learning. The CKPL will provide resources and services of value to the local business community.
- 5) **Community and economic attraction.** CKPL services will be a factor in attracting new business and residents to the community.
- 6) **Multiculturalism.** The CKPL will enhance and support the multi-cultural community and contribute to a welcoming environment and services for newcomers.
- 7) **Entertainment.** The CKPL will provide entertainment options for residents, both through its collection and with expanded programming.
- 8) **Service integration and relevance.** The CKPL will support opportunities to better integrate library services into the community and with other community services to ensure the library is increasingly relevant to contemporary lifestyles.
- 9) **Government services.** The CKPL will provide access to government services and other essential information through its facilities and via its Web services.
- 10) **Equitable access to information.** The CKPL will provide free access to information through a variety of formats for all residents of Chatham-Kent.
- 11) **Intellectual leisure.** The CKPL has a responsibility to promote, develop, and facilitate access to all expressions of knowledge, opinion, and intellectual activity for all residents.
- 12) **Partnerships.** The CKPL will pursue enhanced partnerships and a closer working relationship with other service providers.
- 13) **Computer fluency and training.** The CKPL will contribute to an informed citizenship by providing access to electronic resources and appropriate training.

These outcomes, together with the service directions of the Municipal Strategic Plan, represent an important context for the CKPL Master Plan. The recommendations in the report support the Municipality's Strategic Directions and enhance services in a manner that will contribute to the identified outcomes.

2.3 NEW DIRECTIONS

At a workshop early in the study process, the Steering Committee and the Board were asked to consider the Strengths, Weaknesses, Opportunities and Threats associated with library services in Chatham-Kent. The results of the SWOT analysis are presented in Appendix A. The SWOT was discussed and participants identified the following implications for the Library based on this analysis.

- **Focus on Library Outcomes and Partnerships** – a stronger focus must be brought to library service priorities and desired outcomes. The Library's potential contribution to the goals and objectives of the Municipality must be understood and investments made to capitalize upon these opportunities. In addition, a more integrated approach to community service provision is required. The CKPL must pursue closer relationships among municipal and other service providers and place more emphasis on joint service provision and administrative inter-connectivity (e.g. among arts, culture, education and the library). However, this will also require a strategic investment in library services so that the CKPL has skills, expertise and resources to bring to potential partnerships with other community agencies and organizations.
- **Rural Library Services and Facilities** – the CKPL will continue to serve a large rural area and the best way to provide these services must be considered in the context of new technology and virtual access; changing expectations among users; aging facilities and new legislation (such as the Ontarians with Disabilities Act).
- **Public Perceptions, Attitudes and Support for the Library.** - the CKPL must provide quality services to capture and retain the support of the community. This will require improved and enhanced services but also re-positioning the library as a provider of relevant, desired information in a contemporary community.
- **Leadership** – connected to all of the above, and certainly the re-positioning of the library in the community, is the need for strong leadership. This addresses the role of CKPL staff and the Board but also the relationship with the Municipality and its political leadership.

These considerations have influenced the recommendations in the Master Plan.

CHAPTER THREE: FUTURE FACILITY STRATEGY

The future facility strategy addresses overall library space requirements, a recommended facility hierarchy, future building expansion and development, and a role for small libraries.

3.1 RECOMMENDED FACILITY HIERARCHY

Existing Situation

A library facility hierarchy is a planning tool that involves differing categories or 'tiers' of library facilities, with different size and service characteristics (e.g. population served, hours of operation, collection size, computer workstations, etc.), that play different functions in the overall library system. The Association of Rural and Urban Public Libraries in Ontario (ARUPLO)³ and Ontario Public Library (OPL) guidelines lend themselves to a generic hierarchy of libraries based on size and population served⁴, however each library system will typically adapt these guidelines to their particular situation.

This study⁵ compared the service indicators developed in a generic hierarchy with the library services provided by CKPL's branches. The Chatham branch generally represents the highest 'tier' of libraries in Chatham-Kent, conforming to relevant ARUPLO guidelines for Urban branches. Notwithstanding space constraints, the Chatham branch is also the best example in the system of a contemporary library as described by trends and best practices, with space for meeting rooms, light food and beverage service, and many user amenities. Given its role and importance to the library system, we recommend this branch be designated as a Main library for the system and remain the highest tier in the proposed hierarchy.

The second 'tier' of libraries in Chatham-Kent includes those that were comparable to Large and Medium level branches in the ARUPLO guidelines. The Blenheim, Dresden, Ridgetown and Tilbury branches were compared to and conformed in many ways to the ARUPLO guidelines for Medium level libraries. The main service indicators where some of these libraries were deficient were largely space dependent. While the Wallaceburg branch has some characteristics of a Large library (e.g. hours of operation), on many indicators such as minimum size and computer resources, it is more appropriately characterized as a Medium level library. This is also more consistent with population served and annual circulation for the Wallaceburg branch, which are at the very low end of the range for Large libraries and would meet the Medium library guidelines. A review of population projections reveals little future development for the Wallaceburg area. Consequently, within the overall CKPL system and relative to the Main branch in Chatham, the Wallaceburg branch would be more appropriately designated a second 'tier' branch, or a Community branch similar to Blenheim, Dresden, Ridgetown and Tilbury.

³ At the time of writing this report, the ARUPLO guidelines were being updated and refined.

⁴ See Pg. 37 of the *Planning Context Report* for a generic hierarchy of library facilities based on relevant guidelines.

⁵ For a detailed discussion see Master Plan background report – Planning Context and Issues Report, Sept. 2008.

The small branches of Bothwell, Merlin, Highgate, Thamesville and Wheatley were compared both to ARUPLO guidelines for Deposit Stations and Small Libraries. Most meet the guidelines for deposit stations but do not achieve small library guidelines. We recommend, therefore, that the third 'tier' of libraries in CKPL system be designated as Small branches, with service guidelines that represent a blending of those for deposit stations and small libraries. The proposed Library Hierarchy is presented below.

Table 3.1: Proposed Library Hierarchy

	Main	Community Branch	Small Branch
Population Served	> 35,000	5-15,000	1-3,000
Size (sq. ft. min.)	>21,000	3-7,000	700-1,500
Minimum Collection (Volumes)	70,000	20,000	7,500
AV and Non Print Items (min.)	3,500	500	350
Annual Circulation (Items)	>300,000	40-100,000	10-25,000
Weekly Hours of Operation	65 minimum	30-35	16 max.
Program Room/Space	2,000 sq. ft.	300-500 sq. ft.	Not provided
Public Access Computers	>30	5-15	3 minimum
Seating (Users)	>175	25-50	15 minimum

The library hierarchy, as outlined in Table 3.1, is a planning tool that should be adhered to and used as a guide for decision making regarding facility and service changes or improvements at the branches. The implications of adopting this hierarchy are twofold: Firstly, the hierarchy clearly outlines service guidelines for each level of library, and the CKPL and the Board should not entertain suggestions for incremental changes or improvements to specific branches that are not consistent with those outlined in the hierarchy. For example, if the community brought forward an opportunity to move a Small library from an existing facility to a larger space, this would not be entertained unless there were very compelling facility deficiencies (i.e., from a health and safety standpoint) that required immediate attention at the existing location.

The second implication of adopting this hierarchy is that it has clear implications for the role of libraries at each level in the hierarchy, and the service guidelines are consistent with these roles and should be followed. Specifically, consistent with recommendations regarding a stronger programming role, the guidelines show that Community branches should include more reading and working space, and a program room or space of between 300-500 sq. ft. if at all possible. With the exception of Wallaceburg, Chatham-Kent's Community-level branches are too small to accommodate these functions, and there are recommendations later in this report addressing these space needs.

The adoption of the hierarchy will also have implications for the Wallaceburg branch, as it will see the hours of operation for this branch reduced from the current 53 hours to a maximum of 35 hours. This change is in keeping with current levels of service at the branch and with anticipated future use (future population projections for the Wallaceburg area identify a library space surplus based on an outmigration of young residents and little new growth). Furthermore, with this adjustment and the recommended expansion of the other community branches, the Wallaceburg library will better fit within the hierarchy of libraries relative to both the Main branch and the other community branches. The Main branch, open a minimum of 65 hours per week, will offer Sunday hours, expanded reference collections, information services, specialized collections, etc., that would not be available at other locations. According to the on-line survey, close to 30% of the Wallaceburg library users also use the Chatham Branch, among other branches within the system, because it is close to where they work or go to school, and the majority drive to the library.

While currently annual circulation and number of visitors at Wallaceburg are higher than the other Community branches, this gap will be narrowed with the recommended expansion of the other Community branches. When these expansions are complete, all Community branches will be the range of 5,000-6,500 sq. ft. and will have dedicated programming space and expanded areas for reading and working. This will make the other Community level branches comparable to Wallaceburg and will be reflected in the use of the other branches.

The hierarchy also defines a role for the Small branches that may be somewhat different than the role they are currently playing in their communities. They will operate as a local access point or gateway to all of the service of the CKPL, although in-library collections will generally be limited to current and popular materials. For programming, information services and expanded research functions, users in these communities will have to travel to the closest community branch or the Main branch or have materials from these other branches transferred to the local branch for pick-up. Their hours of operation will be limited to a maximum of 16 hours per week. We believe this will not have a significant impact on the level or nature of use of these Small branches. The future role of these branches is discussed in more detail in Section 3.4.

Facility Model Recommendations:

Recommendation 1: The CKPL should adopt a three-tier library hierarchy that includes Main, Community and Small branch designations. Each level in the hierarchy will be defined by facility and service characteristics and these should be used as a guide when planning future facilities and when making decisions related to service changes or facility improvements.

Recommendation 2: The Community branches in the CKPL should be expanded as feasible to correct library space limitations for programming, reading and working areas. (See more detailed discussion in Section 3.3 of the report).

Recommendation 3: Adjust hours of operation at all branches to conform to the Facility Hierarchy resulting in minor adjustments at the small branches and a reduction of hours at the Wallaceburg branch. (See more detailed discussion in Chapter 4 of the report).

3.2 OVERALL SPACE REQUIREMENTS

Existing Situation

The current library space available at all CKPL branches totals 49,297 sq. ft. Based on the OPL guideline of 0.6 sq. ft./capita, the 2006 population requires 65,153 sq. ft. of library space. The current space available is therefore deficient by about 15,900 sq. ft., however the deficiency is not significant at any one location. If the population grows as projected (achieving 118,075 by 2028) and there is no change in the amount of library space available over the next 20 years, the resulting deficit will be almost 21,600⁶ sq. ft.

Notwithstanding the overall deficit of library space according to OPL guidelines, the space deficiencies are not significant at any one location, the existing branches have all been well maintained and the buildings are generally in acceptable condition for community serving facilities. Public meetings, survey results, and stakeholder interviews also indicate relatively high levels of satisfaction with existing branches, indicating they are adequately meeting library needs of current users in the communities they serve. Specifically, when library users were asked to rate their satisfaction on the on-line survey, those characteristics related to library facilities and spaces all scored relatively high (all achieved a mean score of 4.2 or higher, on a scale of relative satisfaction from 1 to 5, where 1=*Very Dissatisfied* and 5=*Very Satisfied*) indicating the public feel they are well served with the existing facilities. With the exception of some modest space limitations at the community branches which will be corrected in the short term, there is no indication that the current deficit is impacting the quality of library services. There is, therefore, no immediate urgency associated with new facility development. Further, over the 10 year period for this plan (2008-2018), limited population growth (just over 2,500 residents)⁷ is projected, suggesting no immediate need for an expanded supply of library space in this timeframe.

While enhancing the overall supply of library space is not seen as a short term priority, minor expansions to selected branches at the Community-level should be undertaken over the next 10 years (2008-2018) to provide for an enhanced programming function (see Chapter 4) and additional working and reading spaces within these branches. These upgrades support an expanded role for Community level branches, and more opportunities for in-library reading, working, and study, consistent with the changing way libraries are being used. A strategy should be developed that would allocate approximately 2,000 additional square feet to each Community-branch, where required based on population growth, or justified in terms of functional deficiencies at the existing branches. The strategy will investigate a full range of opportunities for expanding each Community branch, as required. Libraries in communities experiencing the greatest growth should be the highest priority, although expansion possibilities at these locations

⁶ See Planning Context Report, Table 5.1 on page 42.

⁷ Note that between the 2006 Census population and the 2008 projection, an additional 500 residents were estimated.

may be limited due to the nature of the existing building or site configurations. With the exception of Wallaceburg, which already has program space, we have assumed that 2,000 square feet could be added to the remaining four Community level branches. This 8,000 additional sq. ft. will help reduce the overall shortfall. (See discussion in section 3.3 below for further details).

Over the longer term (2018 to 2025), Chatham and the secondary urban area surrounding it will experience the most significant growth in the municipality, and as a result, the most significant library space deficit. The Chatham library's service population was estimated at 53,182 in 2007⁸. Between 2008 and 2028, the net population growth for the Chatham urban area is estimated at 6,345, with an additional 382 in the secondary urban area⁹. The total growth for the Chatham area between 2008 and 2028 is estimated at approximately 7,127 residents. Therefore, by 2028, the population within the Chatham service area may reach 60,309. Application of the 0.6 guideline to the service area population results in a need for approximately 36,185 sq. ft. of library space. The existing Chatham branch is 22,960 sq. ft., therefore approximately 13,225 additional sq. ft. will be required. This estimate does not take into account growth in the rural areas that are also served by the Chatham branch, nor does it account for the users from other communities who will increasingly prefer to use a Chatham branch because it is close to their place of employment or other services they use on a regular basis. The population projections may also underestimate actual growth in Chatham; however they represent the best available information.

To meet the needs of a growing population, options for providing an additional 13,000 sq. ft. of library space in the Chatham service area should be investigated by 2015. An additional 13,000 sq. ft. may actually underestimate the space requirements to serve the future Chatham service area population, for reasons described above, however the space allocation is consistent with the 0.6 sq./ft. per capita guideline applied to the population projections for the entire municipality. Based on the application of the 0.6 sq. ft./capita guideline, the population projections for the entire municipality, and the resulting library space deficit (taking into consideration about 8,000 additional sq. ft. for Community level library expansions discussed above), an expansion of approximately 13,000 sq. ft. of library space in Chatham is recommended. Section 3.3 provides further details on the nature of the investigation required to implement this recommendation.

Library Space Recommendations:

Recommendation 4: Adopt 0.6 sq. ft. per capita as a target for the future provision of library space and plan for facility expansion at selected facilities over the long term.

⁸ Background information provided by staff, ARUPLO Benchmarking Comparison, Pg. 3

⁹ See Planning Context Report, Table 2.4 on page 6.

Recommendation 5: For the planning period from 2008-2018, if feasible expand four Community level branches by 2,000 sq. ft., to provide programming space and more reading and working areas (see further discussion in section 3.3 following).

Recommendation 6: Near the middle of the planning period (by 2015), if population projections are confirmed, provide an additional 13,000 sq. ft. of library space in the Chatham service area. (See section 3.3 for more details).

3.3 FACILITY DEVELOPMENT STRATEGY

Existing Situation

As noted in the background report to this study, library trends point to the development of larger consolidated facilities that take advantage of economies of scale to provide a higher level of service, including longer operating hours and more resources. Libraries are also taking on expanded roles in their communities. In some ways, the changing design, roles and functions of the “library of the future” may be difficult to achieve in a rural/urban system with many service points. For example, customer service features such as self-check out may not be financially feasible anywhere but the Main branch. However, other facility related improvements that would allow Community-level branches to take on an expanded service role (such as expansions to accommodate meeting/presentation space, more seating and workspace) should be pursued over the planning period.

The scope of this project did not involve a detailed assessment of possible minor facility upgrades at library branches. These upgrades might include painting, carpeting, and other cosmetic improvements; internal restructuring to create improved lobby, reception areas and circulation desks; mechanical system upgrades (heating, air circulation, etc.); new shelving and improved furniture. Discussions with library staff and our inspection of the branches indicate this is not a major concern at most branches and only modest expenditures should be anticipated in the short term. Only the Bothwell library would appear to represent a major cost due to its current condition. An annual budget should be set aside for this type of minor facility improvement/maintenance, based on a review of all libraries to identify anticipated expenditures.

In addition to these minor upgrades, some facilities will face legislated improvements that could be very costly. The Accessibility for Ontarians with Disabilities Act, 2005, will ensure accessibility to all public buildings on or before January 1, 2025, by developing, implementing and enforcing accessibility standards. The *Accessible Built Environment Standards Development Committee* has been established by the Province, and this committee is currently working towards the technical standards for the built environment. When developed, these standards will outline the date and conditions of compliance for all relevant sectors. For library facilities, these standards will likely apply to entrances and all interior spaces and amenities including shelving, seating, and customer service counters. The cost of achieving full accessibility will depend on site specific considerations and will vary from one facility to another. However, even minor improvements to achieve wheelchair access could cost \$30-50,000 per branch. If full

accessibility guidelines were adopted such that shelving, aisles between shelves, and working and reading areas had to be rebuilt the size of many of the branches would have to increase substantially and the costs would be considerable. In addition to accessibility concerns, a number of these libraries are also older facilities and capital conservation costs should be anticipated. These costs will likely be prohibitive unless planned for in advance. A building assessment should be undertaken for all library branches to identify capital conservation costs based on lifecycle costing and to assess potential costs related to accessibility upgrades. This assessment should also determine an appropriate annual contribution to a reserve fund that will help in part to fund these items.

As noted in the facility hierarchy presented above, Community Level branches should include dedicated programming space and more working and reading space than is available in most of CKPL branches. Only Wallaceburg would generally conform to the space guidelines suggested in the proposed library hierarchy, although even at this branch some internal reorganization would be required to turn the current work room into programming space. A strategy should be developed to create a functional second tier of Community branches in Chatham-Kent, consistent with the proposed hierarchy. Each of the four remaining community branches should be investigated to determine whether or not a 2,000 sq. ft. expansion would be possible. The proposed expansions would accommodate program space, more seating and workspace, and additional space for an updated collection. While further investigation is required to assess the feasibility of these building expansions, they would appear possible at Tilbury and Ridgetown but may present challenges at Dresden and Blenheim. The Dresden branch is a recently renovated older building that may represent few opportunities for further expansion, however, additional investigation is required to confirm if this is the case. The Blenheim branch is part of a larger municipal building accommodating other functions. Opportunities to expand the library into other areas of this building may be limited, although they should be investigated. For the purposes of this assessment, we have assumed that the Blenheim branch will be able to secure an additional 2,000 sq. ft. within the larger building at some point in the future. The existing single storey building and site configuration at both Tilbury and Ridgetown would suggest larger branches can be achieved at both locations, although this also should be confirmed through further investigation. While population growth may not entirely justify expansion at the Ridgetown branch, from a functional and service standpoint, an expansion is warranted and is supported. If expansions at these four Community level branches are possible, priority should be placed on libraries in communities where the greatest growth-related library space deficit will occur. These are Tilbury and Blenheim.

While it is preferable that additional space be provided at each of these libraries to expand program, reading/working and collection areas, if this proves impractical the branches should be retained at their current size. The service limitations are not so significant that existing branches and branch locations should be abandoned and new facilities developed elsewhere. Consequently, if expansion at any of these branches is not possible, they can still fulfil the majority of functions of a community branch and should be retained without expansion.

The majority of future space requirements in the CKPL system will be required in Chatham. As noted above, this is not an immediate priority, despite the fact that the Chatham branch is currently under-sized to meet the service area needs and to fulfill the role as the Main branch. The space related deficiencies will increase with population growth in

the Chatham urban area, and a plan should be in place by 2015 for an expansion of library space by 13,000 sq. ft. We recommend a study be undertaken at that time to investigate all options for providing 13,000 sq. ft. of library space in Chatham. Options which should be explored include an expansion at the existing Chatham branch, development of a new, stand-alone library to replace the existing Chatham branch with a larger facility, and the possible development of a second branch for the Chatham area. While all three options should be investigated, if cost or other constraints are not prohibitive, the preference would be the expansion of the existing Chatham library.

Accommodating additional library space in Chatham will require a detailed building assessment that would involve at minimum the following activities: a review of options to add an additional storey on to the existing branch or confirmation that a 3rd floor expansion is not an option; an investigation of opportunities to acquire adjacent properties to expand the existing Chatham branch by 13,000 sq. ft; a cost benefit assessment of expansion at the existing location versus developing either a new, larger branch to replace the existing branch, or a second branch in the Chatham area, and a plan for any reorganization of internal space at the existing branch, as required, to result in fully functional areas within a redeveloped facility. This detailed investigation should be undertaken by 2015 to ensure the needs of an expanding population continue to be met.

In summary, a plan should be in place and an annual budget established to ensure that library facilities are kept up-to date and minor improvements are made. All libraries will also require upgrades to address aging building conditions and/or accessibility requirements, and as such they should undergo an assessment to determine upcoming capital conservation items and accessibility upgrades. As part of this overall assessment, opportunities to expand four community level branches by 2,000 sq. ft. should be investigated. Finally, by 2015, a study should be undertaken to investigate options for providing an additional 13,000 sq. ft. of library space in the Chatham area. The CKPL should establish a capital conservation policy and capital reserve fund to finance future improvements, expansions, and upgrades based on the results of these investigations. An annual allocation of funds is recommended.

Library Development Recommendations:

Recommendation 7: In the short term (2008-2010), a study should be undertaken to assess all Community level libraries except Wallaceburg and identify opportunities to accommodate an expansion of approx 2,000 sq. ft. to accommodate program space, more seating and workspace, and additional space for an expanded collection.

Recommendation 8: Subject to the results of the branch community library expansion study, approximately 2,000 sq. ft should be added to the Community branches in Ridgetown, Blenheim, Tilbury and Dresden. The expansions should occur as soon as practical but prior to 2015.

- Recommendation 9:** By 2015, the library should review population projections against actual growth, reconfirm growth-related space needs in the Chatham service area, and investigate options for providing 13,000 additional sq. ft. of library space in Chatham. This plan should consider all options for providing the required amount of space, including expansion at the existing branch through the addition of a 3rd storey or the purchase of adjacent properties; replacement of the Chatham branch with a new, larger library at a new location; or development of a second branch within Chatham. It should also address any internal restructuring of the existing branch, as required.
- Recommendation 10:** Based on the findings of the Chatham branch expansion study, an additional 13,000 sq. ft. of library space should be provided in the Chatham service area by 2020.
- Recommendation 11:** An annual budget should be established to undertake minor improvements and upgrades necessary to keep all libraries up-to date and in good repair.
- Recommendations 12:** The CKPL should prepare a capital conservation and accessibility assessment of all branches. This study will determine future capital conservation requirements and potential accessibility upgrades. Based on the results of this study, the CKPL should establish a capital conservation policy and capital reserve fund to finance improvements and upgrades that will be required to meet accessibility standards and to address capital conservation needs. An annual allocation of funds is recommended.

3.4 SMALL LIBRARY ROLES AND REQUIREMENTS

Existing Situation:

As was discussed in the background documents, small branches of the type provided in the CKPL system will increasingly fail to meet the needs and expectations of contemporary library users because of restricted hours of operation and very limited size (providing no capacity for reading and research; limited collections; no user amenities; no programming, etc.). Many County library systems have recently closed small branches and consolidated library services with larger full service libraries (e.g. Huron and Oxford County). Library branch reductions have also occurred in other systems that serve large geographical areas with a mix of urban-rural characteristics (e.g. Greater Sudbury). Many other systems comparable to CKPL have plans in place that will see an overall expansion of library space and the development of modern, full service facilities but will also see a reduction in the number of small branches (e.g. Kingston Frontenac; Kawartha Lakes; Essex County). As noted in our earlier reports, these developments are consistent with changes in library service and the needs of library users.

While small branches located in rural areas do not have sufficient users to justify bigger buildings with more services or expanded hours of operation, library guidelines and standards indicating minimum service requirements are increasingly pointing to the limitations of these facilities that typically are less than 1,000 sq. ft and open for less than 15 hours per week. All indications point to declining use and less relevance to the future library users. For these reasons, we believe that the small libraries in the CKPL system will increasingly be more difficult to justify based on cost and levels of use.

We recognize, however, that the community is strongly attached to these branches and to date decreasing use has not been the norm in the CKPL. A review of circulation statistics shows that for most of the small libraries, circulation has remained relatively steady over the past 5 years, and in at least one case, circulation has been increasing.¹⁰ In addition, the small branches (with the possible exception of Bothwell) are generally in good physical condition and do not represent a drain on capital resources. This will not be the case with changes in legislation, and particularly the Ontarians with Disabilities Act, but for the short term the majority of the buildings are in adequate condition and significant investments are not anticipated. This will be confirmed through the building assessment of capital conservation costs and accessibility requirements recommended in the previous section. According to the on-line survey, more than 45% of small library users walk to their local library, which is higher than for other libraries in the CKPL system, and much higher than for other studies we have undertaken in similar communities. Further, although most (85%) of respondents to the on-line survey indicated that they can travel to their nearest library within 10 minutes driving time, if the small libraries were not available, some of the residents in communities served by these branches (i.e., Bothwell, Wheatley, and to some extent Thamesville) would have to travel more than 30 minutes by car, which is beyond an acceptable driving distance according to library guidelines. For these reasons, we recommend the small branches be retained, with the understanding that they will have a restricted role and function (consistent with the library hierarchy discussed earlier) and that no expansion or enhancement of service will be supported. In addition, the CKPL should adopt specific procedures to monitor the use of and need for these facilities and a policy that clarifies their role and minimum service requirements.

The CKPL should develop a Small Library Policy to confirm its intentions with respect to the future of these facilities. This policy should, at minimum, confirm service standards based on the hierarchy recommended in this report (i.e., hours of operation, size, seating, functional spaces and computer access). It should identify a recommended role that defines these libraries as a local gateway to the CKPL system, providing in-library resources for recreation reading and lending current and popular materials. For library services beyond this role, including reference and information services, the user would have a number of options available to them: they could access these remotely via the library website, through a visit to a Community or Main branch, or have materials delivered to the local branch to be picked up when convenient.

The Small Library Policy should also establish minimum performance standards. Minimum performance standards could include such indicators as circulation, active cardholders, average in-library visits per week, proportion of

¹⁰ See Planning Context Report, Table 4.2 Pg. 34.

branch circulation made by on-line holds; operating and capital cost investments relative to various measures of use, etc. The Small Library Policy should indicate that the status of branches not achieving minimum standards on an ongoing basis would be reviewed with the intent of correcting the situation or closing branches that no longer are required to provide acceptable level of library service. While the intent is not to provide a trigger that automatically closes a branch that experiences declining use, the policy does commit the Board to reviewing these branches on a regular basis using pre-determined performance criteria. Branches experiencing declining use or not meeting minimum standards over a one year period may be provided with an opportunity to explore reasons why, and if possible reverse this trend. After a 2-3 year period however, the situation would be reviewed by the Board with the intent of closure. The policy would also clearly communicate the Board's intention of closing branches where the cost of keeping the branch open could no longer be justified based on community use.

Finally, continuing support for the small libraries must be evaluated in the context of the overall CKPL system and the Master Plan recommendations. While we support the retention of the small libraries subject to the conditions noted above, we also feel that this service should command a lower priority than many of the other recommendations in the Master Plan, including those noted the following sections in our discussion of service improvements and staffing. Consequently, the recommendation to retain these branches commands a lower priority than other recommendations and if resources are limited, service improvements that would benefit all users would take precedence over retaining the small libraries.

Small Library Recommendations:

Recommendation 13: The CKPL should retain all existing small libraries with no further expansion or upgrades except those necessary to meet minimum building standards for safety and accessibility.

Recommendation 14: Immediately, the CKPL should prepare a Small Library Policy that clarifies the role of small libraries as a gateway to the CKPL system, and focuses the collection on recreational reading and popular materials with limited, if any, resources for research, reference or programming. The policy should identify appropriate service standards, minimum facility requirements, and minimum performance standards based on accepted guidelines.

Recommendation 15: In the short term, the Library Board should formally adopt the Small Library Policy to confirm their intentions with respect to the future of the small libraries within the CKPL system. If a small library does not achieve minimum performance standards over a period of 3 years, then its situation should be reviewed by the Board and it should be considered a candidate for closure.

3.5 RESOURCE REQUIREMENTS FOR THE FACILITY DEVELOPMENT STRATEGY

The estimated resource requirements associated with the facility development strategy are outlined in Table 3.2 following. These are preliminary estimates appropriate at the Master Plan level of analysis. All costs are in 2009 dollars.

The first cost item is for a high level building assessment for all library facilities except the Chatham branch, that would a) identify opportunities to expand four Community level branches to accommodate more reading, working and program space, b) identify capital conservation requirements and accessibility upgrades for all facilities, and c) establish a plan for minor improvements and upgrades to ensure facilities are well maintained and kept up-to date. This study should be undertaken in the immediate term (2009-2010), and the estimated cost for the study is between \$35,000 and \$40,000.

The second item is the capital cost of expansion of library space at Community level branches. While further study is required, we have assumed an expansion of 2,000 sq. ft. for 4 Community level branches, assuming 3 will involve the addition of new space, and the Blenheim branch will secure 2,000 sq. ft. of space within the existing building. While there will be costs associated with the Blenheim expansion and internal redevelopment, without further information on the nature of the space it is not possible to estimate what these costs will be. The capital cost of adding new library space is estimated at \$300/sq. ft., plus contingencies, soft costs¹¹, and consulting fees @ 18%. These expansions should be undertaken in the short term as feasible and as opportunities arise. Although the cost/sq. ft. is slightly higher than would be anticipated for this level of development, it also takes into account the cost of internal restructuring that will be required as part of any building expansion.

The third item is for a detailed investigation of options to expand library space in the Chatham service area by approximately 13,000 sq. ft. to meet growth related needs. This study should be undertaken by 2015, and will identify the most feasible option for providing this additional space, as outlined in the preceding sections. The estimated cost of this study is \$70,000.

The fourth item relates to the capital cost of providing approximately 13,000 additional sq. ft. of library space in Chatham to serve future population growth, to be confirmed through the detailed study described above. A cost of \$300/sq. ft. plus contingencies is applied. It assumes that internal restructuring of existing spaces will be required if expansion is possible at the existing facility. It also assumes that construction will take place between 2018 and 2025 to meet growth related needs and as opportunities arise for adjacent property acquisition (if applicable).

¹¹ Soft costs include such things as permits, appraisal and testing fees, security, signage etc.

Finally, the fifth item represents an annual contribution to a reserve fund for library expansion projects, capital conservation items and accessibility upgrades. This amount will be determined by the two studies discussed above.

Table 3.2: Resource Requirements for the Facility Development Strategy

Cost Item	Cost Estimate (In \$2009)	Timeframe
1. Library Building Assessment: Capital Conservation and Accessibility Upgrades, Expansion Potential for Medium Libraries	\$35,000-\$40,000	2008-2010
2. Capital Cost for Expansion: 3 Community level libraries expanded by 2000 sq. ft. @ \$ 300/sq. ft. Contingency allowance @18%	\$1,800,000 <u>\$324,000</u> \$2,124,000	2010-2018
3. Expansion Study for Main Branch: Options for expansion of existing branch, cost benefit assessment of 1 replacement vs. 2 branches, options for purchasing adjacent properties.	\$70,000	2015
4. Capital Cost for Main Library Expansion: 13,000 sq. ft. @ 300/sq. ft. Contingency allowance @18%	\$3,900,000 <u>\$702,000</u> \$4,602,000	2018-2025
5. Annual Allowance to Reserve Fund: For new capital, capital conservation, accessibility upgrades	To be determined based on 2 studies not above	Ongoing

CHAPTER FOUR: PROGRAM AND SERVICE STRATEGY

The program and service strategy will position the CKPL to meet the needs and interests of current users, the next generation of users, and will help attract non-users. The key issues addressed in this section are enhancing access and increasing use through improved marketing, improved web services, adjusted hours of operation, and updated and improved collections and technologies. The program and service strategy also recommends repositioning the library in the community through strategic partnerships, community engagement and outreach, and expanded programming.

4.1 ENHANCING ACCESS AND INCREASING USE

Existing Situation

Our review of trends and best practices for public libraries shows how contemporary libraries are taking on an expanded role in their communities – as community focal points; as centres of innovation, information exchange and debate; and as multi-service providers. This is often accomplished through partnerships with a wide range of agencies. For public libraries to remain viable in the future, they must embrace these new roles and expand services that are relevant to the communities they serve. Only 53% of the general population surveyed used the CKPL or its services in the past year. Research in Ontario and elsewhere clearly indicates troubling perceptions of public library services. There is evidence to suggest that public support for libraries may be diminishing because residents do not think the library provides essential services. Further, these residents feel that libraries will be less relevant in the future, particularly as other sources of electronic information are increasingly available. However, these residents demonstrate limited awareness of new service initiatives (e.g. digital library) or new services at the local library (e.g. wireless Internet, downloadable audio books). Lack of awareness and use undermines support for the public library. Decreasing support contributes to fewer tax supported resources and less ability to serve the community. This is a disturbing trend that must be corrected by public libraries if they are to maintain their public and political support and consequently command the resources necessary to survive.

This section provides recommendations for the CKPL to improve marketing and develop key marketing tools, improve the library website, and re-align hours of operation with user needs and expectations.

Service Improvement Recommendations:

Marketing

The following recommendations address the public's relatively low level of awareness of the range of services available through the CKPL. The CKPL must also attract the non-user and engage the next generation of users. To achieve these objectives, more resources must be directed to marketing library services and programs. The development of a marketing plan is the first step in improving awareness of library products and services. The marketing plan should review the products and services of the library, identify those that are new or not well understood by the community, identify target audiences for these services and high priority audiences (teens, newcomers, etc.), and confirm the most appropriate marketing tools to reach those audiences. The marketing plan

will identify the resources required for preferred marketing materials (print or electronic newsletters; posters; website development, etc.) In large part, we anticipate the marketing products will be generated by staff at a relatively modest cost. However, the CKPL does not currently have a budget for marketing and as such we should expect additional resource requirements to support marketing.

In addition to the development of an overall marketing plan, there are a number of activities that could be undertaken in the short term to help improve awareness of library services in the community.

The first of these tools is the development of a high quality quarterly newsletter that could be distributed electronically to a list of community agencies, service organizations, and potential partner agencies, among others. The newsletter could include updates on library planning initiatives, facility improvements, key events and activities aimed at strengthening the library's role in the community, advertising upcoming programs and library activities and providing information on partnerships, making donations, bequeaths, etc. to help support the library.

Secondly, the CKPL should develop a unique logo that can be used on all marketing and promotional tools, signage, and information disseminated about the library, to identify the CKPL's "brand" to current users, potential users, and future users. The logo could combine elements of the Corporate logo (colour, images) and the library's services (books, technologies, information services, etc.).

Third, while there are currently signs in most Chatham-Kent communities pointing to the public library, these are outdated and of modest quality. The CKPL should ensure that directional signage to each library location is consistent, highly visible, located along main access routes, and includes the recommended CKPL logo. Signage at each library location should also be reviewed to ensure that it is consistent and visible.

Recommendation 16: Immediately dedicate resources to the development of a marketing plan to improve awareness of the Library and the services it offers. This plan will identify target audiences, make recommendations as to the most appropriate marketing products and tools to reach those audiences, and identify ongoing marketing resource needs.

Recommendation 17: As part of the marketing strategy, the CKPL should develop a unique logo that can be used to identify the Library on all marketing and promotional tools, signage, and information disseminated about the library.

Recommendation 18: By 2012, a review of directional signage for all branches should be undertaken to ensure that signage is highly visible, located along main access routes, and consistent. All branches should also have consistent signage with the Library's unique logo.

Recommendation 19: By 2012, the CKPL should develop a quarterly newsletter, with superior production values, that can be distributed electronically and through its branches.

Website

A library's website is often the first point of contact the library has with potential users and the first opportunity the library has to convey vital information about facilities, programs, and resources, to provide access to the range of electronic resources available, and to generally convey the opportunities for the potential user to become engaged in what the library has to offer. The Library's mandate is to provide information services to the community it serves, and the library's website can be the primary entry point to those services. For young people, and people who are employed full-time or have otherwise busy lives, the library's website will often be the preferred point of access to the full range of library services. For non-users or those who have become disenchanted with library services in the past, the website can be the place where they find out what's new, what's improved, and what the library has to offer today that it didn't provide in the past. The library website, therefore, is a vital tool for marketing, but it also provides access to the full range of electronic services the library has to offer.

The current Library website was frequently and vocally criticized by many of those interviewed for this study. Furthermore, it was often suggested that limitations could be attributed to library services being part of the municipal website. While the Library's website can maintain some consistency with the municipal website, it must go beyond simply providing information about the library to actually providing access to a number of those services available on-line and must provide a high degree of interaction with the user. Furthermore, the website should engage the user (and current non-user) with creative graphics, pictures, opportunities to leave comments, enter contests, etc. In this way, the Library's requirements may differ from those of other municipal departments but must be accommodated if the website is to play its essential role in CKPL's marketing, community engagement and service provision.

We understand steps have recently been taken to address this situation. The Library and the Municipality recognize the limitations of the current web service. To this end, the CKPL and the Municipality's Information Technology Services (ITS) department are developing a new and distinct Library portal using Sharepoint™ software. The objective is to have a portal with some consistency with the Municipality's website while allowing increased flexibility for enhanced features associated with the Library. In the re-design of the Library's website, consideration should be given to ensuring the Library's portal is more dynamic, informative, user friendly, and that in addition to information on all library facilities, programs and services, it provides access to the range of electronic resources available through the Library.¹² Consideration should also be given to making the web-site more interactive through such avenues as on-line book clubs, 'best read' blogs, 'staff picks' and reader forums. These are important features found on most library websites. We assume that they will be fully realized with the new portal now under development. If this is not possible with the current connection to the Municipality's website, alternatives should be explored to provide a state of the art website for the CKPL.

¹² As an example of a dynamic, interactive library website, see Woodstock Public Library's Website for "What's Happening", "Upcoming Events", "Popular Databases", etc.

As part of the improvement of the website, the Library should consider linked web pages for those markets or segments of the population that it is most interested in attracting. While this will be confirmed through the development of the marketing plan, community consultations reveal some priority target audiences that may warrant separate web pages (e.g. newcomers/multicultural residents, youth, and small businesses). As an example, the newcomer/multi-cultural page could list library resources, services and programs of interest, community information of relevance to newcomers, ESL classes, links to other community services such as recreation and housing, links to citizenship requirements and other government services, etc.

Recommendation 20: Continue as a high priority recent initiatives to improve the Library website. In the redevelopment of the Library's website, consideration should be given to ensuring the Library's portal is more dynamic, user friendly, informative of the full range of information services available, that it provides immediate access to electronic services available on-line, and that it is more interactive.

Recommendation 21: Develop linked web pages accessible through the main page of the Library website that are dedicated to priority target audiences, and that list library resources, services and programs that may be of interest to these audiences.

Hours of Operation

Improving the Library's hours of operation was a frequent suggestion of participants in the consultation program. Some specific comments include student concerns that "there is nothing else to do on a Sunday, we should be able to go to the library"; concerns of residents in small communities served by libraries that noted "all of the libraries in my area are closed on the same day;" and a general plea for more evening hours for those who work full time. A strategy to improve and re-align hours of operation to better meet user needs is required.

The implementation of this strategy will require further work on the part of the Library. Adjustments in hours should be tested on a trial basis before changes are made. In addition, we understand that current collective agreements may need to be reviewed and possibly renegotiated with respect to Sunday operating hours. Nonetheless, our research in Chatham-Kent indicates this is an important service improvement and Sunday hours of operation are increasingly common for all large library systems.

We suggest a phased program for restructuring hours of operation. The Chatham (Main) branch should provide Sunday hours of operation in 2009. This should be the immediate priority. However, information from the survey suggests that there is some demand for Sunday hours in the communities served by the Community-level branches. Specifically, 51% of respondents from medium sized branches felt that hours of operation should be increased, and a further 33% felt Sunday hours should be provided. This coupled with the dispersed nature of the population (and the

fact that these branches may also serve nearby hamlets with small branches) suggests Sunday hours should be investigated at Community-level branches as well. By 2011, if warranted by demand (as confirmed by increased usage at the Chatham branch), we recommend introducing Sunday hours on a trial and rotating basis at the Community-level branches. Based on this trial, Sunday operating hours should be a permanent feature at Community level libraries where demand warrants the service.

While Sunday service was the major concern with respect to hours of operation, there are two other points to address. As noted in our discussion in the Facility Strategy, hours of operation at all branches should be adjusted to conform to the levels of service available at the library. As recommended elsewhere, this will require an adjustment to operating hours at the Wallaceburg branch and potentially some of the small libraries. The final point concerns staggering hours of operation at the small branches. This was suggested as a means to maximize access to branches that operate 16 hours per week. This is a suggestion that should be investigated further as part of the service strategy.

Recommendation 22: Introduce Sunday hours of operation at the Chatham (Main) branch by 2009.

Recommendation 23: If warranted by the experience at the Chatham branch, introduce Sunday hours on a trial and rotating basis at community-level libraries by 2011. At those libraries where increased use over the trial period can justify Sunday hours, these should be continued.

Recommendation 24: Investigate staggering hours of operation for Small libraries so that not all small branches are closed on the same day. (See Facility Strategy discussion for library classifications).

4.2 IMPROVING THE COLLECTIONS AND TECHNOLOGY

Existing Situation

While the role of public libraries is changing and adapting based on the advent of the Information Age, research shows that public libraries are still all about “Books” in the minds of the public. With on-line book sellers and the popularity of the “big box” book stores, it is even more important for libraries to maintain up-to-date collections and resources to remain relevant to today’s users. The Ontario Public Libraries Guidelines, 4th Edition (2007) notes the following guideline with respect to acquisitions: *a minimum annual replacement rate in the neighbourhood of 5%*. Further, the ARUPLO guidelines for rural/urban public library systems notes that *each branch has an up-to-date collection, with a minimum of 20% of the materials purchased and published within the last five years*.

A review of comparable libraries indicates that with the exception of Kawartha Lakes, materials expenditures for Chatham-Kent (approximately \$400,000 in 2007) were between 50 to 60% of the average for the other comparable

libraries (\$754,000) As well, (with the exception of Kawartha Lakes) CKPL's material expenditures per capita are the lowest at \$3.69/capita, compared to an average expenditure of \$5.38/capita for the other comparable libraries.

Size of the collections varies by classification of library, but compared to the ARUPLO guidelines, only the Chatham, Blenheim, Thamesville and Wallaceburg branches meet the guidelines for minimum collection size for their respective category of libraries. In terms of the percentage of the collections available in non-print format, the ARUPLO guidelines recommend at least 10% of the collection in non-print formats. None of the libraries meet the recommended guideline, and only Ridgetown, (at 9%) comes close.

A common theme running through all of the consultation activities was that the collections of the library should be updated, improved and expanded. For library users, the main reason for visiting the library, as recorded on the on-line surveys, was "to borrow materials for myself" followed by "to borrow videos, DVDs, music CDs and books on tape". For respondents to the community telephone survey, the leading suggestions for ways to improve usage or the frequency of visits to the Library was 'improve or expand the collections' (books, magazines, DVDs) (12% total respondents, 18% of users, 6% of non-users). Personal interviews and focus group consultation concur with this finding. Some of the more common comments include the following: library collections are stagnant and unchanging, more up-to-date books and popular materials in general are required, and more materials are required to meet 21st century needs and interests.

Another finding of the consultation activities was that although public libraries should be at the forefront of providing up-to-date information services through technology, many participants in the consultation process felt the CKPL technology, including the computer resources and other information services was "adequate" but not necessarily "cutting edge". The perception is that the library's computers are slow and outdated and not necessarily the best available in the community. Other comments included congestion at library computers during peak times, and a perceived lack of staff knowledge about how best to serve customers interested in accessing digital information and using other available technologies. Senior Library staff also identified a number of issues related to the long term sustainability of library technology. Specifically, the Library's Internet computers are currently funded through a Provincial grant program, and there is no contingency plan for replacing this technology (approximate cost of \$100,000) if the grant funding ceased. Similarly, the Library's ILS (Integrated Library System) technology is nearing the end of its life cycle, yet funds to cover the cost of replacing this system (in the order of \$300,000), and for testing and purchasing the new innovations have not been identified.

Wireless Internet service was recently introduced at the CKPL. It is available at most branches and is currently being tested and refined to ensure it is fully functional for a January launch to users. This is of course a critical technology for all library branches and was often identified as a required improvement for the CKPL. We understand that the current initiatives will fully address this issue in 2009.

Based on the ARUPLO guidelines for the number of public access computers per capita, only the Thamesville branch meets the minimum guideline, and the remainder fall short. For most of the Community-level branches, this limitation is space dependent, as discussed in Section 3.3.

Recommendations for Improving the Collections and Technologies

Collections

To ensure that the library's collections of books, dvds, videos, periodicals, music cds, and books on cd/tape etc. are up-to-date and relevant to the community, more resources will have to be dedicated to expanding and improving the collections. The CKPL should review relevant guidelines for acquisitions and develop a plan for improving and expanding the collections over the short term. This plan should identify priority areas for improving and expanding the collections in general, and to better serve priority audiences. Examples may include: more adult non-fiction items to meet emerging areas of interest such as healthy cooking, yoga, Pilates, meditation, world religions, green living, gardening, home improvement, etc.; more student related resources based on school curriculum; expanded 'new book shelf' items such as new and emerging authors; expanded youth collections to include popular novel series, graphic novels, etc; and update periodicals to reflect emerging interests. The plan would identify resource requirements over 5 years and discuss how new materials will be distributed among the library system.

Recommendation 25: A substantial increase in the budgets available for collections is recommended. Annual increases in the order of \$75,000 for each of the next five years would allow the CKPL to approach funding common in other library systems. This is a short term strategy to correct immediate deficiencies and the minimum expenditure that should be contemplated.

Recommendation 26: The CKPL should develop a five year plan for expanding the library's collections based on additional resources for this purpose. The plan should identify new materials to meet priority audiences and emerging areas of interest, and describe how new materials will be distributed throughout the system.

Recommendation 27: By 2015, a long term collection development plan should be in place and funding for the collection should be consistent with the guidelines noted above, or others as proposed and adopted by Library Associations in Ontario.

Technology

The CKPL should not only ensure that computer resources in the library meet recognized guidelines, but that staff are equipped to assist users in accessing these resources, and that there are adequate training opportunities for users who wish to use library technologies and access information on their own. The Library should also have a plan in place to ensure the renewal and long-term sustainability of library technology. As noted above, the Library's

computer resources are currently largely funded through external sources with no security for future funding. Furthermore, there are not financial contingency plans in place or a long term strategy for the ongoing renewal and reinvestment in technology.

Recommendation 28: Beginning immediately the CKPL should expand the number of public access terminals in the Main and Community branches to meet guidelines recommended in the Facility hierarchy and extend wireless services to the Community-level branches. A plan should be developed to outline a timetable and resource requirements and this will depend in part on the timetable for expanding library space as discussed in the Facilities section of the Plan.

Recommendation 29: Beginning immediately, CKPL staff, in consultation with the Municipality's ITS Department, should develop a technology renewal strategy to ensure long-term sustainability of Library technology. This strategy will outline the timing of technology renewal based on lifecycle, and identify associated costs and phasing of expenditures.

Recommendation 30: Empower staff to embrace new/improved technologies introduced to the Library through appropriate training and development opportunities. This may involve job rotation or shared staff between the Library and the Municipality's ITS Department and enhanced training opportunities. (See further discussion in Section 5.1)

Recommendation 31: Explore opportunities to introduce social marketing tools through better use of technology (e.g. blogs, on-line book club, library user forum, etc.), as part of an overall improvement to the library's Website.

Recommendation 32: As a central feature of the Library marketing plan, educate potential users about availability and use of technologies available at and through the Library, including but not limited to electronic databases, wireless Internet access, downloadable audio books (as they come on stream), etc. Develop public programs and courses in the use of technological/web resources, to "re-brand" the Library beyond books.

Recommendation 33: Explore opportunities to enhance or improve electronic services available via the Library Website that would complement those available through all elementary and secondary school systems in Chatham-Kent. Ensure that

the CKPL's web services are available as a link through the school libraries.

4.3 REPOSITIONING THE LIBRARY IN THE COMMUNITY

Existing Situation

As described in the background report, the public library's roles are changing, and the CKPL must keep abreast of these changes to continue to be a vital service provider in the Municipality. While the value of public library services are well understood by current users, there are many residents who do not use the library (about 47% of the population had not used the library in the past year) and feel that the library's role will diminish in the future. Further, focus group consultations with local business, arts, and cultural sectors and social agencies felt the library offered 'little or no value' to them at the present time, pointing to a need for better marketing of the services the library already provides that could benefit these sectors, and perhaps better engagement of these sectors. Finally, the Library could significantly contribute to Council's strategic priorities over the next 5 years, particularly those related to supporting new businesses and new employment opportunities, supporting newcomers to the community, and strengthening the community's recreation and cultural sectors.

The recommendations in this section see the Library working with other municipal partners and initiatives that would help to strengthen its role in the community. Further, there are other sectors of the community, including arts and culture and education sectors that represent a natural fit for partnerships with the library, and resources will need to be dedicated to exploring these more fully. To ensure that the library remains relevant to existing users, the next generation of users, and can attract new users, an expanded programming role is warranted. Improved community engagement and outreach is required to reach non-users, those sectors of the community who may be unaware of services the library has to offer, and potential new users. Communication of the library's contributions and achievements is vital to the future sustainability of the library.

Repositioning the Library Recommendations:

Partnerships

While the library has developed some very successful partnerships with a number of key agencies, consultations held in support of this plan indicate there is potential for the library to extend these partnerships to other sectors. Further, we believe there are some strategic partnerships that would be of value to the library and the community, and would help the municipality achieve its larger corporate objectives. As an example, the Library might become involved as an active participant in initiatives spear-headed by other agencies – such as healthy or active living strategies prepared by Health Units; or employment and business recruitment, or small business development of the Economic Development Department. In some other communities, the public library works more closely with community colleges and universities to offer joint programs of interest to broad sectors of the community.

Most representatives of arts and cultural organizations who participated in our consultations felt that a stronger alliance between the library and local arts and cultural organizations was required, not only to benefit residents but also to improve the overall profile of the arts and cultural sector in the community and in the minds of decision makers. Some suggestions for joint initiatives between these organizations include the following:

- Joint marketing of services and programs around an arts, culture and heritage theme;
- Use of library spaces as display spaces for local artists, artifacts, or rotating exhibits of arts centres and museums;
- Book displays to promote community events and/or topics of mutual interest (i.e., Terry Fox run, displays on fall harvest/crafts, book displays to complement rotating museum or cultural centre exhibits, etc.);
- Shared programming, using agency or library facilities, allowing outreach to various sectors and resource sharing.

Local business representatives involved in our consultations were unaware of most of the services and resources of the library that could benefit them, and felt that the library could do a better job of promoting these resources by developing the appropriate tools to engage the local business community. These tools should a) identify all of the services and resources of the library that could assist small businesses, (computers and Internet access, software capabilities, on-line databases, etc.) and b) identify areas where local businesses could partner with the library to play an expanded role in their local communities. A brochure or electronic newsletter could be developed that incorporates information on appropriate contacts, partnership opportunities, library resources, etc.

While we believe there is considerable benefit to the Library and to the community from expanded partnerships with other community service providers, there are three important qualifications affecting these recommendations. First, partnerships and joint planning take a good deal of time and effort and this is not possible in any significant way for the CKPL with the existing staff complement. We have commented on staff requirements further in a subsequent section of the Plan. The second consideration is the willingness of other agencies to partner. We understand that the CKPL's attempts to engage other service providers have not always been successful. This may in part be based on the current role and perception of the Library, which may be addressed by other recommendations in this section of the Plan. However, it may also speak to the requirement to commit sufficient staff resources and time to the fostering of mutually beneficial partnerships. And finally, the third consideration is the resources that the CKPL has to bring to a potential partnership. This may also be a significant factor affecting the willingness of other agencies to partner. Any successful partnership is premised on the assumption that all partners bring something of value to the table. The CKPL is not always in a position to do this because of resource limitations (and this may also be the case for other potential partnering agencies). Adequate resources are a prerequisite to successful partnerships and may currently constrain the CKPL.

Recommendation 34: Identify and develop strategic partnerships with other municipal departments and local agencies for joint service provision in areas where

program and service priorities are complementary and will highlight the Library's contribution to broader corporate or community objectives.

Municipal Information Desks:

Chatham-Kent operates Municipal Centres at six locations (Chatham, Wallaceburg, Dresden, Blenheim, Tilbury and Ridgetown). Municipal Centres have full-time municipal staff and operate five days per week to provide a range of municipal services to residents. These operations have no connection to the Library.

In addition, the Municipality operates Municipal Information Desks (MIDs) located in the small library branches (Bothwell, Merlin, Thamesville and Wheatley). Two full-time municipal employees are committed to the MIDs, but library staff also supports this function. It is not within the scope of the Library Master Plan to comment on the current or future operation of the MIDs. We understand that in the past the Library and the Municipality's Customer Service staff have worked together to resolve issues as they arise. In discussions associated with the preparation of the Master Plan, however, a number of issues were raised and they should be explored further by the Director of Library Services and the Director of Customer Service (responsible for the MIDs). These issues were:

- The possibility that at certain times of the year for certain functions (i.e. tax payments), the MID operation entirely occupies library staff to the detriment of library services. This was a concern raised by some Library staff, however to the best of our knowledge there is no documentation of time spent on library and MID functions. Consequently, it is an issue that warrants further investigation.
- Library staff also felt that they were not always fully trained to perform all MID functions. It should be noted that different functions requiring differing levels of expertise are performed; however, most of the higher order and time consuming tasks would be directed to the Municipal Centres and/or would be performed by Customer Service rather than Library staff. Nonetheless, this is an issue that should be investigated further.
- Finally, concerns were raised concerning procedures that are in place for security, specifically with respect to handling cash at MID locations.

As noted, these issues should be investigated further by Library and Customer Service staff and actions taken to address them, as warranted.

We also note that the recent Corporate Review¹³ recommended the possible expansion of what they termed Customer Service Centres as part of a Customer and Community Access Division within the Municipality. Specifically, they suggest that the Municipality "investigate developing integrated local library/customer service staffing model and extending the services available locally". Further, they make reference in this regard to the experience in the City of Greater Sudbury and note "Sudbury has extended the idea to create integrated Municipal services/library offices with cross trained staff across the broad territory. Sudbury continues to extend the model so

¹³ Municipality of the Corporation of Chatham-Kent. Corporate Review Final Report. The Berkley Consulting Group. April 2008.

that service access is actually increasing without additional cost¹⁴. The Corporate Review consultants appear to be recommending a similar extension of this model in Chatham-Kent. This requires further consideration and clarification with respect to the library branches. In the Greater Sudbury model¹⁵ the customer service centres are comparable to the Municipal Centres not the Municipal Information Desks. All of the Customer Service Centres in Sudbury are located in libraries; there are six centres in total; they are all full service centres with extended hours of operation (hours of operation are 44-64 hours per week) and all staff are fully cross-trained (i.e. provide both library and municipal services). In most cases, the municipal service centres in Greater Sudbury were created post amalgamation by investing additional resources to expand library buildings and extend the hours of operation at former library branches. In Greater Sudbury, there are no Customer Service Centres in their small libraries – comparable to the libraries in Chatham-Kent that house the MIDs. (The small libraries in Greater Sudbury do sell dog tags and bus passes, but this is the extent of their municipal services).

This is clearly not comparable to the current situation in Chatham-Kent. The Municipal Centres in Chatham-Kent that are providing extended services comparable to Sudbury have no connection to the Library and do not use Library staff. Furthermore, unlike Greater Sudbury, when Chatham-Kent placed Municipal Information Desks into the libraries, they did not expand the size of the facilities to accommodate this additional service or extend the hours of operation – presumably because bigger building and longer hours of operation could not be supported based on the required level of library service. Cross training of staff, which resulted in significant cost economies in Greater Sudbury, has not been adopted in Chatham-Kent. While some Library staff performs MID functions, this does not occur at all locations or at all times. Finally, if both Municipal Centres and MIDs are counted, Chatham-Kent provides significantly more locations than Greater Sudbury (10 compared to 6).

It would appear that the Corporate Review is recommending that the existing Municipal Centres, which now have no connection to the library system, be joined with libraries. If this is the case, these would be community level libraries and it would be an opportunity to significantly expand existing facilities or build new combined libraries/service centres with additional space, extended services and hours of operation, cross-trained staff, and comprehensive procedures to address security, training, etc. – similar to the Greater Sudbury model. Based on the Greater Sudbury experience, this may have merit and if pursued it would have significant implications for the recommendations in the Master Plan's Facility Development Strategy. We assume that the intention of the Corporate Review was not to expand the municipal services available from the MIDs at the current small libraries. This would appear to have little benefit and would be difficult to defend on the basis of cost or service. It would also be a strategy that is not comparable to what occurred in Greater Sudbury and therefore presumably was not the intent of the recommendation in the Corporate Review. Furthermore, extending the MID function would exacerbate the concerns noted above with respect to library services at these locations and would not be in the Library's interest.

¹⁴ Ibid, page 51.

¹⁵ dmA prepared the Greater Sudbury Library Facility Needs Assessment and Facility Model (2003) and are familiar with the Service Centres in the Library. Information was updated in an interview with Mr. Ron Henderson, Director of Citizen Services, Greater Sudbury (Oct. 2008).

Recommendation 35: The Director of Library Services and the Director of Customer Service should investigate issues associated with allocation of staff time; training and security that have been identified with respect to the MIDs.

Recommendation 36: If the Municipality of Chatham-Kent wishes to investigate further the development of fully integrated Library and Municipal Centres, as suggested in the Corporate Review, the Master Plan's Facility Development Strategy should be reviewed and revised to ensure that the strategy's recommendations are consistent with this new direction.

Program Development:

The CKPL currently has a very limited role in programming. Programs that are available are limited in number and heavily focused on children. There are not staff with exclusive responsibilities for program development, particularly for markets other than children, such as adults, youth, and new Canadians, where most libraries are expanding their program delivery. CKPL does not have a budget for program support or program supplies. If funds are required to bring in a visiting author or a guest speaker, for example, these are generally secured through external sources, sponsorship or fund-raising.

Most large libraries are offering programs to reach new or priority audiences, and better engage existing users and the broader community. Many of the participants in the consultation process were interested in the library expanding their programming role. Specifically, when library users were asked what improvements the library could make, 31% indicated they would be interested in adult programming. A further 19% said "improve services and resources for teens". For the community telephone survey, interest in adult programming was generally higher for library users than non-users, although even among non-users there was some interest in attending programs. Programs with the highest levels of interest included 'computer training' (44% non user, 31% user), followed by 'author visits' (11%), and 'book clubs' (8%).

Some of the most common categories of programs being offered by public libraries today include computer instruction, author visits, and book clubs, however some libraries are also taking on an expanded programming role and offering seminars and instruction in topics such as home and garden improvement, arts, crafts, hobbies and music, and financial/investment and health and wellness. In many cases, other service providers, local businesses, and other organizations offer these programs in partnership with the library. Some examples that may represent a good fit with the Library and would be relevant to today's issues and interests include green living, 'wellness' seminars, nutrition seminars, tax planning, running an effective meeting, upgrading home computers, etc. Some programs that the library may employ to reach out to new or priority markets include ESL classes, running a home or small business, computer applications for small businesses, etc. 'Early-bird' or 'brown-bag lunch' seminar series are examples that have worked well with attracting employed participants at some other libraries¹⁶. Programs specially

¹⁶ The Ministry of Culture recently awarded four service awards to four public libraries for innovative programs. Among these are the Brock Public Library for its *Equi-Pass Program* which provides low-cost digital learning opportunities to enhance employment skills for rural residents, many of whom lack access to local learning centres and high-speed internet; The Port Hope Public

designed to attract teens will help the library to engage the next generation of users. As an example of an innovative teen-oriented program, the London Public Library recently won a service award for its *LOLLYPOP*, a program to increase the literacy and leadership skills of youth through creative expression and community building. Other programs that youth participants in the focus group sessions noted an interest in include popular author visits, creative writing series, and computer training. A scan of Canadian public libraries included the following types of programs for teens: Saturday Morning Teen Book Club, Breakaway Fiction- Creative Writing for Real Girls; Resume Writing, Cover Letter, and Interview Skills; Going to Google and Beyond, an Internet Skills Course; Good Eats- Nutrition on the Run.

As with other recommendations in this section of the report the ability to implement will be affected by staff resources. Program expansion is primarily a staff function and the CKPL will require additional staff to significantly expand programming. Another limitation is current facilities. The expansion of library space discussed earlier in this report was recommended in part to provide suitable program areas in all Community level libraries. Expanded program space will also be accommodated at the Main branch when it is enlarged. We have recommended that program space be available at all Community level libraries within 5 years and the expansion of programming at libraries will be affected by this timetable. There may be opportunities in the short term to expand programming using other community resources.

Finally, in addition to staff resources, other costs will be associated with the program expansion. These are both direct costs for program supplies and materials and indirect costs associated with specific events (such as expenses for bringing a speaker or author to the community). Currently, the CKPL has no budget allocation for programming, and would generally rely on donations or fundraising to cover these costs. While these sources of external funding should continue to be pursued (e.g. a sponsor for an author's visit), significant program expansion is not possible without a budget for program supplies and expenses. We have suggested a year one budget to be reviewed and revised as required based on the programming provided. There may be opportunities to charge a nominal fee to cover part of the expenses associated with specific programs, particularly where cost is not a barrier to participation, and where the program is considered an enhancement above a standard level of programming offered by the Library. This would require a review of policies and current practice related to fees, and is an issue that warrants further investigation as the Library expands its program offerings.

Recommendation 37: Expand programs for all residents with a particular emphasis on adult programming and programs directed at potential new users. Subject to available staff resources for this purpose, the CKPL should attempt to double its total program hours by 2012 with further expansion subject to the availability of program space as library facilities are improved.

Recommendation 38: Work with community leaders, local businesses, not-for-profit agencies, education providers (local colleges and satellite universities) and other service providers and sectors to explore opportunities for programming partnerships that represent a 'good fit' with the library.

Recommendation 39: To engage the next generation of library users, explore opportunities to develop programs of interest to teens. Work with local schools to develop programs or volunteer positions that are consistent with the secondary school curriculum and/or may allow students to work towards completion of an academic credit or a community service credit.

Community Engagement and Outreach:

According to participants in the public consultation process, the library is not 'on the radar' of the local business community, the local arts and cultural providers, and many other community organizations. They generally have a low awareness of what the library has to offer, or how they could work with the library to improve services to the local community. For the library to take on an expanded role in their communities, a strategy for community engagement and outreach is required.

Recommendation 40: Identify key community and business leaders with experience and knowledge or ability to act as Library champions. Develop a strategy to more effectively involve these community leaders in a broader range of volunteer functions, including representation on the Board, program support; marketing and communication.

Recommendation 41: Review the effectiveness of current communication methods and explore new vehicles that may be more effective in reaching non-users or sectors of the community that may be unaware of services available. Examples might include a brochure targeted to the business community, home schoolers or home-based businesses, a web page specifically designed for youth and teens, posters in other languages targeted to newcomers to the community, etc.

Documenting the Library's Benefits to the Community:

Many participants in the consultation process felt that the Library needs to be more effective at communicating its role and achievements to political leaders, community decision makers, and the general public. Elsewhere in the Master Plan we have discussed the need for improved program evaluation and performance measurement techniques for long range planning of library services. Ongoing evaluation and performance measures can point to the limitations of current services and areas in need of improvement. However, they can also communicate the benefits of the public library and the contribution it is making to a wide range of social and economic objectives in the

community. The Southern Ontario Library Service¹⁷ has published a detailed resource manual for this purpose. It outlines an approach, appropriate measures and information gathering mechanisms as well as resource requirements to prepare a "contribution" strategy.

Recommendation 42: Identify and implement a wide range of procedures for communicating the Library's accomplishments to political leaders, various community interests (such as the business community) and the general public. Identify performance measures to monitor the Library's social and economic contribution to the community and share these with community leaders and decision-makers.

Recommendation 43: Develop a "contribution strategy" using the approach and tools outlined in the SOLS Resource Manual the "Library's Contribution to Your Community".

4.4 RESOURCE REQUIREMENTS FOR THE PROGRAM AND SERVICE STRATEGY

The estimated resource requirements associated with the program and service strategy are outlined in Table 4.1 following. These are preliminary estimates appropriate at the Master Plan level of analysis. All costs are in 2009 dollars.

The majority of the costs associated with the recommendations in this section of the Master Plan are staff costs. These are activities that will largely be undertaken by CKPL staff, sometimes in connection with other Municipal staff. We have addressed staffing requirements in the next section of the Master Plan. It should be emphasized however that very few of the recommendations in this chapter of the Master Plan will be addressed unless there are additional staff resources at the CKPL.

We have not identified any staff costs associated with extended hours of operation. The Master Plan recommends a reduction in hours at some branches offset by Sunday hours of operation. The net change in hours is still to be determined. More importantly, staffing arrangements including issues associated with current collective agreements are unclear and additional investigation is needed to determine the cost implications.

In addition to staff costs, there are three major cost considerations associated with these recommendations. These are associated with marketing, collection development and program expenses.

Given the various short term initiatives outlined in the Plan, it is recommended that a consultant be retained to assist with the marketing plan. The consultant should prepare the marketing plan – including target audiences, appropriate

¹⁷ Southern Ontario Library Service and dmA Planning and Management Services. The Library's Contribution to Your Community. Second Edition. March 2007.

communication vehicles, priorities, opportunities to coordinate with other Municipal marketing approaches; recommendations concerning logo and branding etc. The marketing plan should also identify any fixed resource requirements for the production of marketing materials etc. We have provided an estimated budget for marketing materials below; however, it will be confirmed by the marketing plan. With the marketing plan in-place, and assuming additional staff is available for this purpose, implementation will fall to CKPL staff on an ongoing basis.

As noted in the earlier discussion, we have recommended an additional expenditure on materials of at least \$75,000 annually for the next five years. These costs are noted below; costs beyond the first five years are to be determined. We have recommended that Library and ITS staff develop a renewal strategy for technology. This strategy will identify cost implications and recommend phased implementation.

Finally, we have provided a budget for program supplies and expenses to support an expanded program role for the CKPL.

Table 4.1: Resource Requirements for the program and Service Strategy

Cost Item	Cost Estimate (In \$2009)	Timeframe
1. Library Marketing Plan: To be prepared as a consulting assignment; implementation to rest with CKPL staff	\$40,000	2009
2. Marketing Materials Budget: To be confirmed by marketing plan.	\$10,000 annually	2010 and following
3. Collection Development: Initial expenditure to correct immediate deficiencies. Long term requirements to be determined with a more detailed collection development strategy.	\$75,000 annually for five years	2009-2016
4. Technology Renewal Strategy: Library and ITS staff will develop a strategy for renewal and long term sustainability of Library technology. Costs to be determined as part of strategy development.	To Be Determined	To Be Determined
5. Program Supplies and Expenses: Initial budget – to be revised as required as new programs are developed.	\$10,000 annually	2010 and following

CHAPTER FIVE: MANAGEMENT AND GOVERNANCE STRATEGY

The final strategy for the future development of the CKPL addresses management and governance issues. These recommendations deal with three major topics: library staffing, governance and the Library Board, and ongoing planning and evaluation of library services. Improvements in these areas are essential to successfully implement the Master Plan. It is clear that many of the directions identified in the Master Plan will not be implemented if additional staff is not available to the CKPL. While there is additional work to be done to confirm a suggested staffing model, our analysis clearly supports the need for additional staff. In addition to more staff, ongoing renewal and professional development of CKPL staff is required. The recommendations in this section also address the important role played by the Board, under the authority of the Public Libraries Act, as the governing body of the CKPL. The role of the Board and the Library Director must be clarified and confirmed, particularly with respect to the relationship with the Municipality. Finally, a number of recommendations address the ongoing evaluation of library services and updating the Master Plan.

5.1 ENHANCED STAFFING AND PROFESSIONAL DEVELOPMENT

CKPL is understaffed. This conclusion is based on the needs identified in this study; comparisons to comparable libraries; input from staff and other key informants; and general staffing guidelines. Additional staff must be put in place immediately to support implementation of the Master Plan. While we believe there is no doubt that the CKPL is under-staffed, the scope of the Master Plan does not entail a comprehensive operational review and detailed analysis of current staff complement, job descriptions and reporting relationships. Consequently, additional analysis will be required to identify job titles and specific responsibilities for new staff positions. This will involve some re-organization of current staff and current staff responsibilities. In addition, while we have identified a number of senior positions and job responsibilities that should be put in place immediately, additional analysis is required to confirm the number of clerk and technician positions required to support these functions. This level of analysis is beyond the scope of the study.

As noted below, the general perception amongst those interviewed, including key informants and focus group participants who were not CKPL staff, was that the Library had insufficient human resources to adequately deliver a full range of required services. This is certainly the position of staff who identify a variety of job functions that are not now adequately addressed. Furthermore, these perceptions of staff limitations are borne out by our analysis of service limitations – including those addressed in Chapter Four of the Master Plan (i.e. limited programming; virtually no marketing; limited involvement in key community issues; too few partnerships, etc.). In addition, the Master Plan identifies other areas requiring more attention – including policy development, performance evaluation and long range planning. Finally, while comparisons to other library systems must always be treated with caution because of the unique characteristics of each community, our analysis clearly indicates that CKPL is poorly staffed relative to other comparable libraries. Only Kawartha Lakes among our comparables is in a worse position and this is a Library that provides limited service and is very poorly funded. However, even when the Kawartha Lakes Library is included in the analysis, CKPL is consistently below the average for most service and staffing indicators.

Existing Situation

Input from Library staff and stakeholders indicated the following issues related to staffing and staff levels at the CKPL.

- There was a general perception that there was insufficient staff to provide acceptable service. While this position was strongly stated by staff, it was shared by almost all of those interviewed.
- There was general agreement among social, cultural, and business focus group participants that the Library is an underfunded and undervalued service in the community.
- Some participants felt there was a need to update or train front line staff on the newest technologies available and the use of electronic resources, etc., so that they can better serve and direct users who have specific research or information needs.
- Many commented on the need for more emphasis in areas such as marketing, advertising and promotion, as well as customer satisfaction and customer research.
- Senior staff identified a number of functions that received insufficient attention among their current job responsibilities, including: marketing, communications and website development; staff training and development; ongoing preparation and updating of policy; research on grants and funding opportunities; preparation of service development strategies for each branch in the CKPL system; research to remain up to date with trends, the literature and new legislation that may affect the Library; school outreach, partnerships and joint programming.
- The CKPL is generally below or at the low end of the recommended range of Full Time Equivalents based on the ARUPLO¹⁸ guidelines.

Based on data extracted from the 2007 Annual Survey of Public Libraries, staffing indicators for the CKPL were contrasted to four comparable libraries (Lambton; Kawartha Lakes; Greater Sudbury; Kingston Frontenac). These are multi-branch library systems serving urban-rural areas with populations similar to Chatham-Kent. Because comparison data was taken from the Annual Survey of Public Libraries, we have a high degree of confidence that all libraries were providing accurate information and largely comparable information. In the notes that follow we have excluded Kawartha Lakes unless otherwise mentioned because on most indicators it differed from the others by a significant margin. The Kawartha Lakes Library has recently completed a master plan which highlights current deficiencies and recommends major improvements to library service¹⁹.

¹⁸ Association of Rural and Urban Public Libraries of Ontario. *Guidelines for Rural/Urban Public Library Systems*. 2005. Details are in the Planning Context and Issues background report.

¹⁹ Complete information on the comparable libraries is available in the Planning Context and Issues background report for the Master Plan.

Staffing levels and hours:

- Compared to comparable libraries, staffing expenditures are the lowest, and are only about half of what comparable libraries spent. (\$2.2M for CKPL, 4.1M average for remaining comparables)
- Numbers of full time staff, with the exception of Kawartha Lakes, are the lowest, and are less than half of those for comparable libraries (24 for CKPL, 49 average for remaining comparables)
- Total full time hours per week are less than half that of comparable libraries (840 for CKPL, 1,715 average for remaining comparables)
- Numbers of part time staff (even including Kawartha Lakes) are lowest in CKPL, and are about one third of what comparable libraries provide. (32 for CKPL, compared to 110, not including Kawartha Lakes)
- Total part time hours per week are the lowest for CKPL, and are only about 40% of comparable libraries (446 for CK, 1143 for remaining comparables)

Staffing related ratios:

- Staffing expenditures per capita are the lowest, of comparable libraries, and represent about 70% of that for comparables (\$20.36 for CKPL compared to \$29.51 for remaining comparables)
- Staffing expenditures per cardholder are the lowest of all comparable libraries, including Kawartha Lakes, and represent about 56% of the average for comparable libraries (\$39.39 for CKPL compared to \$70.55 for all comparables)
- Staffing expenditures per total square foot of library space are lowest, and represent about 80% for comparables libraries (\$44.84 for CKPL compared to \$55.60 for comparables)

Organizational structure:

We requested organizational charts from the comparable libraries. The information was not complete in all cases and we did not review job descriptions or conduct interviews with CEOs in the comparable libraries to fully investigate the roles and responsibilities of staff in various positions. This was beyond the scope of work for the Master Plan. However, even at this cursory level of analysis, the review of organizational charts indicates CKPL does not have sufficient senior staff and frequently does not have staff responsible for important functions such as marketing that are represented in the other libraries. Compared to CKPL, all comparable libraries have a second tier of coordinators or managers that includes at least 3 positions, sometimes 4 (compared to 2 in CKPL). Most have at least 1 clerk and 1 administrative assistant to provide assistance to the director or CEO. Most include 1 position dedicated to adult services, and 1 position dedicated to marketing and promotions.

- Lambton organizational structure includes 3 coordinator positions: technical services manager, branch services manager, public services manager. Reporting to technical services manager are 5 positions (unknown number of staff). Reporting to branch services manager are 5 positions. Reporting to 6 positions (including a publicity and promotions position). There is a fourth level with many pages, clerks, and assistants.

- Kawartha Lakes organizational structure includes 3 second tier positions (2 Area Supervisors, 1 Library Technical Specialist).
- Kingston Frontenac organizational structure includes 5 second tier positions (Adult Services, Children and Rural Services, System and Technical Services, Human Resources, and Facilities and Financial Services) Reporting to Adult services there are 7 positions. Reporting to Children and Rural Service there are 3 positions. Reporting to System and Technical Services there are 4 positions. Reporting to Facilities and Financial Services there are 2 positions. There is a third level with a number of clerks, assistants, pages, etc.
- We note that in the CKPL the two coordinators currently have 32 and 18 direct reports. This is a significant number and appears to exceed the levels in all of the comparable libraries.

Based on these considerations we recommend that CKPL immediately add 3 senior staff positions and additional administrative support. These four positions, discussed below, will introduce new or enhanced services identified in the Master Plan and more effectively allocate supervisory and management responsibilities among staff. However, they will require support with additional library clerks and technicians to deliver the services recommended in the Master Plan. We have not attempted to identify the number of additional clerk and technician positions required or how these might be phased into the staffing complement as services and programs are expanded. We have recommended that the Director of Library Services undertake an internal staffing review for this purpose. We note however that one of the reoccurring themes in our discussions with staff and coordinators was the challenges associated with fully staffing for current functions if individuals were off sick, away for training or when positions were vacant. The current staff complement appears to be the minimum required to support existing services with little flexibility to cover normal contingencies. This being the case, it will be extremely difficult to place added emphasis on programming; marketing and community outreach – activities strongly supported by the Master Plan – without additional staff.

An additional Library Coordinator is an immediate requirement. With three coordinators what is likely an adequate but minimum second level of management in the Library would be established. This is consistent with the experience of other similar libraries and would reduce the number of direct reports for each coordinator. We also understand that three coordinators were in place in the past in the CKPL so this would in fact involve restating a previous position at a time when the Master Plan is recommending a significant expansion in services. An additional coordinator and the reallocation of some senior job responsibilities would address a number of current limitations, including:

- More attention to staff supervision, training, mentoring and support which would be possible with fewer direct reports
- Additional policy/procedures development – this is a management responsibility but the development of policy currently lags behind the introduction of new services because there is no time for the activity. This

includes up to date policy and procedure manuals; job descriptions; and setting standards and guidelines for the CKPL to monitor service delivery.

- Research activities – similar to policy development, research commands a low priority when day to day operational functions must be attended to. Keeping up to date on new products and technologies; changing legislation; and funding opportunities demand attention on a regular basis. A wide range of legislation potentially affects the Library and while the implications of much of the workplace legislation might be interpreted and communicated via the Municipality's Human Resource Department, there are pieces of legislation that will have a direct impact on the Library (e.g. changes to the Public Library Act such as those in 2002 affecting Board appointments; Ontarians with Disabilities Act affecting access requirements for libraries; Access to Information and Privacy legislation). Similarly, while the Municipality may monitor and provide advice on general municipal infrastructure or other funding programs, there are programs specific to the library sector – such as the Library Strategic Development fund – that might best be monitored by the Library.
- Connection to Ontario Library Associations and Developments – associated with the research function is the requirement that the CKPL remain abreast of emerging developments that can support libraries throughout the Province – including initiatives being pursued by relatively new organizations such as the Federation of Ontario Public Libraries
- Collection development – this is a core function of all libraries and requires additional attention.
- Planning and Evaluation – the Master Plan's recommendations must be implemented and improved ongoing planning and service evaluation approaches adopted (discussed further below). Long range plans for the development of services at individual branches, prepared in consultation with branch staff, will allow libraries to more effectively reflect the needs of local communities.

It should be noted that to some degree all of the activities noted above are being pursued by the current Director and two Coordinators. However, our observations, supported by input from staff and the community, suggest that insufficient attention is being devoted to these activities.

We have not designated a division of responsibility among the 3 coordinators and the manner in which some of the duties of the existing coordinators will be shifted to the new position. There are a number of possibilities, but a typical model would see coordinators responsible for three broad areas – IT and Technical Services, Library Branches and Children's Services, and Circulation, Marketing and Adult Services. The appropriate division of responsibility should be reviewed and determined by the Director of Library Services.

In addition to the Coordinator position, two additional librarians should be added to the existing staff reporting to the Coordinators. There are currently 4 librarians in the CKPL system (excluding the Director and Coordinators) and this is fewer than all other comparable libraries except Kawartha Lakes. Consequently, the CKPL is not only understaffed relative to comparable library systems, it has fewer qualified librarians. These librarians are the third tier of the management structure of the Library and offer essential professional expertise in the actual delivery of library services. Additional support at this level is required to expand services in the major areas noted as limitations in

Chapter 4. These include marketing and community outreach; reference, the website and expanded access to electronic resources; and programming, particularly for under-served sectors of the population such as youth. The manner in which these responsibilities should be allocated between the two positions and the reporting relationships to the Coordinators should be determined by the Director of Library Services.

The CKPL also requires additional administrative support. Two full time administrative staff exist now, but one of these positions is designated a part time position. We recommend that the part time position continue as full time in the future. Two positions are likely required to adequately address ongoing administrative duties. However, additional staff in this role will also allow Coordinators to focus on management responsibilities and will support new service development. Currently the Coordinators are undertaking a number of tasks that would better be handled by administrative staff if time was available. These include – research on programming or promotional products that need to be purchased; arrangements for training sessions, job interviews, that involve coordinating, notifying and scheduling staff; etc.; and some office and administrative activities such as filing. The Master Plan also recommends additional marketing, programming and community outreach – including fund-raising. As these activities expand, so will administrative workloads. Some marketing materials will be produced and distributed internally; program scheduling and promotion will be more extensive; and more attention to budgeting, financial records, charitable receipts etc. will be required. Administrative staff will support these activities.

Finally, as noted above, additional clerks and technicians will need to be added to the CKPL staff complement, particularly as new or enhanced services are introduced in response to the Master Plan recommendations. Furthermore, it was frequently noted that due to staff shortages in the CKPL system, staff are often assigned duties that are not consistent with their training, skills and levels of remuneration. For example, we understand the current librarians often work the circulation desk or assume other responsibilities that are more in keeping with the job descriptions of clerks and technicians. The additional staff recommended here will allow the librarians to focus on tasks that make the best use of their expertise

We have not attempted to designate the number of positions or the job responsibilities as this is beyond the scope of the master plan. The Director of Library Services should address this as part of the overall staffing review and reorganization that will accompany the introduction of the new coordinator and librarian positions.

Recommendation 44: Provide additional management staff immediately; at minimum this should include one additional Coordinator and two Librarians.

Recommendation 45: Re-designate the current part time administrative position as full time.

Recommendation 46: Provide additional library clerks and technicians to address the major functions that are currently not receiving sufficient attention and are high priority service enhancements, particularly marketing and outreach, collection development and technical services and program development.

Recommendation 47: Conduct a detailed staffing review and reorganization to confirm revised job descriptions and reporting relationships for current and new staff when additional hires are made. This review should be prepared by the Director of Library Services.

In addition to the overall staff complement, there are a number of other issues associated with staffing that should be addressed.

The recommended new staff positions will likely result in some restructuring of job responsibilities among existing staff. This is an opportunity to review current job descriptions and possibly adopt new approaches that will support skill development and career advancement among CKPL staff. As noted above, the current Coordinators are responsible for too many direct reports to work with existing staff on career plans and identify the training and support necessary to advance within the organization. Other multi-branch library systems have used approaches such as job rotations or temporary placements to enhance the skills and capabilities of staff. These techniques have allowed the libraries to promote from within and consequently have addressed job recruitment and succession planning issues. These approaches may have merit in the CKPL and should be investigated.

Finally, the issue of resources for staff training should be addressed. Library staff currently takes advantage of a number of training opportunities including programs offered by the Municipality and those hosted by OLA and the Southern Ontario Library Service. Indeed, the most significant constraint to additional training, as reported by staff, was the ability to take time away from work. This should be addressed with the Master Plan's recommendations for additional staff.

Assuming that time is available to commit to training, additional resources will be required. There are various guidelines available concerning budgets for training and professional development and the suggested allocations of funds vary somewhat. Guidelines have been adopted in Ontario in the past and would generally suggest expenditures of 1-2% of total staff costs for larger urban library systems. A slightly larger allocation might be more appropriate in a multi-branch semi-rural system where opportunities for on-the-job training and mentoring are more restricted. We understand that existing training and professional development budgets for the CKPL are about 0.5% of total staff costs. While, as noted above, training and professional development should be tied to the needs of particular individuals and the long term requirements of the Library, and the CKPL should continue to make the best possible use of training provided by the Municipality, an annual budget should be allocated to training and professional development. We recommend that a minimum of 1% of staff costs be set aside for this purpose.

Recommendation 48: Prepare career development strategies for staff to include, as warranted, enhanced professional development and training as well as opportunities such as mentoring, job rotation and coaching.

- Recommendation 49:** Develop a staffing model that identifies required competencies and skill sets, recruitment procedures, advancement plans for each position, and staff resource requirements for all levels of libraries within the CKPL system.
- Recommendation 50:** Investigate opportunities to employ existing staff in other positions throughout the Library system or in other branches, or within other Departments in the Municipality, as training and mentoring opportunities and to facilitate succession planning.
- Recommendation 51:** Target a minimum of 1% of total staff costs as a budget of staff training.

5.2 GOVERNANCE AND THE LIBRARY BOARD

The Library Board is responsible for governance as established by the Public Libraries Act of Ontario (PLA).

In most Ontario communities the Library Board would assume overall responsibility for the management and delivery of library services in conjunction with the municipal Council who provide the majority of operating funds. The PLA requires the Board to appoint a CEO of the library who must attend all Board meetings and assume overall responsibility for the direction and operation of the library. The CEO of the library would generally be the chief librarian and would have a direct reporting relationship with the Board. In Chatham-Kent the situation is slightly different. The CEO of the Library is the Municipality's General Manager of Community Development Services, to whom the chief librarian, as Director of Library Services, reports²⁰. This arrangement was put in place at the Library's request in 1993²¹. With this arrangement, the Municipality also assumed a much greater role in a number of responsibilities such as finance, human resources, legal, IT etc. This revised arrangement cast the Library Board in more of an advisory than governance position and established senior Municipal staff, rather than the chief librarian and the Board Chair, as the principal liaison with Council.

The current arrangement integrates the Library much more closely within the municipal administration than is the case in many other communities. This undoubtedly has a number of advantages in that it formalizes lines of communication, reporting relationships and presumably promotes a close working relationship among staff. However, in Chatham-Kent it also appears to have obscured the Board's understanding of its governance role. Board members report some confusion concerning their official roles and responsibilities, specifically as they relate to essential management functions such as setting library policy and budget priorities. Some community appointed Board members appeared unclear as to the purpose and authority of the Board and consequently their role as Board

²⁰ While this is the official reporting relationship, the current chief librarian has been the acting Library CEO for a number of years. The Community Development Services position within the municipal administration is also "acting" as was until recently the CAO.

²¹ In the initial arrangement in 1992, it was the City Manager who was appointed as the Library CEO.

members. Given that Board members acknowledge some confusion concerning their role; it is not surprising that others shared this point of view. Almost all of those interviewed for this study questioned the role and purpose of the Board. Library staff not directly connected to the Board felt out of touch and suggested the Board provided little guidance and direction for library services. Many of those interviewed felt that the perspective of political representatives on the Board was more focused on their wards than the needs of the CKPL as a whole.

The role adopted by the Board in decision making and management appears more in keeping with an advisory body than a governance agent that exists by the authority of provincial legislation. Board policies exist but have not been updated in recent years and it is not clear to what extent they are used by Board members or establish an effective framework for governance consistent with the requirements of the PLA.

Due to all of these factors, the Board's governance function lacks clarity. While this confusion is understandable given the unique arrangements in Chatham-Kent, it is not a viable foundation for effective governance. If the Library Board is to have a meaningful role its function must be clarified and supporting Board policies and procedures adopted. Typically, a Board would assume a direct role in a number of management functions including:

- Strategic Planning – setting desired outcomes, core services and priorities for the Library
- Preparation and presentation of the budget to Council
- Reviewing and revising policies in conjunction with senior Library staff
- Setting direction and evaluating the performance of the Library CEO
- Communicating the value of public library services and advocating for the best possible library services

These do not appear to be functions that are fully embraced by the current Board and do not appear to accurately represent the role of the CKPL Board. As noted, this is rooted at least in part in the changes initiated by a previous Library Board in the early 1990s. However, it is time for the current Board, in conjunction with the Municipality, to clarify the Board's role and confirm operating procedures vis-à-vis the Municipality (e.g. responsibilities for preparing and presenting annual budget requests).

The CKPL should work with an outside facilitator experienced in policy governance matters and the function of library boards to (1) confirm an appropriate role for the Board (2) define core functions that the Board should perform, (3) establish an effective governance model that clarifies the role of the Board and staff, and (4) ensure that appropriate policies and procedures are in place to support Board governance at the CKPL. This is an immediate requirement and should be acted on as soon as possible.

Recommendation 52: Work with an outside facilitator experienced in policy governance matters and the function of library boards to (1) confirm an appropriate role for the Board (2) define core functions that the Board should perform, (3) establish an effective governance model that clarifies the role of the Board and staff, and (4) ensure that appropriate policies and procedures are in place to support Board governance at the CKPL.

The role and future function of the Board is closely associated with the designation of the Library CEO. The current arrangement whereby the General Manager of Community Development Services acts as the Library CEO should be reviewed. While there is clearly a need for direct lines of communication between senior municipal administrative staff and the Library CEO, there is no apparent advantage to having anyone other than the chief librarian (the current Director of Library Services) in this position. The Public Library Act designates a number of responsibilities to the CEO, including attendance at all Board meetings and overall supervision of library operations and these functions are best performed by the individual directly responsible for the Library. Further, this is currently the situation in Chatham-Kent where we understand that Director of Library Services has been the acting CEO of the Library, performing all responsibilities associated with the position, for a number of years. This would also be the customary arrangement in most Ontario library systems. While recognizing the advantages of a close and coordinated working relationship with the municipal administration and senior municipal staff, this would appear to be possible with the chief librarian acting as the Library CEO.

Recommendation 53: Review the current arrangement and consider having the Director of Library Services, rather than the General Manager of Community Development Services, act as the Library CEO.

5.3 RESEARCH, PLANNING AND PERFORMANCE MEASUREMENT

Existing Situation

The environment within which libraries provide service in Ontario is rapidly changing and improvements and innovations need to be introduced on a regular basis to keep pace with this change. Social, cultural and economic changes are affecting all service providers in Ontario and will continue to have an impact on library services in Chatham-Kent over the life of this plan, and beyond. To complement the facility, program, and service recommendations in the previous sections, the CKPL must keep abreast of the changes occurring within the library field specifically and more generally within the social and cultural environment of Ontario municipalities. This will require ongoing planning, review and evaluation, as well as continuous research to remain in touch with community needs, best practices and library service trends.

We have recommended an annual review of the Master Plan and a five year update. The annual review should be a formal session with the Board and senior staff devoted to an evaluation of the plan's implementation. Recommendations that have not been acted upon should be reviewed for their continued applicability. If still valid,

reasons for not implementing should be identified and a revised approach (if necessary) and timetable determined. The five year update should be a limited review focused on key issues and concerns. Assuming that the CKPL adopts the recommendations noted here for ongoing planning and evaluation, it should not be necessary to redo a master plan with the broad scope of this study every five years. Instead, major issues that have emerged or needs that were not anticipated in 2008 and have not been fully addressed would be the focus of the update. We have suggested a consulting budget for this 5 year update.

The Master Plan will be most useful if the CKPL incorporates it into annual operational plans. Future capital and operating budgets should be tied to Master Plan recommendations. Annual performance measures and the Library's contribution strategy should also be used to evaluate progress in meeting Master Plan objectives. Ideally, these would be assigned to specific staff who would assume responsibility for implementation guided by approved timelines and available resources. To the extent possible, these annual operational plans and performance measure adopted for monitoring the plan's implementation should be mirror procedures adopted by the Municipality for similar purposes in other parts of the municipal administration.

Recommendation 54: Commit resources to ongoing research activities that identify best practices for library services and, where feasible, implement those most suited to Chatham-Kent's system of libraries.

Recommendation 55: Commit resources to and develop tools for continually investigating community needs, interests and satisfaction with library services. In this regard, investigate opportunities to utilize LibSat™ system (customer satisfaction management system, including on-line surveys and customized reporting) to continually evaluate user satisfaction with library services.

Recommendation 56: Investigate opportunities to make better use of the library's Website to investigate community opinions, needs and perceptions of the Library.

Recommendation 57: Investigate interest in a Youth Advisory Committee to provide input on key areas of service of interest to pre-teens and teens.

Recommendation 58: Identify and implement procedures for ensuring Master Plan recommendations are linked to annual business planning processes.

Recommendation 59: Conduct an annual Master Plan review to record progress on implementation, and identify barriers to implementation. Adopt procedures to ensure that the Library Board is involved in an annual Master Plan review meeting. Update the Master Plan every five years.

Recommendation 60: Identify performance measures and protocols for tracking and reviewing Library performance (e.g. relative to circulation, membership, program participation, etc.) In this regard, investigate opportunities to incorporate the LibPAS™ (Library Performance Measurement System, incorporating performance indicators and performance tracking²²) system at the CKPL.

5.4 POLICIES/STANDARDS/GUIDELINES

The CKPL should regularly review and update policies that govern library service delivery and planning. A number of recommendations in this report suggest new policies or guidelines for the CKPL and these should be officially adopted. These include: a facility planning standard of 0.6 sq. ft. per capita; a recommended facility hierarchy; a capital conservation policy; and the small branch library policy. We have also suggested guidelines for the renewal of the collection that could be included in an overall Collection Development policy. The results of the recommended governance review may suggest new or revised policies for the Board.

Recommendation 61: The CKPL should adopt policies and guidelines as recommended in the Master Plan and should regularly review and update these and other Library policies.

²² See <http://www.countingopinions.com/products/libpas.php>

5.5 RESOURCE REQUIREMENTS FOR THE MANAGEMENT AND GOVERNANCE STRATEGY

The estimated resource requirements associated with the management and governance strategy are outlined in Table 5.1 following. These are preliminary estimates appropriate at the Master Plan level of analysis. All costs are in 2009 dollars.

Table 5.1: Resource Requirements for the Management and Governance Strategy

Cost Item	Cost Estimate (In \$2009)	Timeframe
1. Supervisory and Administrative Staff: Costs associated with new staff positions (assumes 1 coordinator, 2 librarians and 0.5 administrative support)	\$220,000	2009
2. Staffing – Technician and Clerk: Additional positions to support expanded and enhanced library service as recommended in the Master Plan	To be Determined	Phased in with new service developments – 2010-2012
2. Professional Development and Training: A minimum budget of 1% of staff costs is recommended for staff training and professional development.	To be Determined	2010 and following
3. Governance Review: Work with an outside facilitator.	\$20,000	2009
4. Ongoing Research and Planning: These are largely staff costs and are therefore included in the additional cost for staff resources. An annual budget of \$2,500 is recommended to support research and planning activities (e.g. occasional training; purchase of software; subscriptions, etc.)	\$2,500 annually	2009 and following
5. Five Year Update of the Master Plan:	\$30,000	2015