



For Public Comment

Strategic Plan

DRAFT Report - October, 2009

Prepared by:

Libraries in Transition, A.F. Church & Associates and Monteith Brown Planning Consultants



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Section 1: Introduction

For 2009 to 2014, the Windsor Public Library will build an environment that sustains its strengths and redirects and grows its resources in response to changing information needs and increasing expectations. This will enable and empower the Library to fulfill its mission and vision of *Universal Access to the Universe of Ideas*.

Based on the data gathered and analyzed from the consultations, survey and meetings, from operational observations and comparative library reviews, it is the Consulting Team's belief that the Library should direct some of its attention inward to build and strengthen its base and infrastructure upon which to grow its services.

The Plan proposes four Strategic Directions.

Strategic Direction 1: Adopt a strong, forward-looking governance model and management framework.

- ⇒ Review and revise the current model of governance and interaction that respects its legislative obligations, its staff and works towards a more collaborative relationship with City departments.
- ⇒ Rebuild the Library administrative framework in order to sustain current operations, implement new strategic directions and create organizational stability.
- ⇒ Adopt policies that endorse standards/benchmarks for funding, collection development and services.
- ⇒ Initiate a Master Plan for a future Library facility model.

Strategic Direction 2: Review, redirect and focus current services and resources towards both sustainability and strategic growth.

- ⇒ Initiate a collection development/processes and responsiveness study.
- ⇒ Review sustainability and strategic importance of current partnerships.
- ⇒ Develop mechanisms to effectively measure the value of current and future partnerships.
- ⇒ Exploit technology fully to improve internal efficiencies, to develop and deliver exceptional library products and services, and where possible, realize some further cost containment and savings.

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Strategic Direction 3: Reinforce its service development model that will enable the Library to move and respond quickly to changing community-driven priorities and demographic patterns.

- ⇒ Augment staff training in community development skills, computer training and public instruction for the use of technologies.
- ⇒ Align select service priorities to those reflected in City plans and demographic trends.
- ⇒ Research, prepare, coordinate and implement detailed service and collection plans that focus on the following priority communities, for the next five years:
 - Older adults
 - Youth
 - Disadvantaged communities such as the unemployed and the homeless.

Strategic Direction 4: Create and launch a dynamic marketing strategy that prioritizes key community groups and that maximizes uptake of services by the Library's core clientele.

- ⇒ Market library services to the community
 - Older adults
 - Youth
 - Disadvantaged communities such as the unemployed and the homeless
 - Core clientele.

1.1 Overview

The Consulting Team of *Libraries in Transition*, A.F. Church & Associates and Monteith Brown Planning Consultants was contracted to develop an innovative and fiscally responsible Strategic Plan for the future direction of the Windsor Public Library, from 2009 to 2014.

The goal of the project is to research, develop, design and produce a fiscally responsible Strategic Plan including Library services and programs, and the underlying technological and facility infrastructure. The Library Strategic Plan will provide the Windsor Public Library with:

- A clear understanding of future library service, program and facility needs;
- A vision of future library services and facilities for the next 5 years, tied to the vision of both the City and the Library Board; and
- Practical, actionable plans and strategies to achieve them.

Introduction

The study is citywide in scope and includes an overview of Library facilities, programs and services. The final Plan has a five-year planning horizon, with a twenty-five year outlook, that will guide the Library until 2014. This Plan utilizes 2006 Census data published by Statistics Canada.

1.2 Recommendations

This section outlines the major recommendations of the Strategic Plan.

Facilities

Recommendation

Undertake structural and functional building condition audits on the Windsor Public Library's older branch library buildings to identify required capital improvements, including those that would improve compliance with accessibility guidelines. This assessment will provide guidance regarding short-term capital expenditures and facilities that will require strategic assessments over the longer term.

Recommendation

Given the slow short-term growth forecasted for the City, no new library service points are recommended over the next 5 years.

Recommendation

Within the next 3 years, evaluate the benefit of consolidating the Remington Park and South Walkerville branch libraries at one new branch, centrally located in these neighbourhoods.

Recommendation

Embrace green initiatives through materials, facilities, programs, and services by reducing paper-based materials as it increases electronic materials; by conducting an energy audit on all facilities by 2011; and by implementing energy efficiencies for all future renovations.

Recommendation

Ensure the website design, all facilities and staff training fully meet accessibility requirements set by legislation, building on current excellent progress of providing all types of accessibility to the Library and its resources.

Collections

Recommendation

Undertake a collections policy and procedures review, to align collections with strategic directions.

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Recommendation

Adopt a 'Collections as One' philosophy and embark on a marketing campaign to inform users about the concept of access to the whole of the collection system-wide.

Partnerships

Recommendation

Develop an evaluation mechanism to determine the most strategic partnerships for the Library, based on resources required to maintain and grow the partnerships, benefits of the partnerships to the Library and the duration of the partnership.

Recommendation

Prioritize new partnerships by strategic themes and sectors.

Promotion, awareness and marketing

Recommendation

Ensure that all Library marketing and promotion materials issued to the public have a common look and feel, to promote 'brand' awareness.

Recommendation

Maximize use of the Library's electronic platform, its website, to promote programs and services, and to reach various segments of the community.

Recommendation

Use the Library's partnerships in the community to leverage the Library's awareness and promotion, such as private sector sponsored screen savers and library cards.

Recommendation

Target new marketing initiatives and partnerships toward the approved strategic priorities for the life of the Strategic Plan.

Section 2: Planning Context

2.1 City of Windsor

Current Population

Windsor's existing population totals 216,473 (2006 Census), an increase of over 7,000 persons since the 2001 Census. This is equivalent to a 3.5% growth, less than the provincial average of 6.6%. A breakdown of Windsor's population by age cohort indicates that age proportions are generally in keeping with the provincial average. The proportion of adults aged 20 to 34 (child-bearing years) is slightly higher in Windsor.

Table 1: City of Windsor Population by Age Cohort

	Windsor Population		Provincial Population
	#	%	%
0 to 9 years	25,780	12%	11%
10 to 19 years	27,560	13%	14%
20 to 34 years	46,805	22%	19%
35 to 49 years	48,825	23%	24%
50 to 64 years	36,495	17%	18%
65 years and over	31,015	14%	14%
Total	216,473	100%	100%

Source: Statistics Canada, 2006 Census of Population; excludes undercount. Totals may not add up due to rounding.

The City of Windsor has an average household size of 2.4 persons per household, slightly lower than the provincial average of 2.6 persons per household. Approximately 67% of the dwellings in Windsor are owned, meaning there is a slightly higher proportion of renters in Windsor compared to the Province of Ontario (71%). The housing stock is also older than the provincial average, with 22% of Windsor's dwellings constructed between 1986 and 2006 (compared to 33% across Ontario).

As of 2006, 30% of Windsor residents were born in a country other than Canada, compared to the provincial average of 28%. Similarly, the City also has a slightly higher percentage of foreign language speakers, with 16% of residents that speak a language other than English or French

Planning Context

most often at home (the provincial average is 15%). The City's cultural diversity may have an impact on the demand for certain types of library materials or programs.

Windsor's median household income in 2005 is significantly lower than the provincial average (\$50,884 as compared to \$60,455 respectively, for all private households). Windsor's unemployment rate is relatively high, with nearly 10% of those in the labour force unemployed (as compared to Ontario's rate of 6%; as of May 2006). Windsor has been particularly affected by the recent economic downturn and as of July 2009, the Windsor CMA had an unemployment rate of 16.0%, compared to the Ontario rate of 9.3%.

Similarly, Windsor has a higher percentage of residents (14%) who are considered to be "low income" (after tax, in 2005) as compared to the provincial average of 11%. The lower than average income level suggests that residents may have a greater need for affordable services. Forty-six percent of Windsor's residents have post-secondary certificates, diplomas or degrees, a lower proportion than the Ontario average of 51%.

Projected Population

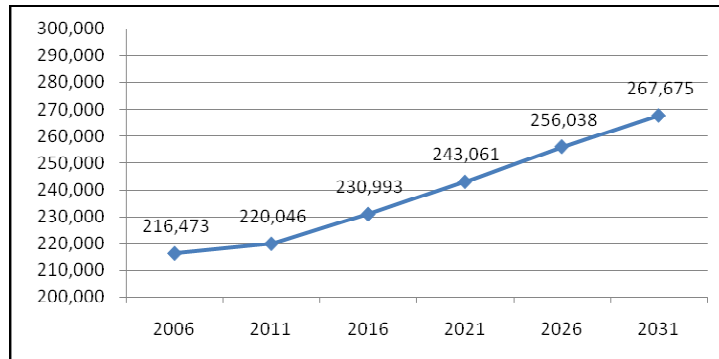
Lapointe Consulting Inc. developed population projections in January 2008 for the City of Windsor Planning Department¹. Three sets of potential population projections were created (low, reference, and high projections); the City has chosen to utilize the 'reference scenario' projections. It bears noting that the current economic crisis is having unprecedented effects on the area and any forecast of population growth is speculative and could be affected by any number of factors.

By 2031, it is estimated that the Windsor population will increase by over 51,000 residents, or 24%. It is estimated that the annual growth rate will slow to 0.33% over the time span between 2006 and 2011, but will increase to approximately 1% annually after 2011.

¹ *Windsor-Essex and City of Windsor Population and Housing Projections: 2006-2031 and Affordable Housing Targets.*

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Figure 1: Projection Population Growth for Windsor, 2006 to 2031



Source: Statistics Canada, 2006 Census of Population, Lapointe Consulting 2008; excludes undercount.

Table 2: Projected Population Growth for Windsor by Age Cohort, 2006 to 2031

							Total Change	
	2006	2011	2016	2021	2026	2031	#	%
0 to 9 years	25,780	25,837	27,253	28,032	28,672	29,342	3,562	14%
10 to 19 years	27,560	26,890	27,583	29,369	31,316	32,232	4,672	17%
20 to 34 years	46,805	44,983	46,392	47,064	49,497	51,816	5,011	11%
35 to 49 years	48,825	49,072	49,198	51,769	53,232	55,336	6,511	13%
50 to 64 years	36,495	41,533	45,568	47,766	49,330	49,787	13,292	36%
65+ years	31,015	31,731	34,999	39,061	43,991	49,162	18,147	59%
Total	216,473	220,046	230,993	243,061	256,038	267,675	51,202	24%

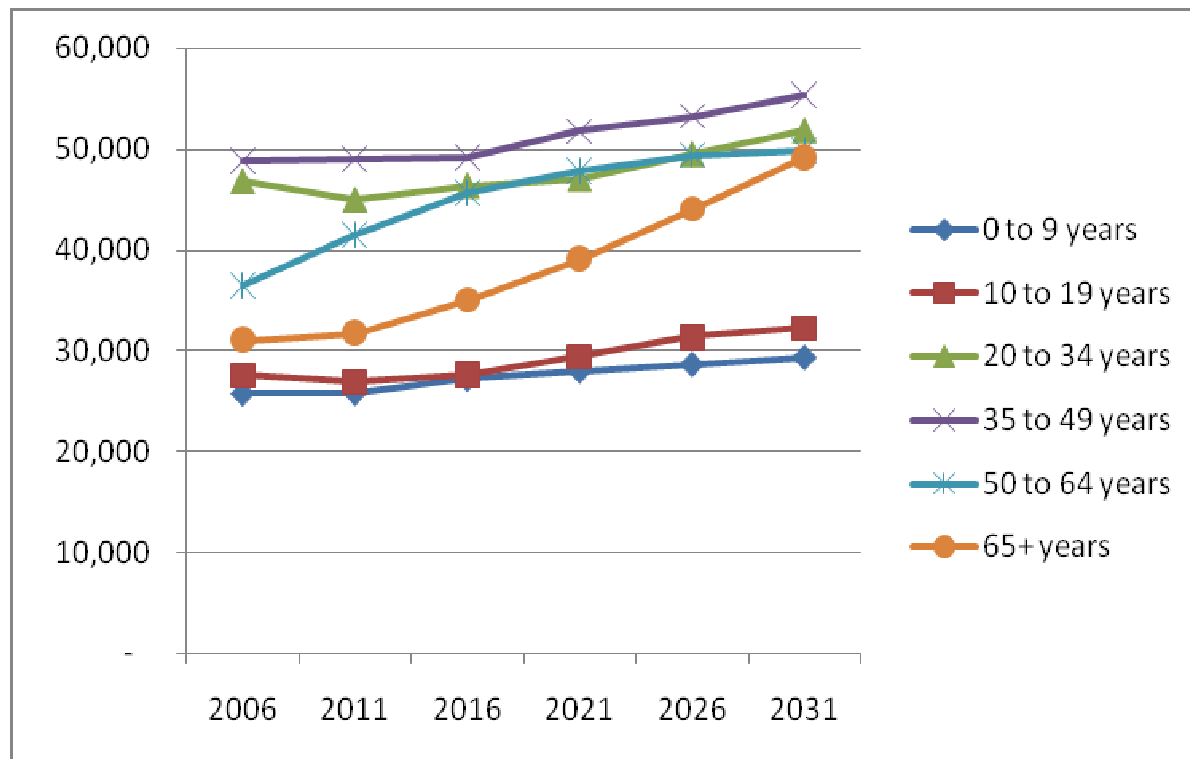
Source: Statistics Canada, 2006 Census of Population, Lapointe Consulting 2008; excludes undercount.

The majority of the City's population growth is forecasted to take place in the 65 years and older age cohort, with a 59% increase (an additional 18,000 individuals) in this group. The 50 to 64 years age cohort is also projected to witness significant growth, with the addition of over 13,000 individuals, or an increase of 36%. Those being said, growth is anticipated in all age groups.

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Proportionally, the 35 to 49 years age cohort and the 20 to 34 years age cohort will continue to be the largest population groups, despite a 3% decrease in the proportion of 20 to 34 year olds. The population proportion of children and youth will remain relatively stable, while older adults and seniors will increase in proportion, with an especially large increase in the 65 and older age group.

Figure 2: Projection Population Growth for Windsor, 2006 to 2031



Source: Statistics Canada, 2006 Census of Population, Lapointe Consulting 2008

Planning Context

It should be noted that given the recent economic downturn, and the subsequent decline in the automotive industry in Windsor, the population projections might no longer provide an accurate prediction. Job losses may have a very negative impact on the population of Windsor, but the actual figures will not be available until the 2011 Census is conducted.

Demographics by Planning District

The City of Windsor is divided into 20 Planning Districts (PD), each comprised of populations between a few hundred to more than twenty thousand. The smallest districts include the Ojibway PD (with 174 residents) and Walker Farm PD (with 247 residents). The largest districts include East Windsor PD (with 21,509 residents) and Riverside PD (with 22,250 residents).

The two planning districts with the smallest populations also have some of the City's lowest population densities per square kilometre (26 persons/square kilometre for Ojibway PD and 68 persons/square kilometre for Walker Farm PD). The City's highest population densities (over 3,000 per square kilometre) include City Centre, South Central, and Walkerville; are all located in the built-up urban/downtown area close to the Detroit River.

Five geographic areas within the City have Secondary Plans in place, indicating future population growth potential. These areas are primarily located on Windsor's geographic boundaries, and include Malden, South Cameron, Roseland, Forest Glade, and East Riverside. The anticipated residential growth in these locations may create increased demand for access to public facilities such as libraries.

Planning Context

Table 3: City of Windsor Planning District Demographics, 2006

City of Windsor Planning District	Total Population	Population Density (per square km)	Home Language (% English)	Proportion of Children & Youth (0-19 yrs)	Proportion of Seniors (65+ yrs)
City Centre	10,438	4,967	65%	18%	19%
Devonshire	8,684	1,336	79%	31%	8%
East Riverside	10,480	1,325	82%	25%	14%
East Windsor	21,509	2,617	87%	24%	15%
Fountainbleu	12,335	2,032	86%	24%	17%
Forest Glade	18,404	1,554	72%	27%	10%
Malden	2,011	244	80%	23%	15%
Ojibway	174	26	76%	16%	20%
Remington Park	5,689	1,114	78%	27%	13%
Riverside	22,250	2,986	90%	21%	18%
Roseland	17,310	1,730	79%	29%	15%
Sandwich	11,865	1,750	80%	27%	13%
Sandwich South	902	35	89%	23%	14%
South Cameron	8,280	1,606	63%	31%	12%
South Central	9,422	3,044	79%	20%	13%
South Walkerville	6,560	1,737	91%	23%	15%
South Windsor	17,459	2,035	81%	25%	18%
University	12,675	2,502	82%	21%	14%
Walker Farm	247	68	91%	16%	24%
Walkerville	19,770	3,881	81%	25%	12%
City Total/Average	216,473	1,474	81%	25%	14%

Source: Statistics Canada, 2006 Census of Population, City of Windsor Demographics Report by Planning District, 2008.

Total may not add up due to rounding.

Planning Context

Another indication of potential demand for library facilities or materials is linked to the demographic profile of each planning district, especially in terms of English-language speakers, proportion of children and youth, and proportion of seniors.

The 2006 Census identified the proportion of residents who indicated that English was the primary language spoken in the home. This information can help to determine the proportion of the population who may not be as comfortable using English, and may subsequently require library materials or programs that focus more on their specific language needs. In the City of Windsor, the planning districts with the lowest proportion of residents who speak English at home include South Cameron (63%), City Centre (65%) and Forest Glade (72%).

The proportion of children and youth (aged 0 to 19 years) is lower in both the smallest planning districts and the more urban planning districts. The Ojibway PD and Walker Farm PD (each with 16%), City Centre PD (18%), and South Central PD (20%) have the lowest proportions of children and youth. The highest proportion of children and youth are located in the Devonshire PD (31%), South Cameron (31%), and Roseland PD (29%). Those districts with a higher than average proportion of children and youth will need library facilities with appropriate age-specific programs, materials and facilities.

Seniors (65 years and older) is another important demographic cohort for the Library to consider. The planning districts with the lowest proportion of seniors include Devonshire PD (8%) and Forest Glade PD (10%), while the highest proportion of seniors reside in the City Centre PD (19%), Ojibway PD (20%) and Walker Farm PD (24%). The specific interests and needs of seniors (such as accessibility, materials and programs) are an important consideration in library planning, especially in those districts with a high proportion of seniors.

2.2 Environment of Public Libraries in 2009

For over 200 years public libraries have adapted to the changing world environment. Over the last decade more changes have been made than in any other preceding period. In part driven by technology, libraries provide optimal access and delivery of library services. Customer services are designed to be responsive to all community groups, whether to children, youth, older adults, new Canadians or those marginalized through disability or circumstances.

Consistently libraries respond well to economic downturns. Generally, public libraries experience a dramatic increase in usage in hard economic times. The 1987 and 2001 recessions saw similar jumps in usage.

Public libraries can provide an escape from the depressing economic news. They provide free Internet; help the public to access government services (at all levels); to search and apply for jobs (many applications are now only online); to learn new skills and attend free programs on managing investments, budgeting, and career planning. The public library provides resources for small businesses as well as entertainment for the whole family (books, DVDs, CDs, story times, gaming, and movie nights). Many libraries provide English as a second language instruction, literacy workshops and volunteering information sessions.

Planning Context

Professional library literature is also documenting the adverse effects of the economy on library organizations and resources. Library collections, a library's key community resource, are feeling the effects of the unsettled economy, as are programs.

How severe is the economic downturn? Severe enough that the *Library Journal*¹ annual book-buying survey of public libraries' circulation data recorded the biggest leap in circulation since the survey was launched in 1999. Historically, circulation goes up when the economy flounders and this year's 5.16% increase overall suggests just how many people are saving pennies by borrowing materials instead of buying them. While the *Library Journal* survey is for the most part a reflection of American public libraries, these trends are consistent with what many Canadian libraries are currently experiencing.

What is more alarming about this trend is the degree by which circulation changed. The number of survey respondents posting circulation increases jumped more than 25% over last year, and nearly double those reporting increases in 2000.

How important will libraries be to our struggling economies?

Coincidental to the difficult times is the election of President Obama, who has specifically mentioned libraries as a key piece in providing his country with the tools it needs to help rebuild the economy. Part of his stimulus package looks to "refurbish the nation's classrooms and labs and libraries so our kids can compete."

Canada's economy, like all countries, has and will be dramatically affected by the events in the United States. Our citizens are looking at the economy and rethinking their current finances and day to day living habits.

In Canada, the Director of Calgary Public Library attributes 2008's record-high spike in book, CD and DVD borrowing to an increasingly dire economy and suggests 2009 will get even busier as people flock to their local branch to escape tough times.

*"Libraries across North America are recession sanctuaries," says library director Gerry Meek. "They provide a valuable service to a community. And the only entrance requirement is interest."*²

In 2008 Calgary's libraries loaned 15.4 million books, CDs and DVDs an increase of 1.1 million over 2007. Meek says the reasons go beyond cash-crunched Calgarians looking to save money by borrowing rather than buying. People come to use the computer, check out how-to books, conduct job searches and access free programs for children and adults.

"Our experience is that the numbers go up in good times and boom times, but they go even higher during tough times". People begin to rediscover various ways that we can assist individuals."

¹ *Library Journal*, February 15, 2009.

² Gerry Meek. Interview with CTV News, January 31, 2009.

Planning Context

In the London (Ontario) Public Library¹, overall attendance at city libraries reached 3.48 million people in 2008, up from 2.91 million in 2007. The jump in traffic on the library's website was more dramatic. In 2007, there were 1.79 million visits to the library website, volume that soared by 79 percent to 3.27 million in 2008. With what was a looming economic threat last year now a full-blown recession, another big jump in 2009 is forecast.

"The cash-strapped will access a public library's books, databases, DVDs, magazines and newspapers, rather than buying or renting them. Readers with secure jobs don't mind spending \$40 or \$50 for a book, but if they're worried they'll be laid off they're reluctant to shell out that kind of money. That's when they'll head for the library."

[Susan Hubbard Krimmer, CEO]

Closer to home, a national TV broadcast included an interview with Windsor Library's Acting CEO, Jean Foster, who spoke to the increasing demand for libraries and the noticeable rise in onsite usage of the Library. Behind her were shots of empty bookshelves in high demand collection areas. Windsor Public Library's circulation saw an almost 20% leap in circulation during the last year.

While access to collections is critical in job seeking, most libraries report significant increase in computer usage. Not only does computer access provide individuals an opportunity to job seek, computers are important vehicles for citizens to solicit specific help from the government. Many libraries are aiding their local unemployment offices by helping people file for unemployment through the public computers. The demand for computer access has become so overwhelming in some libraries that they have had to reconfigure their floor arrangements to accommodate users.

¹Matyas, Joe. "Library a recession buster" in *London Free Press*, February 3, 2009. Available at www.londonfreepress.com.

Planning Context

2.3 Trends in Public Libraries

An extensive review of the international literature in regard to public libraries provides a wide range of interesting trends demonstrated by a selection of interesting and innovative projects.

2.3.1 “Information My Way” through Technology

Public libraries, like most community entities, have benefited immensely through the adoption and incorporation of technology in all aspects of their operations. While some believe that libraries will be replaced by Internet technologies, in truth public libraries are thriving because of the addition of a wide range of products and services emanating from information technology.

Integrated Library Catalogue Systems

The pervasiveness and flexibility of personal technology and today's faster paced life have created an expectation that all products and services must respond directly to the needs of the individual. Powerful Integrated Library Systems (ILS) and their 24/7 environments respond positively to these expectations. Some public library surveys report that one of the most popular services offered by the library is access 24/7 to the library catalogue and attendant services. Many users find that access to the catalogue, hold placements and pick up from different locations are the most customer-friendly services the library can offer.

Today's online library catalogues interface with other public technologies, permit the seamless transfer of 'just in time' and interactive information and banks of digitized information resources. Systems are also not restricted to print or print to digitized formats.

Information Delivery Formats

Information responds, behaves and has more value in certain formats than in others. Few people would want to track the stock market using a book, whereas doing definitive historical research requires much more than the Internet.

Some items may need to be available in more than one format in order to respond to the needs of different users, all of which has budget and service delivery implications. For example, an aging population has come to rely on large print for items that other community members can read in standard print. Audio and video media appeal to many users for a variety of reasons. Commuters use audio and digitized formats more frequently now. New Canadians may benefit from English as a second language and literacy-based information, but may find video and audio formats more relevant when learning about culture and language.

As a result of changing community and information needs, libraries are faced with the explosion of information formats, requiring a re-evaluation of information acquisition practices, storage, usage and delivery.

Planning Context

What, then, is the role of the public library in reference assistance and instruction, and helping their clientele access and use all this information? The “just in time” mindset means libraries must look to provide reference services virtually 24/7. Some college libraries provide 24/7 service now and the public library will be expected to adopt the same approach. It requires librarians to blend resources of all formats together, sift and sort and generate useable answers for the user. Guiding and instructing the patron in the use of reference materials “live” through instant messaging (IM) will also be part of this process.

If libraries doubt the future of multiple formats and the importance of new social technologies, they need only look at the youth/teen population and its use of information. For today’s teens, most day-to-day information needs to be available “in their hands”, via an iPod, MP3 player and or other devices. Although many teens still read and use print resources as evidenced in the readership of graphic novels, print format appears to have less value in their lives. Where telephones were the primary method of voice communication a very few years ago, social networking through handheld devices that pull information in many formats and from all parts of the world now predominates.

Gaming

Gaming is a popular use of technology in libraries for youth and many adults. In fact, the average age of the gamer is 33 and rising, and an estimated 80% of the population under age 34 has played a video game. Some libraries are experimenting with increasing gaming opportunities, including regularly scheduled gaming tournaments. For example, Toronto Public Library received a donation of gaming equipment from Microsoft Canada earlier this year. There are several examples of Ontario public libraries (e.g. Oshawa, Clarington) that provide Guitar Hero tournaments for teens. Wii® bowling has also been introduced for seniors and those with physical limitations. Virtual book clubs are also becoming popular for teens.

Library 2.0

Library 2.0, the application of Web 2.0 strategies to library applications, services and resources, is a dynamic collaboration of technology, formats and the user community. The immediacy of communication allows the library to shift and change its offerings more quickly and responsively to user demand. It allows the library user to access, manipulate and create information. Information of all kinds from all sources (the Web, print, audio, video, librarians, conversations, and the community at large) augments and contributes to a positive learning experience for the user.

Customization through the creation of a client’s own library page allows access to messaging, personalized current awareness services through web information feeds (e.g. Really Simple Syndication - RSS), blogs, and public as well as library-generated wikis. Enriching library catalogues through tagging or creating personal descriptors, and value-added input from users optimizes this key directional tool.

The convergence of technologies and platforms insures interoperability of other applications between people, and in real time. Library 2.0 looks to connect users through their communication vehicles of choice (iPods®, PCs, cell phones etc), and provide access into open, unrestricted forums, from expert round table discussions, to forums of general interest.

Planning Context

For the community at large, it is anticipated that the library will become the centre of social computing tools and instruction. Proactive, electronic information delivery will be a community expectation of libraries. Interactive conversations through blogs with library users about specific library collections will be typical. Collections and catalogues linked transparently to databases are expected. Library-initiated, community-wide Podcasts will be common.

Social Networking Tools

A dynamic application of communication and social software/ technologies, social networking through Facebook® and MySpace® (and over 100 other publicly available social networking websites) transmits and exchanges all kinds of information around the world. The challenge for libraries to cope with user-generated information versus traditional, fixed format information, will be the capture, organization and storage of content of interest to others than the creators. Tracking sources instead of the traditional storage of information content is likely a more feasible role for libraries. Mapping and building wikis in collaboration with creators is also an excellent use of librarian expertise.

Digitization

Digitization will become even more important in the future. Libraries need to consider their role as publisher. Due to the sheer volume of print information and the availability of much information in electronic form, digitization of everything makes little sense. Libraries need to evaluate and prioritize projects and collections for digitization. This is particularly true of local history collections and local community resources not available elsewhere. Identifying, evaluating and capturing everything from local community information to family archives plus assisting the community in the use of digitization tools is and will continue to be a role for libraries.

RFID

RFID (Radio Frequency Identification), a combination of radio frequency based technology and microchip technology, is an effective mechanism for tracking resources and their usage. It is used with self-check out systems and inventory management. More libraries are incorporating it in the technology plans.

Web 3.0

Web 3.0 and its implications for libraries is an area of new research. Most researchers characterize Web 3.0 as the process of making the Web a searchable database. Web 3.0 developments are also thought to incorporate artificial intelligence and possibly 3-D technologies.

While different sectors of our communities may be at a different comfort level with technology, there are few people who do not use some form of technology or a product that is generated from technology. The challenge for libraries is to keep pace with the change in technology, while on budget, and meeting the many demands of users for products and services that come from technology. Libraries are now depended upon to aid users in gaining some familiarity and functionality in the new technologies.

Planning Context

The ease, immediacy and interactivity of technology suit our 24/7 world. Blogging is now a popular method of sharing what is happening with individuals in their everyday lives. From the point of view of libraries, *Library Journal* reports:

“Blogging has further strengthened the library’s famed readers’ advisory culture and helped merchandize the entire collection.... blogging has given a real voice to patrons who not only comment on blogged titles but offer their own reading suggestions.”

2.3.2 Building on Our Successes - Serving Our Communities

Libraries engage their communities on a personal level, through direct services to specific groups and through a variety of communal reading projects.

Services to Children

The public library provides an interactive free place for parents and their young children to enjoy the written and spoken word, aided by library staff skilled in early literacy techniques that parents can then replicate at home. There are many supporting studies that have found that young children develop important literacy skills, enjoy positive learning experiences and prepare to enter kindergarten “school-ready” by using the library in their pre-school years. Young children disproportionately affected by the achievement gap can especially benefit from strong public library programs led by library staff dedicated to their needs. Young children see the public library as a “great good place” where learning is fun.

For younger children, many variations of story time and pre-school programs now exist and the majority of public libraries will provide support to this age group if to no other group.

Services to Youth

By far one of the most challenging communities to serve, the youth demographic is even more important to libraries now and in the future. Armed with state of the art technology, attractive collections and engaging programs, some libraries are doing very interesting things to ensure youth come to the library, in person and virtually.

Services to Older Adults

This group is the fastest growing demographic in many communities and traditionally are heavy library users. The new Boomer generation of seniors is also technology literate. Hand-in- hand with traditional offerings such as book clubs, film and multi-media programs, genealogical research, technology based training and local history, libraries have started to provide imaginative programming to support the lifelong learning and healthy lifestyle needs.

Planning Context

Services to Multicultural Communities

As national and local demographics continue to shift, library staff is compelled to expand competencies for working with an increasingly diverse user population. Libraries globally have become learning and information centres and catalysts for users' diverse cultural heritages.

Many libraries encourage programs and performances demonstrating the cultural diversity. Collection development provides a huge challenge for the public libraries as limited resources and the small collections are quickly used. A common request that is heard from many libraries is that customers want access to the electronic version of their homeland papers to keep in touch with events and family.

Large urban libraries conducted a study across Canada about their collections, programs and services for new immigrant communities, titled *CULC Programs and Services to New Immigrants: Inventory and Analysis*¹. Thirty-one CULC members responded to the survey. Summary findings are:

Demographics

- 32% of cities have populations of over 30% that speak a language other than English
- the seven libraries with the highest percentage of immigrants:
 - Richmond, BC (55%)
 - Toronto (49%)
 - Brampton (46%)
 - Vancouver (43%)
 - Markham (40%)
 - Mississauga (40%)
 - Montreal (31%)

Services

More than 50% of libraries reported:

- using pictograms in less than 25% of signage (97%).

Fewer than 50% of libraries reported:

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

¹ Canadian Urban Libraries Council. *Programs and Services to New Immigrants: Inventory and Analysis*. Toronto, 2008.

Planning Context

Programs and Outreach

More than 50% of libraries reported:

- offering orientation to using the library for new immigrants (81%);
- offering parenting/early childhood programs (61%);
- offering new immigrant computer training (55%); and,
- developing programs in collaboration with representatives in the community (84%).

Fewer than 50% of libraries reported:

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

Collections

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

Staff

More than 50% of libraries reported:

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

Fewer than 50% of libraries reported:

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

Funding

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

Policies

More than 50% of libraries reported:

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

Fewer than 50% of libraries reported:

- having developed a social inclusion policy (3%);
- provide cultural competency training (30%);

Planning Context

- perform cultural competency assessments (6%); and,
- having system-wide standards or policies serving new immigrants (2%).

Services to Disadvantaged Communities

*Long Overdue: A Fresh Look at Public and Leadership Attitudes about Libraries in the 21st Century*¹ conveys need for the library to be part of the solution for community problems and issues and not try to solve them alone. One issue facing many urban libraries is the usage by the homeless and mentally ill people who are consumers of social services. This has been an issue facing public libraries since the nineteenth century; until recently there has been no proactive attempt to provide a solution.

2.3.3 The Economic Impact of Libraries

Many public libraries are now aggressively promoting “the \$ value” of services to the community and to the individual user. Current research documents the shift in the role of public libraries from passive, recreational reading and research institutions to active economic development agents, addressing such pressing urban issues as literacy, workforce training, small business vitality and community quality of life.

Libraries provide a high return on investment to local communities. Multiple studies show that for every \$1.00 invested, libraries provide an economic boost of around \$5.00; libraries are a key part of local government’s vital role in economic recovery.

Libraries are viable and salient partners in community development projects. They anchor neighbourhoods, as well as symbolize positive change and local commitment when new facilities are built. They provide a means for individual residents and businesses to connect to their immediate community, as well as to the global world. Libraries are fundamental social and economic connectors in every neighbourhood in which they are located.

2.3.4 Exploiting Our Collections

Collections, the largest and arguably the most important part of the Library’s offerings, have undergone radical changes, in terms of content, formats, budgets and organization. Without them, libraries would cease to exist. There are many new trends in library collection development. The following sections explore some of the latest North American research and trends.

¹ Public Agenda. *Long Overdue: A Fresh Look at Public and Leadership Attitudes about Libraries in the 21st Century*. Washington, D.C., 2006. Available at: www.publicagenda.org/reports/long-overdue.

Planning Context

In today's economy, while libraries are enjoying great leaps in circulation, materials budgets are reduced. According to *Library Journal*¹, materials' budgets were decreasing by 2.31% in contrast to the gains in budgets made since 2004. This is not the pattern for all libraries though; many materials' budgets are flat-lined instead. For this upcoming year, however, with little better news regarding the economy, many libraries anticipate further budget cuts.

Survey respondents calculate that in regard to collections, they plan to cut the numbers of multiple copies purchased, reduce standing orders, subscriptions and e-databases. It is expected that book leasing programs may be compromised as libraries reduce the numbers of popular materials.

In the past when ordering a hot title, a library might order one in each of hardback, paperback, large print and audio format. Now it considers ordering a title in one format alone.

Survey respondents are also looking to other sources of funding to help bolster dwindling collection budgets. Fundraising through Friends groups and other revenue generating actions specific to collection enhancement are under consideration by many public libraries.

Collection Purchasing

With the growth of interest in popular titles and the use of the Internet for readily accessible information, public libraries have shifted their purchasing dollars towards fiction materials of late. The recent *Library Journal* survey notes that the respondent libraries are committing on average 55% of their budgets to fiction.

In past surveys in the area of non-fiction, one of the most important areas for demand and resultant purchase by libraries was health and medicine. Survey results this time were different. The most important areas of interest to users are:

- home improvement and home repairs/do-it-yourself
- cooking (2nd most popular area)
- living green
- careers and retraining
- starting a small business
- self help and psychology
- politics.

¹ *Library Journal*, February 15, 2009.

Planning Context

The Internet and electronic databases are now a rich source for much of the non-fiction and factual information people seek, and most often, the place of first reference for introductory information and quick facts.

Youth Collections

Librarians who work with youth and teens know that the graphic novel format has been a hot item and topic for several years. Librarians report noticeable circulation increases when they introduce or expand their graphic novel collections.

Total sales of graphic novels have quadrupled since 2001, and sales are still experiencing double-digit growth each year (2006 sales were 12% greater than 2005, according to industry analysis (www.icv2.com)). This same growth in publishing is now occurring in children's graphic novels.

While most youth turn their attention to alternative formats of information, for fast, customized information and delivery, ironically one of the highest in demand collections are graphic novels, anime and manga.

Multilingual Collections

The demand in Canadian libraries for multilingual materials far exceeds supply. Even though many books are imported direct from their respective countries, the heavy usage combined with poor bindings ensures that the materials do not last many circulations. Although some of the demand may be met by providing electronic access to the newspapers in original languages, it is likely the recreational reading needs of older generations of new Canadians will not be satisfied by e-versions.

Non-Print Collections

Non-print materials traditionally included multi-media formats film and audio. In 2009, non-print can refer to a variety of technology-based materials stored, accessed and delivered in a bewildering variety of formats that are rapidly morphing. Public libraries have an immense challenge in satisfying demand without wasting public funds on a technology that may have a very brief life. Demand, especially from younger tech savvy users, pushes the library into trying to satisfy everyone.

E-media, E-books and Book Digitization

Amazon's *Kindle*, a handheld e-book reader, emerged on the market in November 2007, selling for \$399USD. It uses e-ink technology for a more readable interface and connects wirelessly to the web from any location allowing users to purchase and obtain books instantly. Electronic devices that imitate books may revolutionize how books are made available and consumed.

The *Google Books Library Project* seeks to provide an enhanced catalogue of the world's books by providing bibliographic information and some full-text content, while protecting author and publisher copyrights. The project includes 18 library partners, notably New York Public Library, and several major universities such as Harvard and Oxford.

Planning Context

2.3.5 The Library Is More Than Just A Place

The public library can be considered to be a public space. Libraries are a venue in which groups and individuals can participate in community activities. They provide a “living room away from home” where people can relax. This is borne out by usage statistics for most public libraries.

Although the library can be bustling, with every chair, every computer and corner of the library filled, and people reading in every corner, the number of materials being taken home sometimes does not reflect this activity. Groups of students often gather - sometimes working jointly on a project but most times just relaxing together. Fireplaces and comfortable chairs are the norm in new libraries and every attempt is made to merchandise and imitate the bookstore environment that includes cafés. The library provides a welcoming and familiar place to gather and use resources for creative recreation.

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

In high growth areas of Ontario, development charges do greatly assist the municipal council budget for such libraries. Similarly multi-use facilities do reduce costs, but a fully accessible **LEED**[®] building¹ is more the exception than the rule at this time.

The new infrastructure funds to support economic recovery will undoubtedly assist, but once again local Councils will be prioritizing capital infrastructure projects for this funding.

2.3.6 Maximizing Our Partnerships

Although the public library has always had a variety of funding partners, it is increasingly and proactively developing a stronger base of community partners. As municipal councils and politicians everywhere look for cost efficiencies in public service delivery, partnership development is one very effective, highly visible and politically acceptable solution.

A number of libraries are establishing their relevance and creating public value by reclaiming and expanding their civic mission: they are pursuing an active role in community building directly engaging in partnerships with others to solve community problems. They are civic agents creating civic agencies.

¹ LEED[®] [Leadership in Energy and Environmental Design] is an internationally certified and accepted rating system for designing green buildings. See Canada Green Building Council at www.cagbc.org.

Planning Context

Long Overdue suggests similarly that the library cannot solve all of the problems of the community but it can help in partnership with other community social and education organizations. Generally public library partnerships can be divided into categories.

Government Partnerships

In Ontario, public libraries partner with the three levels of government: municipal, provincial and federal. These government partnerships consist of direct funding on an annual basis from municipal and provincial governments. In most cases federal funding is confined to some program funding and indirect GST tax relief, such as book rate subsidy for interlibrary loans.

Both provincial and federal governments also provide subsidies for Inter library loans and some targeted program funding for such programs as Broadband support, and public Internet access. Increasingly the direction is moving towards service delivery for all levels of government.

Service Ontario is an active funding partner with Ontario public libraries to provide support for customers accessing provincial, government services information. There is a very definite change in this area globally, and public libraries are increasingly being asked to provide space and services on behalf of government. Most public libraries would accept this increased responsibility if the funding to provide this covers the service costs. However, the trend has been to provide minimal if any funding as governments download service delivery to local libraries as they close local government offices.

The Canadian federal government through Industry Canada provided funding to enable every public library in Canada to install and develop public access computing from 1994 onwards. The **Community Access Partnerships Program** (CAP) enabled Canada to provide a public access network across the country in just a few years. This infrastructure backbone has also enabled public libraries to build and develop technology based public programs.

Private-Public Partnerships

Partnerships with the private sector as well as private-public partnerships are less common and have taken many forms despite some initial hesitancy by public libraries.

The Library is not an island in the community; it is a crucial partner in the delivery of service and programs for the whole community. Partnerships are not only essential for the library to achieve its goals but also strengthen the community. Partnerships also help sustain services.

2.3.7 Marketing Our Products and Services

Retail marketing concepts are not completely unknown to libraries; however, their implementation into traditional library spaces can be challenging and not always welcomed or understood by the public.

Planning Context

Moving from “Quiet please” to “Welcome” represents a shift. Replacing negative, jargon-oriented signage inside libraries with simple, positive and attractive signage psychologically conveys a sense of “welcome, please stay awhile”.¹ Many public libraries are adding cafés and lounge areas similar to those found in large retail bookstores, creating a new, less traditional atmosphere.

The implementation of a dynamic technology infrastructure, enhanced library catalogues and user-friendly websites offer multiple opportunities to market and merchandize services and collections to a broader range of citizens in creative and cost effective ways.

¹ “The way librarians and patrons talk to one another” in *Library Journal* “Book Buying Survey 2008: Pushing Circ with E-service,” February 15, 2009.

Windsor Public Library in 2009

Section 3: Windsor Public Library in 2009

3.1 Planning and Governance Framework

Library Boards in Ontario operate in a different manner than departments within the municipal environment by virtue of provincial legislation. The Library Board's authority flows through the provisions of The *Public Libraries Act*¹ that provides a governance framework for local governments to implement local library services.

The *Act* and a local bylaw enable the creation of library services within a prescribed jurisdiction. Council appoints the Board that then directs the operations of the Library.

3.1.1 Key Governance Roles for the Library Board

Setting Policies

One of the most important documents that assists library boards in their organization is the Library Trustee Orientation Kit developed by the Southern Ontario Library Service. Setting policy is a key Board role because it is through discussing and setting policy that the Board expresses the Library's philosophy and priorities. Even if the Library Board chooses to adopt the policies of the City, the discussion should still occur at the Board table and the in-common policies should be recorded within the Board Minutes and Policy Manual.

Advocacy

The Library Board's role includes securing the funding necessary to run the Library. Although the Windsor Public Library has a Foundation that successfully raised strategic funding in the past, it needs to develop new strategies to lobby for additional funding to maintain and upgrade the library system. In addition to its overall governance role for the library system, the Board's other role is to educate and inform Council and residents about its strategic directions for the future, as well as its services and collections. The Library Board cannot do this on its own; it needs partners, champions and Friends. Community champions can help to reinforce the Board's message of the value of library service.

The American Library Association in its 2006 ground breaking strategic plan entitled *Long Overdue; a Fresh Look at Public and Leadership Attitudes about Libraries in the 21st Century*², the Americans for Libraries Council and the Bill and Melinda Gates Foundation recognized the influence of non elected community advocates in the struggle for better public libraries.

¹ *Public Libraries Act*, R.S.O. 1990, c. P.44

² Public Agenda. *Long Overdue: A Fresh Look at Public and Leadership Attitudes about Libraries in the 21st Century*. Washington, D.C., 2006. Available at: www.publicagenda.org/reports/long-overdue, p. 12.

Windsor Public Library in 2009

“These are the folks we refer to as community soldiers, because no battle can be won without them. The good news for libraries is that these citizens—who nearly always vote in local elections and involve themselves in community organizations and activities—are heavy users and big fans of libraries. But even though they may be considered champions of libraries, they are not very aware of the potential financial vulnerability of their libraries.”

Library Friends and/or a Foundation are an important asset with strong ties to their communities. It is recommended that the Board work more closely with its Foundation and discuss a larger advocacy role that it might adopt vis-à-vis community and political support.

Partnership building and identifying the challenges within the municipality’s agenda is a crucial role for the Library Board, not just Library staff. If the City can see the strengths and opportunities the library has to offer to the community in general and to the municipality in particular, there is a greater chance that the library’s overall message and requirements will be heard.

3.2 Windsor Public Library Operational Performance

3.2.1 OMBI benchmarks

The *Windsor Departmental Business Plan* highlights key OMBI¹ measurements, comparing the performance of its Library to province-wide libraries. The following shows Windsor’s performance:

Table 4: Turnover Rates

Average # times in a year that circulating items are borrowed (turnover rates)			
	high	Low	Windsor
2005	4.70	1.90	2.30
2006	5.11	2.09	2.16
2007	4.90	1.93	1.93

Compared to the other libraries, Windsor’s collections are not performing as well and have been losing some degree of relevance over the last three years. These trends could be the result of a number of factors, including:

¹ OMBI = the Ontario Municipal CAO’s Benchmarking Initiative.

Windsor Public Library in 2009

- collection development strategies
- low collection budget
- insufficient marketing and promotion
- hours of operations
- literacy rate of the community
- overextended collections, too many locations

Table 5: Use per Capita – Non-electronic Access

Library Uses per Capita - non electronic access			
	High	Low	Windsor
2005	22.0	11.0	14.0
2006	21.7	11.7	15.3
2007	20.5	12.7	13.4

Although Windsor Public Library has lost ground since 2006, it fares better than the lowest ranking of the other libraries. These numbers may suggest the importance of the Library as Community space.

Table 6: Use per Capita – Electronic Access

Library Uses per capita - electronic			
	High	Low	Windsor
2005	11.0	1.0	4.0
2006	11.9	1.7	2.5
2007	12.3	2.4	4.4

Windsor boasts a high number of public access computers. Compared to other libraries in the province, Windsor ranks between the median and low usage. Through increased technology product development and attractive, proactive marketing, technology can be a key enabler for the Library and its community.

Windsor Public Library in 2009

3.2.2 Windsor Public Library and its Comparators in Ontario

An important element in reviewing a library and its environment is to consider how well the library is doing in comparison to similar libraries. For purpose of this review, comparisons are provided for libraries of comparable size. The source of the comparative data is the Canadian Urban Libraries Council (CULC)¹ data for 2008.

Windsor: Year-to-Year Comparison

The Consultants reviewed key indicators of Windsor Public Library's performance over the last three years. Here are some of the highlights:

The population of Windsor has declined by nearly 8,000 people from 2006 to now. While funding for the library increased slightly between 2007 and 2008, funding levels decreased to 2006 levels in 2008. While dollars allocated to collection building between 2007 and 2008 increased from \$649,854 to \$665,334 (2.4%), circulation for the same period of time has increased a remarkable 20%. This may be in part a reaction to recessionary times where people return to their libraries for information of all kinds.

The number of computer workstations has increased from 160 to 193, again in response for them by library users. E-visits have stabilized for Windsor at around 321,100 visits.

Staffing levels have modestly increased from 2006 from 119 staff to 126 staff (librarians and non-librarians).

Windsor: Comparator Libraries

In order to determine the Library's state of readiness for change and movement towards new strategic directions, comparator libraries and their performance indicators are studied.

The libraries chosen for comparison are: Kitchener, London, Markham and Vaughan. Why these libraries? All of these hold important comparative points and some similarities. All are southern Ontario libraries within reasonable proximity to one another and relative proximity to Windsor. They show to varying degrees similar demographic profiles and population trends. Their populations are all above Windsor's but their characteristics may help Windsor to consider future performance features of slightly larger communities.

They all have 5 or more libraries within their systems although London and Windsor clearly show similar features of larger systems. All support a technology infrastructure, although each is at a different stage of development.

Comparison points include: funding, services, users and staffing levels, collections and technology.

¹ Canadian Urban Libraries Council [CULC]. *2008 CULC Statistical Report*. Available at: <http://culc.webexone.com/default.asp?link=>.

Windsor Public Library in 2009

Funding

The most comparative base figure to consider for all libraries is per capita funding. This number reflects all sources of funding divided by the population. Of the comparators, Windsor has the lowest overall funding level. However, its per capita funding ranks 3rd of 5 libraries.

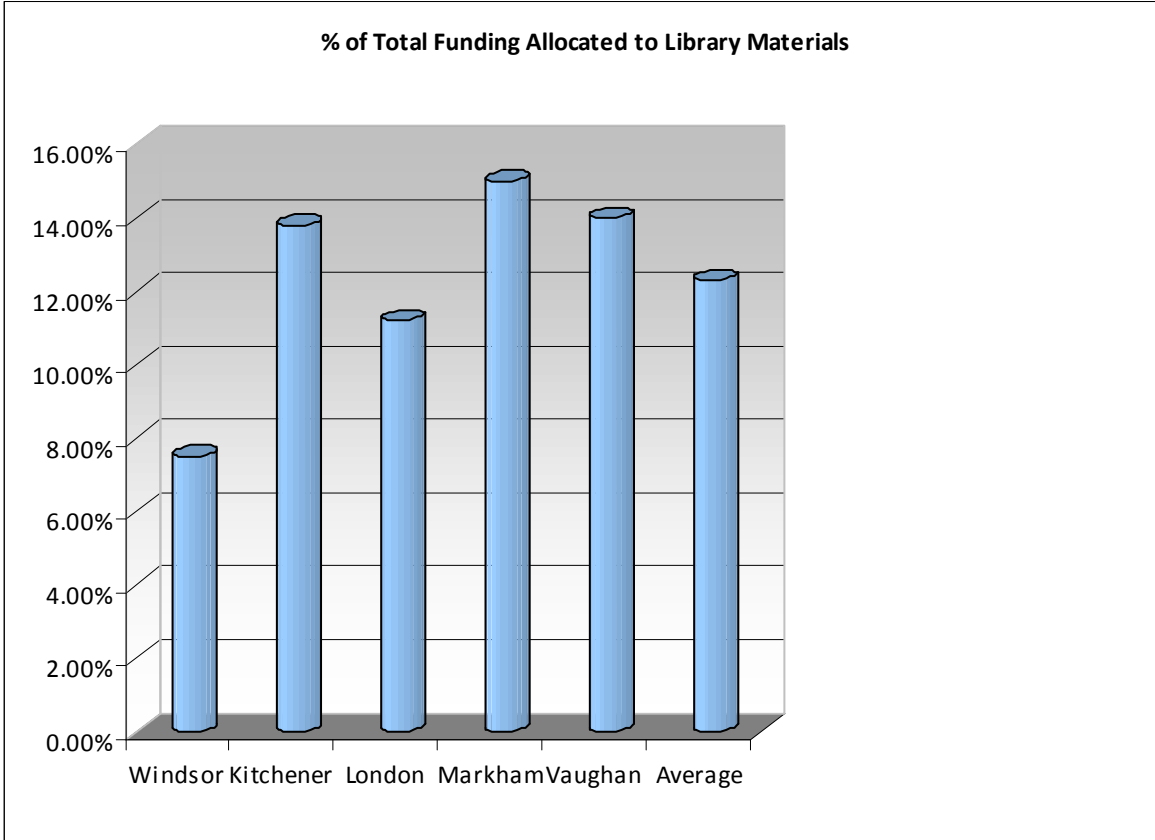
Library materials funding, a key element after staffing budgets shows Windsor as having the lowest of all comparators; on a percentage of total budget, Windsor's materials allocation ranks lowest at 7.5% of the total budget compared to Markham at double that percentage (15% of total funding). Lower materials funding may also be reflected in Windsor's lower circulation per capita because the Library buys fewer new materials.

Table 7: Funding and Materials Expenditures

	Population	Total Funding	Per Capita	Library Materials Expenditure	% of Total Library Materials
Windsor	216,473	\$8,865,199	\$40.95	\$665,344	7.50%
Kitchener	219,853	\$9,307,745	\$42.34	\$1,292,020	13.80%
London	358,838	\$18,731,138	\$52.20	\$2,091,896	11.20%
Markham	293,700	\$11,829,200	\$40.28	\$1,801,702	15.00%
Vaughan	270,405	\$10,871,428	\$40.20	\$1,526,261	14.00%
Average		\$11,920,942	\$43.19	\$1,475,444	12.30%

Windsor Public Library in 2009

Figure 3: % of Total Funding Allocated to Library Materials

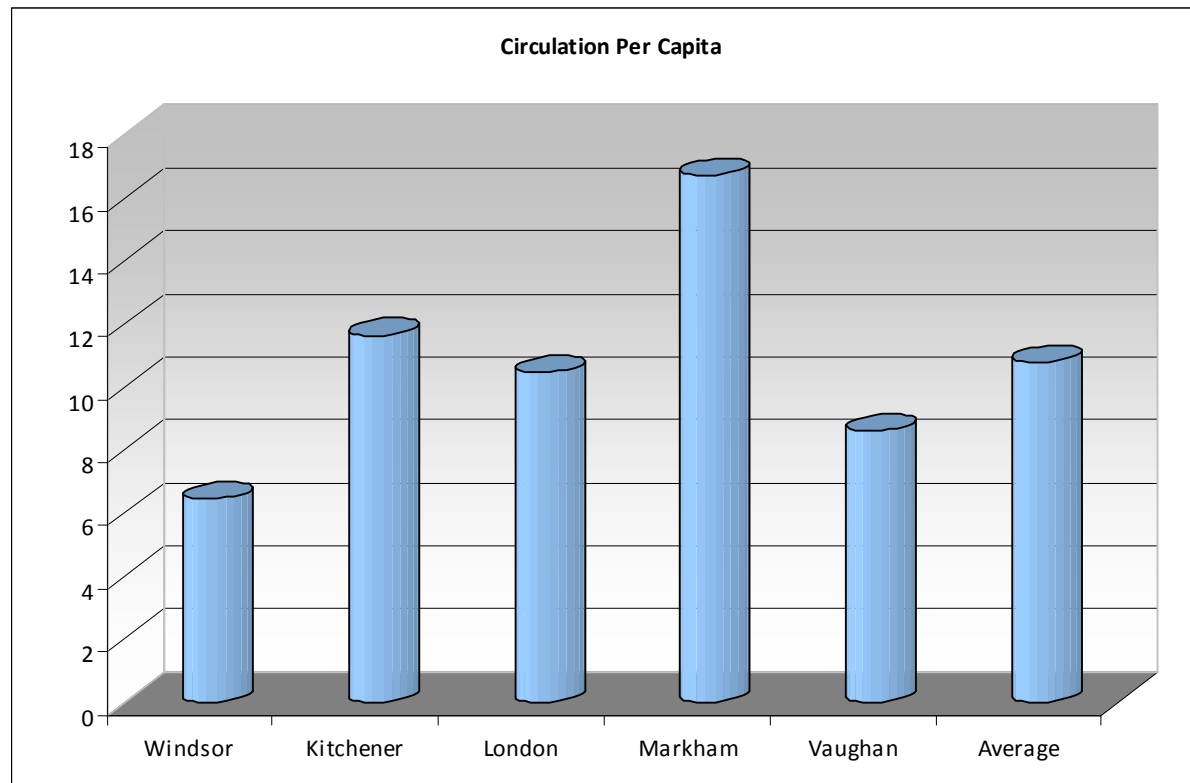


Windsor Public Library in 2009

Table 8: Circulation per Capita

	Population	Collection Size (Items)	Circulation	Circulation Per Capita
Windsor	216,473	612,655	1,393,211	6.43
Kitchener	219,852	605,520	2,559,352	11.64
London	358,838	918,583	3,754,444	10.46
Markham	293,700	765,615	4,913,116	16.73
Vaughan	270,405	529,606	2,328,988	8.6
Average		686,395	2,989,822	10.77

Figure 4: Circulation per Capita



Windsor Public Library in 2009

Services, Users and Staffing

Of the group, Windsor has the second highest number of branches, second only to London with its 16 branches. Although Windsor's annual opening hours ranks second, its hours are not that much more than Markham (6), a library system with almost half of the locations of Windsor (10).

In terms of the number of active users, Windsor ranks second lowest of the comparators at 104,448 users; Markham has the greatest number of active users of 186,385. Both in-person visits and program attendance measured lowest for Windsor.

Table 9: Location Uptake

	Population	Locations	Annual Hours	Visits	Program Attendance	Users	Total No. of Staff
Windsor	216,473	10	23,500	913,850	22,010	104,448	119
Kitchener	219,853	5	16,163	1,195,999	60,702	98,549	171
London	358,838	16	38,050	2,829,400	175,193	181,243	226
Markham	293,700	6	18,162	2,062,000	66,900	186,385	241
Vaughan	270,405	7	17,126	1,175,923	68,427	134,047	188
Average	271,854	9	22,600	1,635,434	78,646	140,934	189

Table 10: Service Hours per Capita and Population Served per Location

	Population	Annual Hours	Service Hours Per Capita	Locations	Population Served Per Location
Windsor	216,473	23,500	0.109	10	21,647
Kitchener	219,853	16,163	0.074	5	43,971
London	358,838	38,050	0.106	16	22,427
Markham	293,700	18,162	0.062	6	48,950
Vaughan	270,405	17,126	0.063	7	38,629
Average	271,854	22,600	0.083	9	30,206

Windsor Public Library in 2009

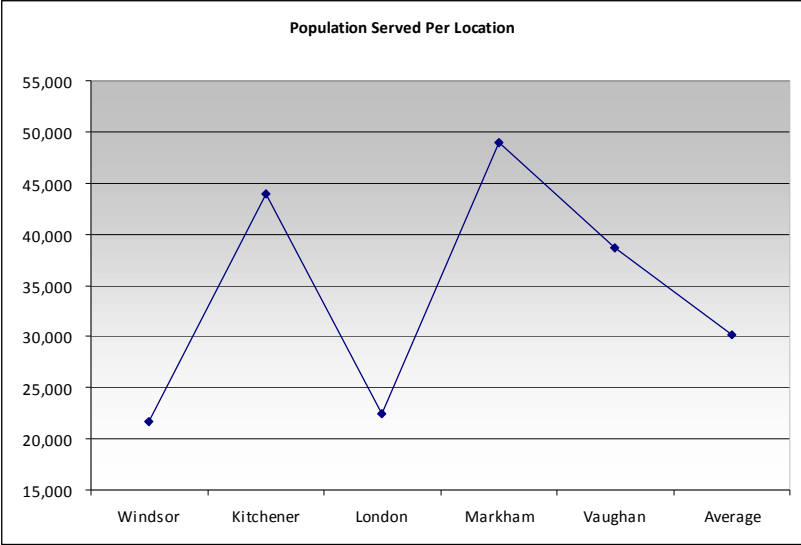


Figure 5: Population Served per Location

Of greatest concern and a factor in lower rankings is the staffing level for the system. At 119 persons (non-professional and professional staff), Windsor, with 75% of the population of Markham, has less than half the staffing levels of Markham with its 6 locations. Windsor is also very low rate compared to its closest comparator, Kitchener.

Windsor is also offering a higher number of service hours per capita, with its smaller staff complement. With 10 service points, Windsor's population served is similar to London, both being substantially lower than other libraries. Each Windsor staff member serves more persons on a per capita basis than its sister libraries.

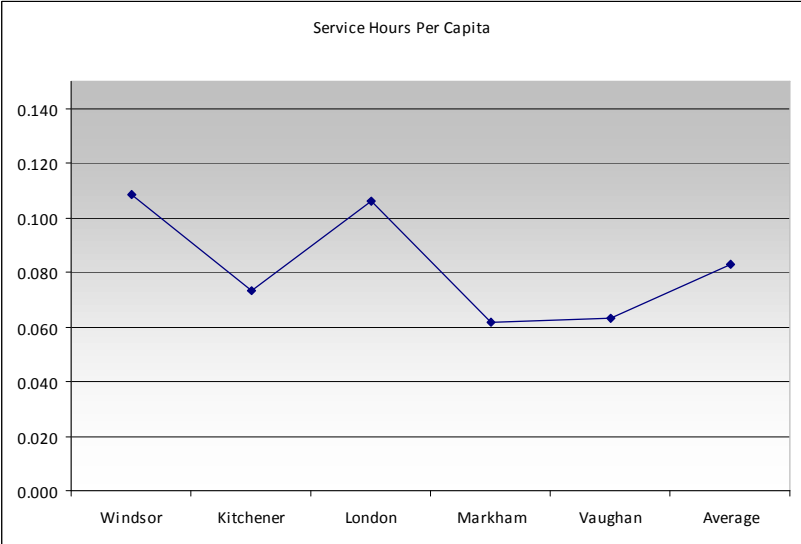
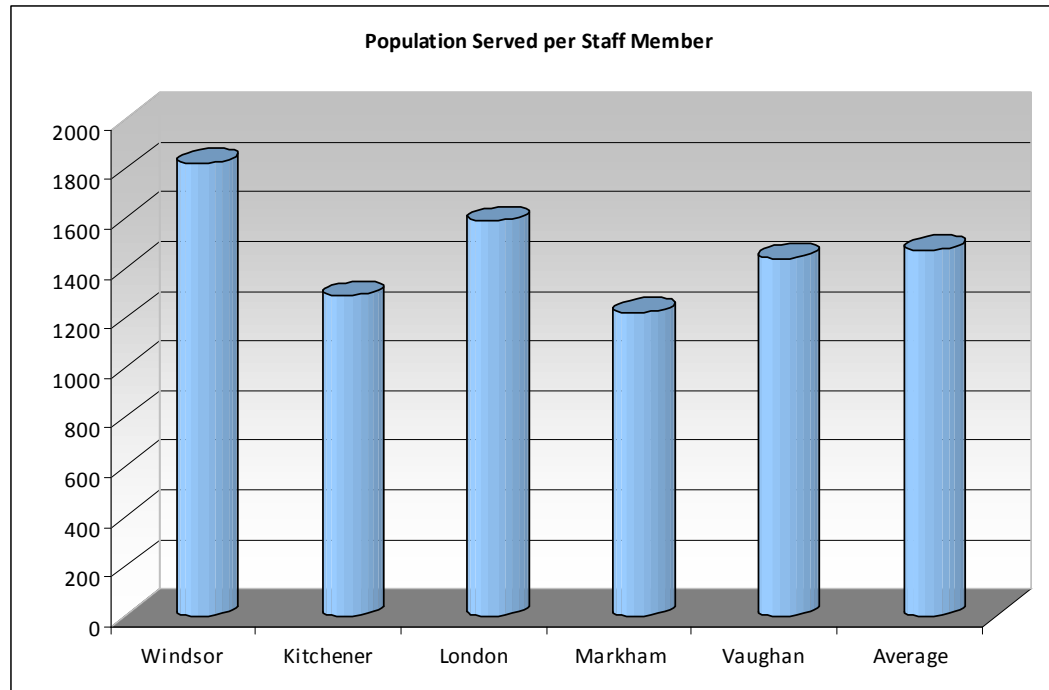


Figure 6: Service Hours per Capita

All of these comparators highlight the 'costs' of operating a large number of locations, offering an acceptable number of service hours each week, all with a lower staff complement.

Windsor Public Library in 2009

Figure 7: Population Served per Staff Member



Collections

While Windsor enjoys a fourth place ranking for collection size against its comparators, circulation of its collections is lowest. Its per capita circulation indicator is 6.43 items per capita compared to an average of 10.77 items per capita among comparators and the highest per capita circulation is Markham at 16.73 items per capita.

Technology

Technology is clearly a positive asset for Windsor. The Library houses 193 workstations, second only to London at 307. The Library receives E-visits per capita, third of the five comparator libraries. The percentage of questions asked and answered through electronic means is 4.65%, second again to London.

Review of the Comparator Data

Reviewing the comparator data is helpful when determining the state of readiness for the Library to move forward in new directions. It helps identify those assets and services that will need bolstering as the library tries to implement its plan.

Windsor Public Library in 2009

Funding for the Library is low and the outcome and assets, namely collection levels, is a reflection of that. Again of greatest concern is the level of staffing especially for a system the size of Windsor. Other data shows that the Library's workforce is aging and that the Library will soon face a challenge in succession planning.

Collection funding is low as is circulation in comparison to other libraries. The collection budget of Windsor is half to one third of other libraries' collections budgets. Again having a system of 9 branches with a reduced collection budget places extraordinary pressure on the collections' ability to serve all users across the system. An additional pressure is the broad collections available at the Library of materials in other languages. While comparator libraries do collect materials in other languages, it is believed that Windsor collects in the greatest number of languages.

The Library and the City will need to review the Library's low funding levels and staffing complement if it hopes to move forward with new strategic initiatives. It is also proposed that the Library and the City consider reviewing the number of branches in the system during its Master Plan exercise for the Library as a way to contain costs and better align its limited resources throughout the City.

Stakeholder Consultations & User Satisfaction

Section 4: Stakeholder Consultations and User Satisfaction

The strategic planning process includes consultation with the Library's constituent groups, including the Mayor, City Councillors, City staff, the Library Board, staff, stakeholder group, and the staff.

The consultations indicated that there is wide support for the Windsor Public Library among all of these groups.

4.1 Consultations with the Mayor, City Councillors and Staff and the Library Board

The Consultant interviewed the Mayor, City Councillors, City staff and Library Board members to discuss the future directions for the Library. Their input is summarized here by common themes.

Generally, both groups, namely the City representatives and the Board are consistent with their responses to questions regarding Vision, Partnerships, Communities to be Served, Marketing and Library Service Model for the future. Understandably, there have been concerns shared from all about the past events and the impact of those events on governance.

However, all representatives with whom the Consultant spoke are willing to look at ways that the City and the Library Board can work more closely together and to move forward in a more positive fashion. There was some discussion about studying the Mississauga model of library governance as a model for Windsor.

Vision

Mayor, Councillors, and City Staff

According to City representatives, the vision for the Library is that it should serve the needs of a future, modern city, meeting the information needs of all citizens, now and in the future. This *Strategic Plan* should provide a map to help the Library and its primary funder set the directions in terms of addressing the community's information demands.

The Library, like other parts of the City, needs to consider its contribution in terms of the current and future economic environment and how best to serve the citizens within that context. Education in a broader sense is very important, not only for traditional students but for retraining people for new careers as well as assisting the high number of new Canadians to acclimatize to the Canadian environment in their information pursuits and achieving literacy requirements.

The Library needs to incorporate up-to-date facilities, state-of-the-art technologies, as well as collections and services.

Stakeholder Consultations & User Satisfaction

Board members

While recognizing the need for the Library to meet the information needs of all of the City's citizens, Board members generally focused their vision on the communities to be served and the types of collections and services that will be important in the future.

By far, bringing youth into the library and getting them to be life long learners through the Library is a primary focus for Board members. Seniors and older adults are also seen as a critical user group if for no other reason than the growth in numbers. The Board believes the Library is doing a good job in providing the kinds of services and collections seniors would like.

Equally, the Board members see the great efforts made by the Library in serving new Canadians. The Board compliments Library Management on its proactive approach to welcoming new Canadians, establishing settlement workers in a number of library locations and maintaining and growing a closer working relationship with the New Canadians' Centre of Excellence Inc.

Livelier discussion occurred with and among Board members regarding the kinds of products and services the Library needs to consider in the future. The Board struggles with a limited budget yet the public demands many products in many formats and many languages. Most Board members see the Library providing as much as it can but maintaining a balance between print and multimedia products.

The critical role of technology is somewhat contentious among Board members, which will impact their Vision for the Library. Most Board members recognize the significance of technology in meeting the requirements of future generations. Some see the possibilities of extending services and collections out to the community 24/7 through the optimal use of technology. A few see the cost containment opportunities that technology affords them, particularly in the area of collection development and space savings.

Role of Partnerships

Mayor, Councillors and City Staff

Part of the vision and the strategies, it is suggested, is the development and further exploitation of community partnerships. The most important of these is a closer working relationship with the City and its departments. Are there ways that Community Services and the Library can work even more collaboratively in the area of teens and older adult services? There is a City Committee directed to study and develop the overall services needs for seniors with which the Library may want to work.

Clearly the Mayor, Council and City staff support a closer working relationship through partnerships with the City. The Library also needs to spend more time informing the City of the many impressive partnerships in which it is engaged currently.

Stakeholder Consultations & User Satisfaction

Board members

The Board has supported and endorsed the various partnerships that have involved the Library. They do see a need to ensure that partnership building is done, not just for the sake of partnership building but rather to benefit and enhance the Library and its image in the community. Of concern here also is the allocation of resources required to keep and grow partnerships.

Past experience has suggested that some partnership arrangements are better than others; a few Board members mentioned that school and Library partnerships do not always work out to the Library's advantage.

Communities to be Served

Mayor, Councillors and City Staff

Many Councillors agree that the Library does an excellent job in meeting most sectoral groups in their information-seeking efforts. They do, however, recognize the need for the Library to be more proactive in attracting and engaging the youth population and building more collections and services of interest to them.

The large and growing senior cohort is also critical in this City that is trying to attract more upcoming retirees.

Board members

It is clear that the Board is particularly attuned to the various community sectors it serves. Some Board members would like to see more collections and programs for seniors, like seniors book clubs, a seniors' advisory committee for the Library (like Teen Advisory groups see in many libraries). The Library permits some flexibility and local flavour in development and delivering programming to branch catchment areas.

Newcomers are well served through the Library's excellent multilingual collections, partnerships and staff approach to newcomers, Board members comment.

Marketing

Mayor, Councillors and City Staff

Only a few City representatives commented on the Library's marketing efforts. More than one suggested the Library adopt **more** proactive, informative marketing strategies.

Board members

A few Board members see a need for more, effective marketing of library services. For instance, the fact that there is a special needs services person on staff needs to be advertised. The Library needs to have an even higher profile on the City's website.

Library Signage needs to be reviewed. Of note is the lack of visibility of the Central Library from the back parking lot where many users park.

Stakeholder Consultations & User Satisfaction

Library Services Model

Mayor, Councillors and City Staff

For the most part, Councillors like the distribution of the branches within the system, their location and generally support the existing model. A couple of City staff question the need for so many small branches, recommending instead, the possibility of creating fewer, yet larger libraries. There was some discussion about the potential new library to be built and shared with a community centre and the ramifications of this new library to the future of the Remington Park Branch. In this case, easy access from one area to the other is of concern as there is a railway track between the two. Ideas such as a pedestrian bridge have been suggested.

It is recognized that prior to changing the Library Services model that might involve building, renovating or changing any of the libraries, solid, consistent data that identifies key factors (triggers) that would signal a need for change. These factors should be included within the new Strategic Plan.

The concept of one-stop shopping, that is building libraries in shared facilities with other like-type services, is well received by Council and the City staff.

A few individuals raised the concept of a regional library. This would be a Library created through a partnership of the City of Windsor and smaller communities adjacent to Windsor. Given there is no regional government presence in Windsor, however, it is recognized that the support for a regional library may be challenging,

Board members

A couple of Board members believe that the Library system would be well served with 1 or 2 fewer libraries in the system. There is the suggestion that the Library Service model move toward a District Library system with a few strategically located libraries being expanded to serve more local catchment areas. Some Board members support the idea of merging Remington Park and South Walkerville library service into a new facility located between at the Optimist Park.

Generally speaking, Board members would support shared facilities in the future; however, there had been some concern about the idea in the past due to particular experiences in a shared facility with a school.

Governance

Mayor, Council and City Staff

A delicate issue for all, City Council and senior staff consulted want to see a closer working relationship between the Library and the City. All note that these relations over the past number of years have been strained. Changes in staffing had helped to alleviate some of the tension.

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The Mayor, Council and senior city staff see the possibility of bringing the Library closer to the City through Community Services, for instance. It has been suggested that the Mississauga model of library governance be considered for Windsor including a formalized contract between the City and the Library Board.

Board members

The matter of governance has created some difficult times for the Library Board. Over the years the Board has upheld its responsibilities as detailed under the provincial legislation. Past Library administrations have recommended to their Boards a much more separate and distinct relationship between the Library and the City. Although curious about the Mississauga model of library governance, the Board is concerned that it retains its roles and responsibilities under the law.

Some Board members see a need to define their roles clearly in any changed governance model. After the past unfortunate events, the Library Board no longer uses the Carver model of governance and has instead adopted new Policies that restrict the roles and flexibility for the operational side of the Library. Board members discussed with the Consultant various Board committees that are now less policy driven than operational, e.g. IT, resulting in confusion of roles between staff and the Board members.

There is little doubt that resolving some of the governance difficulties that have haunted the Board in the past has strategic implications. The Board wants to ensure it has an ideal governance model that, first and foremost, meets the needs of the citizens and the staff in the delivery of its programs, and secondly, meets the requirements of the legislation.

4.2 Consultation with Staff

The consultation with staff was two-fold. The consultants met with two staff focus groups. The all-staff survey provided staff members with an opportunity to present individual feedback.

4.2.1 Staff Focus Groups

The Consultants met with two groups of staff to discuss trends in public libraries and to solicit their input regarding the Library's state-of-readiness for change. The latter is captured through the identification of the Library's strengths and weaknesses in select areas.

The workshop input will be supplemented by the results of the staff surveys that have been distributed to each staff member, and further services' review consultations, planned for early September.

The Consultants shared current information with staff about trends and best practices in public libraries. Some of these included:

- Information "my Way"—the future of technology in library services;

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- Economic impact of public libraries in today's economy;
- The importance of Marketing the Library;
- Serving new Communities; and,
- Exploring Partnerships.

Staff was then asked to comment on the key communities the Windsor Public Library needs to serve in the future. Their comments align closely with the observations of the Mayor, Councillors, City staff and the Board.

Communities to be Served

Important community groups for the Library are:

- older adults
- teens
- new Canadians
- at risk families
- people with careers in transition.

Library's State-of-Readiness for Change

For this part of the discussion, the Consultants asked the staff to look at the strengths and weaknesses in Collections, Services and Marketing. Attendees were also asked to provide some general comments about the library for the future.

Collections

Strengths

Staff identified the diversity of the collections throughout the system as a strength. Many collections are directly responsive to users' requests especially for popular, bestseller items. The Library has good collections in larger print, CDS, Quick Reads, Y/A, languages, graphic novels and magazines.

Weaknesses

Two major concerns outlined by staff include the budget collection, and the deteriorating state of core collections at Central. Classics don't get retrospectively refilled and last copies are not flagged for refill. There is a notable decline in non-fiction, both in quantity and in quality.

There was discussion about collection development level for branches. Some staff commented that the collecting level is Kindergarten to Grade 8 reading level versus research or resource library level, which they believe should be achieved.

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While the Library tries to purchase in all areas and formats of the collections, not everything can be purchased. The Library wants to ensure it can back up school collections and provide sufficient collections of secondary source materials for schools in all formats.

More duplicate purchasing is needed for hot titles in order to minimize the turnaround wait time for items to the user. Although vendor services such as automated release programs have been adopted in certain collection areas, the quality has not met the expectation of staff and users e.g. DVDs.

Reference collection purchasing has been drastically reduced with greater reliance on online sources of reference materials.

Services

Strengths

The library staff commented that well trained staff and a network of well-placed branch libraries throughout the City constitute the key service platform upon which all other programs can flow. Library services that have been developed and offered are very responsive to the user community, is the consensus of staff attendees. The Library has grown and implemented collections and services for the growing newcomer community, building on strategic partnerships with newcomer organizations through the establishment of a settlement worker program in the Library. Programming for children such as book buddies attempts to address literacy concerns of the community.

The Library has ensured that its community is offered the most current public library services such as *AskOn*¹ and *Ask a Librarian*². It also supports the varying information needs through a network of computers which run current library applications as well access to the Internet, all of which are now common and successful in most Ontario libraries.

Weaknesses

While the Library offers computers and services, there is too much system downtime, staff commented. Keyboards break down and repairs times are too long. Wait time for use of a computer is too long according to library users. It is also reported that the website is not user friendly.

Marketing

The discussion around marketing was multi-faceted. There is a sense that the publicity programs and materials do not really reach all the communities they should. Archives are not marketed well, according to some. These special collections would be attractive to many now, as genealogy is a very hot research area especially for the growing seniors' community.

¹ *AskON* is an interactive information and research service for Ontarians offered by public libraries in the province

² *Ask a librarian* provides free quick reference service. Most e-mail reference questions are answered within two working days.

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Library staff worry that there is not enough positive political awareness about the Library and its services. Staff are keen to help turn around what they perceive to be a negative image created by past difficulties.

Staff believes that there are insufficient staffing levels for the Library to develop and implement new services in the future. Others suggest that the current staff is not exploited to its full potential, something that can be addressed through further training and new assignments and projects.

4.2.2 Staff Survey

The staff survey provided an opportunity for staff to provide their input and suggestions for future directions on an individual confidential basis. Responses were received from twenty percent of the staff across all job classifications. Many staff provided fulsome and detailed comments, reflecting their roles meeting the public day-to-day.

Communities to be Served

Although there are some exceptions, in general all branches are serving diverse populations, with the expectation that this diversity will continue into the future. They also see an increase in the number of young families (although this is not borne out by demographic projections), and seniors. This leads to a need for a wider range of materials and services than might be the case in a more homogenous community.

Collections and Services

Staff identified the adult fiction and DVD collections as the collections that they think that best meet the needs of Windsor residents. Staff's views of the collections that are weaker in meeting the needs of residents were more diffused; weaker collections were perceived to be auto repair manuals, fiction, DVDs and reference. In general staff believe that it takes too long to get new fiction and DVDs out to their clients, a view which, coincidentally is shared by the public.

As for the reference collection, it is perceived that much of the downsized collection is out of date, especially at the branch level; this may suggest a need to re-evaluate the role of reference services at the branch level. Other weaker areas were the picture book collection (shabby), young adult (need graphic novels) and the French language collection. Staff also observes gaps in fiction series, where the library does not own the whole series; career materials; juvenile non-fiction and the audio-books collection.

In general, staff believe that the non-fiction and reference collections and related services will be used less in the future, especially as generations mature that have no past experience with print reference materials.

Technology

Staff believes that there will be increased use of technology and related services in the future, such as chat reference and services delivered via the Internet, all accessed remotely by the public. DVDs, CDs. At the same time, with current economic conditions, people who are seeking work

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and who do not have Internet at home will have increased reliance on the public library. Also staff sees the use of the public scanner, printing and fax services, coupled with Internet access, as being very popular, in particular because it assists those who are seeking jobs.

Staff Skills

Staff recognizes the need for excellent customer service skills, flexibility in working with diverse populations and technical skills as the characteristics that will enable them to be successful now and in the future. With respect to technology, many staff commented on the need for on-going training to keep abreast of new technologies, so they in turn can teach patrons to use new technologies and services most effectively.

4.3 Cross-Sector Stakeholders

Two workshops attended by representatives from the community were conducted (list of attendees attached). Participants were asked to consider how well the Library was doing in:

- Promotion of its collections and services
- Provision of effective and attractive library spaces and facilities
- Provision of technology for use and for the delivery of its products and services
- Provision of adequate collections and services to sector communities
- Participation in and is proactive in building and maintenance of strategic partnerships
- Provision of good value to the citizens of Windsor through its collections and services.

Although there was a cross section of representatives, there were not sufficient numbers to create any definitive picture about how well the Library is doing for any specific community sector. That said, participants are active community workers and do represent more than one community. Here are some of the findings:

Library staff, retired staff and Friends of the Library representatives were generally more supportive and positive in response to these themes. In terms of strengths, the Library ranks high in the promotion of collections and services, and in providing the community with good value for their dollar

On the other hand, this group is generally not convinced that the Library is as strong in the provision of collections and services specifically in support of social agencies, arts and culture and education. Equally 2 of 3 of this group believes the Library needs to do more in the maintenance and seeking of partnerships

The Arts and Culture participants ranked the Library in the middle in response to all statements. However, they do respond more positively to the Library's use and accessibility to technology as well as the Library's provision of attractive spaces and facilities

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Of the social agencies that responded, 2 of 3 ranked the Library very high in the provision of the full range of collections and services, and those specific to their needs.

A mixed reaction was received from the newcomer/newly settled representatives who ranked the Library lower in the provision of collections and services specific to their communities, and in their partnership maintenance and building strengths.

The education representative was very positive for nearly all categories, except the Library's promotion of its collections and services.

4.4 Community Survey

The community survey was made available through the Library's website and the City of Windsor website from August 18, 2008 to September 15, 2009. First, respondents were invited to indicate if they were users of the Library or not. Those who indicated that they did not use the Library were directed to a different survey instrument that sought to determine why they did not use the Library. From the Library's web homepage, respondents who indicated that they are Library clients, were directed to a customer survey. Counting Opinions[®] survey software was employed in order to provide statistical data consistent with the Library's on-going public statistical data-collection methods.

Windsor Public Library offers an ongoing customer satisfaction survey, for which it normally receives approximately 100 replies per month. These targeted surveys relating to the Strategic Plan received well over 700 responses in a four-week period, demonstrating considerable interest among users to share their views.

Non-User Survey

A total of 116 persons completed the non-user survey, designed to find out why citizens do not make use of the Library. In summary, the three top reasons for not using the public library are:

- The library does not have what I want;
- The Library hours are inconvenient; and,
- I get most of the information I need from the Internet at home.

However, there was substantial support for using the Library in the future oneself and/or recommending it to others, in these areas:

- a place to borrow all types of materials (books, DVDs, CDs);
- a place to go for assistance in finding information;
- a place to access databases at no charge, available elsewhere for a fee;
- a place for providing homework help and assistance for youth; and,

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- a meeting and personal study space.

The majority of non-users who chose to indicate their length of residence in Windsor have been residents for over eleven years.

The results of the non-user survey suggest that there is an opportunity to undertake some targeted marketing of the Library, to reach sections of the community that are not library users, but who are aware of and potentially supportive of its services.

Customer Survey

A total of 616 individuals completed the user survey over the four-week period. An overwhelming majority of the surveys were completed online, with less than 15 surveys returned in paper format. The respondents provide a representative sample of library users: 10% are students, 41% are in the workforce, 35% are retired or homemakers, 11% are educators, and the balance are other non-specified. Just over 60% of respondents indicated that they are in the 25 to 54 years of age group, with a further 21% aged 55 to 64 years; this provides an interesting snapshot of the demographic that visits the Library electronically.

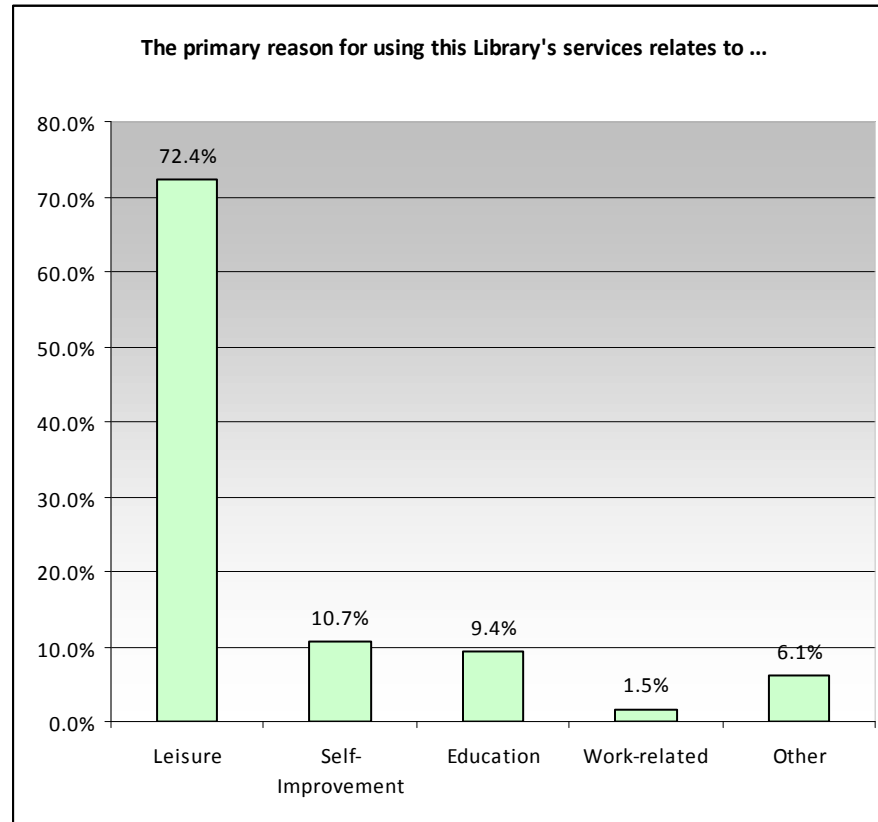
Fifty-four percent of respondents reported living in Windsor for over 25 years, and a further 23% are 11 to 25 years residents. Twenty-three percent of respondents have lived in Windsor for less than eleven years. These percentages reflect the nature of the community from a demographic perspective.

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Why do residents use the services of Windsor Public Library?

An overwhelming majority of residents (72.4%) report using the Library for leisure reasons. A further 10.5 use the library for information and resources for self-improvement, i.e. careers and learning new skills.

Figure 8: Reasons for using Library Services

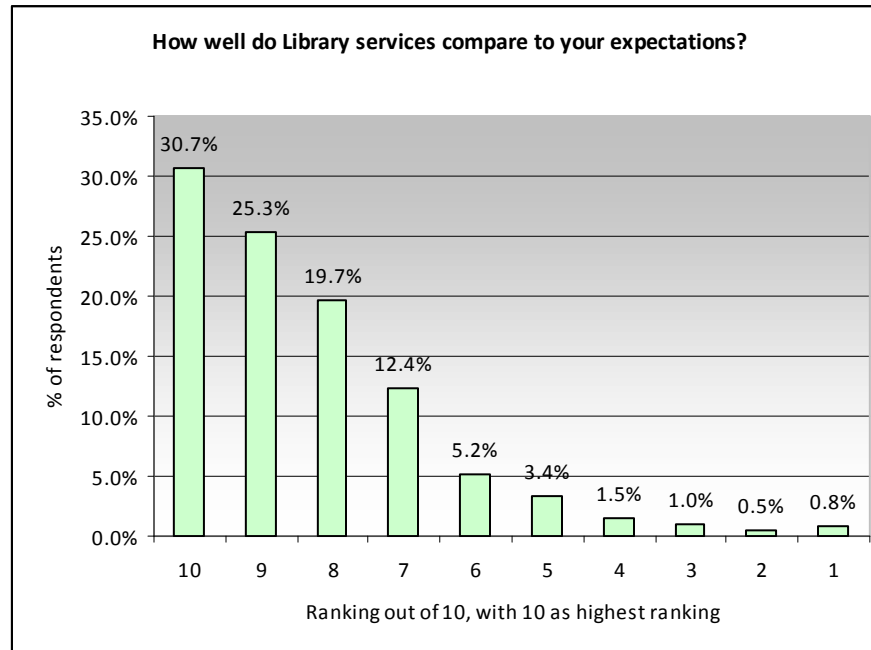


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How do Windsor Public Library services compare to users' expectations?

On a scale of one to 10, with 10 being the highest ranking, 75% of respondents gave a ranking of 8 or higher in evaluating Library services against expectations. Although these rankings are very good overall, there is still room for the Library to grow, with the objective of addressing the 20% of users who give a medium ranking to how well the Library meets their expectations.

Figure 9: Ranking of Library Services Against Expectations



How likely are you to reuse the services of Windsor Public Library?

Seventy-four percent of respondents gave a 10 out of 10 ranking to indicate their likelihood of using the Library in the future, with a further 20% giving a ranking of 8 or 9 out of ten. Only two and a half percent ranked their likelihood of using the library as mid-range or less. This points to a stable and regular core user base for the library.

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What could the Library add or change to better serve the citizens of Windsor over the next five years?

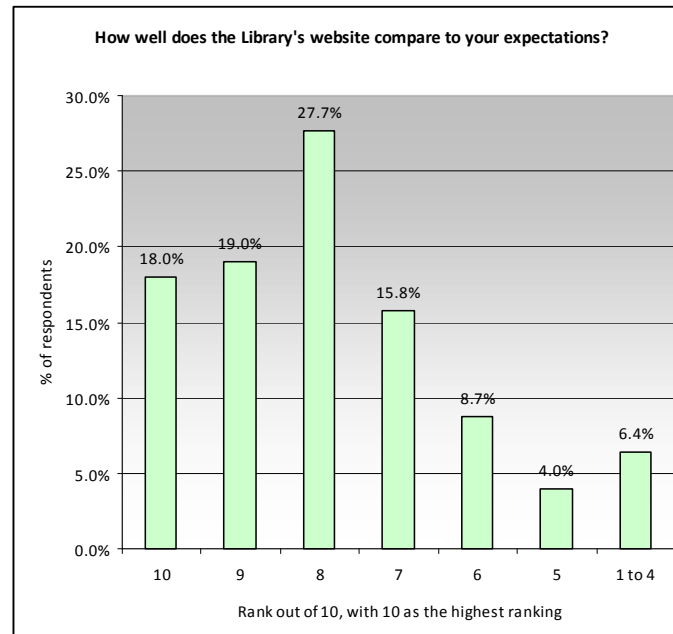
Survey respondents provided a total of 276 comments, across a broad range of topics. Approximately 25% of the comments related to hours of operation: more hours, consistent hours, longer Sunday hours, Sunday hours throughout the summer no Friday closings, and extended hours into the evening. There were also many suggestions for more new materials (books, DVDs, e-books, audiobooks) to reduce waiting times.

With respect to facilities, just over 10% made suggestions, relating to providing free parking and the need for some facilities to have a facelift. Many respondents pointed to the need for library service in South Windsor, which they see as being under-served.

How does Windsor Public Library's website compare to your expectations?

Approximately 65% of respondents gave a very good or higher ranking to the Library's website, with a further 24% giving a medium to very good ranking. This is significant, because the vast majority of the respondents completed the survey by way of the website. This question was included in the survey because a library's website is one of its most heavily used entrance points.

Figure 10: Ranking of Website



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Respondents offered over 400 comments as to why they like the website. From the comments, it is clear that the website is being equated to the Library's online catalogue and managing one's user account. This underscores the importance of the library catalogue, and relates back to professional literature that suggests that the catalogue and my account service is consistently one of the most highly ranked services a present-day public library offers.

An overwhelming number of people indicated that they like to use the electronic entrance to the Library to manage their account: look up materials, place holds and renew materials, all of which save time and a trip to a library facility. These are examples of the things users like about the website.

- *Power search, renewing materials, and placing holds*
- *Look back at authors I've read whose names I don't remember - but want to read another book by them*
- *Placing holds on material from other libraries and having the option to pick up at the library of my choice*
- *the catalogue, online renewals and checking on account, the many ethnic community websites and others focusing on Windsor - history, industry, etc., databases*
- *The catalogue is good. The history pages are nice.*
- *I find the features where one is able to access their own library account on the own computers in the comfort of their own homes. I also find helpful the search engine to the library catalogue extremely useful. I constantly use the program on my account where I am able to place books on hold; the library has an easy system for picking up the books placed on hold, being efficient and quick.*
- *can find books easily and put them on hold; love the fact that it contains book reviews and various lists of books*

Is there something you would like to see on the Windsor Public Library website that is not presently there?

Notwithstanding the high rating of the Library website as it is presented today, respondents offered 195 suggestions for how the website could be enhanced. Many of the comments relate to functionality in the Library's online catalogue, but there were many other suggestions as well. At least some of the comments suggest that the user may not be fully aware of how to maximize the online catalogue. Following are examples of the suggestions presented by users:

Modifications and enhancements to the Library's online catalogue and user accounts:

- *Easier ways to filter for DVDs and audio books*
- *Holds management: - current position in queue (or estimated wait time) AFTER placing hold on materials - pickup expiry date for available holds*
- *I would like to be able to select books of interest and be able to access this list at a future date.*
- *When item on hold is available it would be nice to see for how long it will be held. Even though the initial phone notification says it is three days, having it actually displayed in account information would be helpful.*

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- *Would like to be able to access a list of my previously read books*

Appearance and navigation in website:

- *There needs to be more stuff for teens. Your website is really crammed together and boring. It really needs good graphics and better basic instruction.*
- *Find it cluttered and the colours are not very appealing*
- *Better search navigation, more book cover images, more detail info/description of books/materials*

Content:

- *More online resources, e.g., e-books; full versions of books which we can read on-line for library card holders*
- *More on Native (aboriginal) people of Windsor-Essex County*
- *More information about the groups that meet at the various branches to see if I'd be interested in joining. Maybe even a search by group rather than just the calendar.*
- *More attention to the Municipal Archives*
- *Possibly more links to suggested reading sites*
- *More inside cover information for fiction books - not offered for many titles, difficult to choose books online without it.*

Clear and intuitive navigation on the website is essential, because obviously there is not a staff member to intervene and the website is being used by individuals with a wide range of computer skills. When patrons come to the library and are searching the catalogue in person, there is the opportunity for a patron to ask for assistance and/or for staff to help if they notice someone struggling with the catalogue.

The comments offered by users can be used by the Library as an opportunity to enhance service in the future, to streamline the website, and perhaps most importantly, to teach users how to maximize their use of the Library when they visit electronically.

Technology and Facilities Infrastructure

Section 5: Technology and Facilities Infrastructure

5.1 Technology Infrastructure

A present-day public library requires a complex technology infrastructure to respond to the diverse needs of its clientele and to changing societal norms for the acquisition, provision and utilization of information. Such a library strives to provide access to and deliver of information in multiple formats in a transparent manner, all in a 24/7 environment.

Very often, the public face of today's public library is its website, which is the portal to the library's catalogue, to its e-resources, to information about its programs and services. The website can be the library's strongest marketing tool. The most successful public library websites are jargon free, with intuitive and easy navigation that accommodates a variety of Internet skills. Many users like to manage their own accounts remotely or on site, 24/7, for tasks such as fine payments, holds, requests, virtual reference services and program registration.

Many users are familiar and comfortable with the myriad of technologies in the community but they do like the choice of options, be it information formats or self serve versus staff intervention and assistance. Ultimately of benefit to the Library, self serve products and services will allow staff reassignment to other, more user-intensive training and services.

While public libraries need not be on the most cutting edge when acquiring new technologies or formats, a library does need to attend to the increasing demand for products and services readily incorporated into the offerings of similar library systems.

Social networking tools, are today's commonplace communication device and have an important role in the life of many users; while mostly thought of as tools of the younger demographic, social networking is increasing being embraced by older demographics who see value in blogs, Facebook and related as a means to communicate. The use of social networking tools provides an immediate and wide range of options for product access and delivery.

5.1.1 Technology at Windsor Public Library

The Windsor Public Library possesses an extensive information technology (IT) infrastructure from which to support its public services and the concomitant 'behind-the-scenes' technical and support services.

The integrated library system (ILS), which provides the library catalogue, circulation, acquisition and inventory management functions, is the focus for the library's IT offering. Windsor Public Library uses the Sirsi platform, one of the leading systems in the library marketplace. The library catalogue is accompanied by such services and resources as access to content databases, e-books, mediated web content and e-reference service.

Technology and Facilities Infrastructure

Library users need to be aware of and trained to use the full range of products and services currently available at the Library, as does Library staff. The Public Library staff survey results, in particular, point to the need for staff to acquire and enhance their teaching skills to teach their clients how to make maximum use of databases.

The Library has an extensive website, presenting access to the catalogue and services, all types of resources, programs, hours and location information. The website is a work-in-progress, continuing being adapted to best showcase the Library. This is a fundamental way in which the Library links to its community of users.

The Windsor Public Library Board made a decision in September 2009 to supplement this Strategic Plan with an IT Strategic Plan. The IT Strategic Plan will reflect the overall strategic directions for the Library. The Plan will assess and make recommendations specific to the Library's IT portfolio.

5.2 Facilities

This Strategic Plan contains a high-level analysis of public library provision and distribution for the Windsor Public Library (WPL) system. In order to establish direction for a future building programme, this section evaluates a number of factors including trends, demographics, geographic distribution, and space standards. More detailed analysis of these factors, combined with a more targeted public consultation program, should be undertaken as part of a Facility Master Plan in order to establish a long-term provision strategy. Efforts have been made to ensure that future plans are appropriate and strategic in nature, representing facility provision that is responsive to the needs of existing and new residents.

5.2.1 Facility Supply

There are currently ten locations of the Windsor Public Library providing a total of 156,673 ft² of library space or 0.72 ft² per capita (based on a 2006 Census population of 216,473). The WINDSOR PUBLIC LIBRARY is comprised of one large Central Library (101,467 square feet), and nine branches ranging in size from 2,000 square feet to 14,160 square feet.

Technology and Facilities Infrastructure

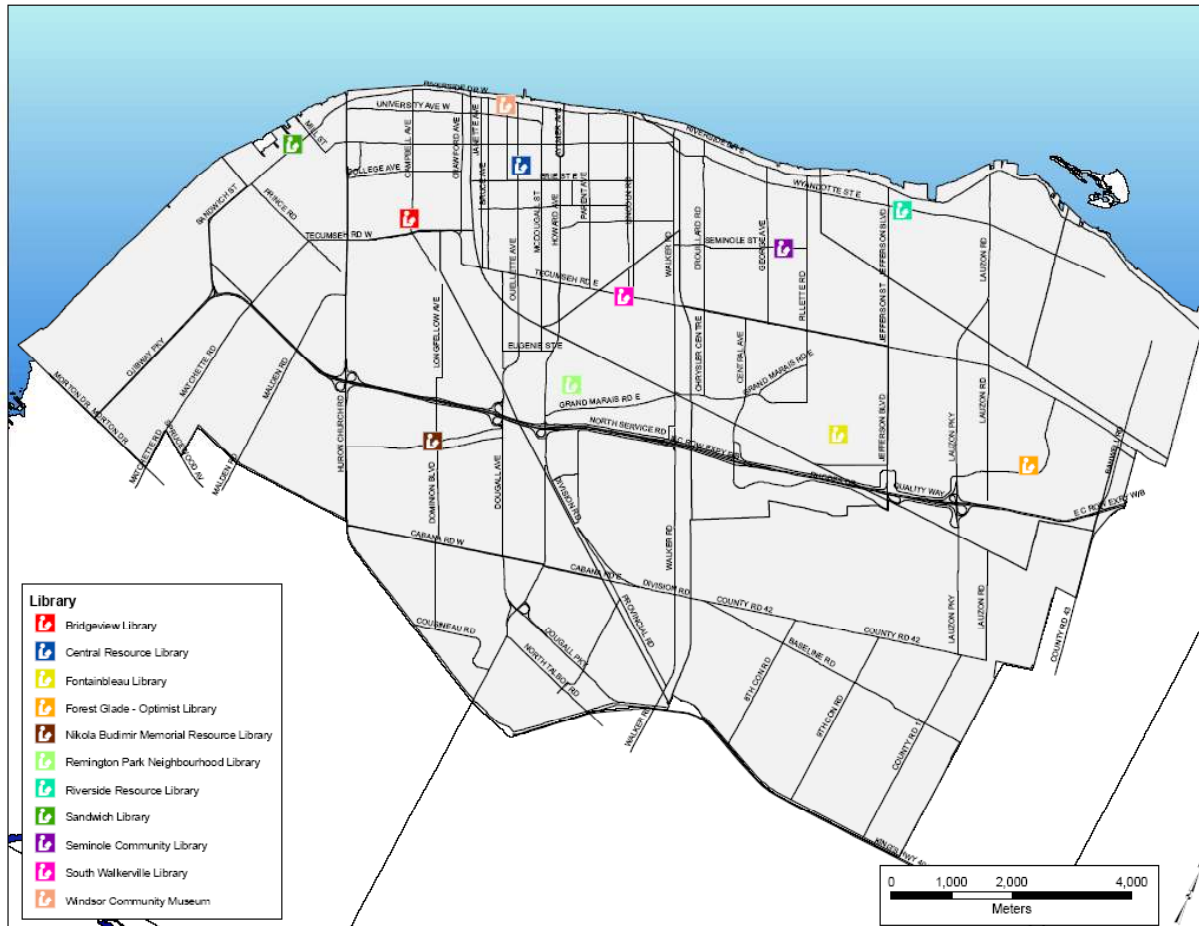
Table 11: Facility Supply

Windsor Public Library	Size (sf)	Planning District
Central Library	101,467	City Centre
Bridgeview Library	5,100	University
Nikola Budimir Library	9,385	South Windsor
Fontainebleau Library	8,050	Fontainebleau
Forest Glade Library	5,500	Forest Glade
Remington Park Library	2,000	Remington Park
Riverside Library	14,160	Riverside
Sandwich Library	4,425	Sandwich
Seminole Library	4,092	East Windsor
South Walkerville Library	3,400	South Walkerville
Total	156,673 ft²	

** Totals add up to 157,579 ft²; however, system-wide space was reported as 156,673 ft².*

Technology and Facilities Infrastructure

Map 1: Location of Windsor Public Library Facilities



Source: City of Windsor, 2009

Technology and Facilities Infrastructure

Key Facility Trends

Key library facility provision trends being experienced in many communities include:

- Smaller, isolated library branches are gradually being succeeded by fewer but larger library branches in prominent central locations that are highly visible, accessible with public transportation, offer expansion capabilities, and barrier-free access to all members of the community.
- Libraries are increasingly being integrated with multi-use community facilities to improve operating efficiencies, provide added convenience to residents, and allow for the sharing of common areas, storage space, programming rooms, and facility management services. Partnerships of all sorts with municipalities and other public and private agencies are becoming more prevalent as the roles of libraries evolve.
- Facilities are being designed to offer large, comfortable reading and working areas, private and collaborative study rooms, homework centres, an ample supply of Internet workstations, wiring for personal computer use and/or wireless Internet access. In addition, libraries are moving towards flexible, multi-use library space with modular fixtures and ergonomic furniture, wide and uncluttered aisle ways with lower shelving, and a more “open” interior to accommodate changing technologies. As a result, the demand for library space is on the rise.

5.2.2 System-wide Facility Assessment

Demographic characteristics and population forecasts are a significant influence on the usage of, and requirements for, library space and services. While the emphasis is on population, other socio-demographic variables that are known to influence library provision – including ethnicity, age of population, and income – should also be accounted for when designing each new or expanded branch.

While the City’s short-term outlook will continue to be influenced by the automotive industry and economic downturn, Windsor is still witnessing population growth, which is expected to continue in the foreseeable future. As such, the Windsor Public Library will require a building programme which may involve the creation of new library buildings, expansion of existing facilities, and the renewal and/or consolidation of some existing branches that will be spread over the next two decades and possibly beyond.

For the purposes of comparison and establishing an appropriate library space provision target for Windsor, a benchmarking exercise was undertaken based on data compiled by the Canadian Urban Libraries Council. This exercise is intended to provide a brief overview of the Windsor Public Library system in terms of per capita space provision levels and then compare this data to selected library systems across the Province. The data presented in the following table is provided simply to provide broad comparisons.

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Table 12: Canadian Public Library Comparators – Square Footage per Capita, 2008

Library System	Reported Population	Total Library Square Footage	Library Square Feet per Capita	Number of Locations
Burlington Public Library	164,500	92,200	0.56	6
Kitchener Public Library	219,853	126,440	0.58	5
Vaughan Public Libraries	270,405	120,603	0.45	7
Markham Public Libraries	293,700	127,241	0.43	6
London Public Library	358,838	322,153	0.90	16
AVERAGE	261,459	157,727	0.60	10
Windsor Public Library	216,473	156,673	0.72	10

Source: 2008 Canadian Public Library Statistics, Canadian Urban Libraries Council.

Note: Because this information represents a snapshot in time, it may not accurately reflect the space standards employed by the library systems for planning new buildings/expansions.

The above table indicates that the average per capita library space provision for the benchmarked communities was 0.60 square feet per capita in 2008. A general industry guideline of 0.60 square feet of library space per capita has existed for some time and remains a target that many growth municipalities are trying to achieve. The approach of using per capita standards continues to be a reasonable methodology for projecting needs at the "master planning level". At the present time, Windsor is providing approximately 0.72 square feet per capita, higher than the benchmarking average and beneath that of only London. Despite the recent evolution of library holdings and roles (such as an increasing emphasis on electronic resources, and the library as a community gathering place), library usage levels have remained strong and the use of a standards-based approach remains relevant.

Library design trends and expectations are changing, resulting in demand for larger library facilities. The demand for more computer workstations and larger group study areas are two major reasons why public library floor space has increased in many communities in recent years. Additional space dedicated to children and teens, art exhibits, comfortable reading areas with cafés, flexible programming space for community activities, wide aisles, and accessible book stacks to accommodate individuals with physical disabilities are some of the other factors that have contributed to an overall increase in library floor space. Because these features are highly desirable amongst modern library users, it is most likely that public libraries will strive to continue offering them. Despite increased accessibility to information via electronic mediums and changing technologies, library materials such as books and audio/video resources are still in very high demand. As a result of these factors, the demand for more public library floor space is expected to increase in the future. In fact, there is every indication that larger libraries are here to stay.

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Population growth will continue to place increasing demands on library services and space requirements. While the current economic downturn has dampened short-term growth prospects, the City is forecasting steady and strong population growth over the long-term. The following table provides the space requirements for library provision based on the City's population projections and both the 0.60 square foot per capita industry standard, and the 0.72 square foot per capita standard currently being achieved by the Windsor Public Library.

Table 13: Projection of Library Space Needs based on Provision Targets

Year	Population	Existing Library Space (sf)	Standard: 0.6 sf per capita		Standard: 0.72 sf per capita	
			Library Space Needs (sf)	Surplus/ Deficit	Library Space Needs (sf)	Surplus/ Deficit
2006	216,473	156,673	129,884	26,789	156,673	-
2011	220,046		132,028	24,645	158,433	-1,760
2016	230,993		138,596	18,077	166,315	-9,642
2021	243,061		145,837	10,836	175,004	-18,331
2026	256,038		153,623	3,050	184,347	-27,674
2031	267,675		160,605	-3,932	192,726	-36,053

Source: For population projections, Lapointe Consulting, 2008.

Applying a 0.60 square feet per capita standard means that Windsor has more than a sufficient supply of library space currently, and will continue to have more than the required space until the time period between 2026 and 2031, with a need for nearly 4,000 additional square feet by 2031.

Maintaining the current provision level and target of 0.72 square feet per capita, the Windsor Public Library will begin to witness a deficit situation corresponding to the anticipated population growth in the coming years. Under this scenario, there could be a need for another approximately 10,000 ft² of library space by 2016, and by 2031, this deficit could grow to 36,000 ft² unless further space is provided.

The current provision of approximately 0.72 square feet per capita is higher than the standard provision rate, but other factors should also be taken into consideration. The existing supply and location of libraries are a beneficial resource for the residents of Windsor, and the removal of a library facility from this inventory (without a sufficient replacement), or lack of any additional facilities for the next 25 years, may eliminate this positive attribute of the City.

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While the Windsor Public Library's average space per capita is currently higher than the industry guideline, a more complete evaluation of facility condition, usage, distribution, and capital resources is required to determine the most appropriate provision standard and facility development strategy over the long term. Adopting a target in the range of 0.60 to 0.72 sf/capita would be reasonable at this point in time; however, a fuller understanding of how the existing libraries serve the community, as well as areas where future population growth is likely to occur is required in order to establish a more precise space standard. Further assessment of the current and future standards should be re-evaluated through a Facility Master Plan. Such an assessment would provide the City with an opportunity to rationalize the current system, and could evaluate options such as updating or renovating existing libraries, consolidation, or evaluation of service gaps.

Branch Assessment

The information in the following table (based on 2008 data) shows that Windsor's Central Library – by far the City's largest library facility – is the City's busiest, generating an average of nearly 160 visits per hour. The other library locations range in visitation from 8 to 26 visits per hour, Sandwich Library having the fewest.

In terms of circulation per square foot, Budimir and Forest Glade Libraries have the highest rates (22 and 21 items per square foot, respectively), while the Bridgeview, Remington Park, Seminole and South Walker Libraries have comparable circulation rates (15-16 items per square foot). Central Library has the lowest rate (5 items per square foot), but this can be attributed to its size and function. Total circulation is lowest at the Remington Park, Sandwich, and South Walkerville branches.

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Table 14: Windsor Public Library – Usage Data by Location, 2008



Library Location	Size (Sq. Ft.)	Circulation	Circulation per square foot	Avg. Hours per week	Total Hours	Visits	Visits per square foot	Visits per Hours Open
Central Library	101,467	514,257	5	68	3,536	557,800	5	158
Riverside Library	14,160	176,278	12	61	3,172	83,900	6	26
Nikola Budimir Library	9,385	201,933	22	61	3,172	66,550	7	21
Fontainebleau Library	8,050	74,306	9	40	2,080	42,700	5	21
Forest Glade Library	5,500	115,194	21	48	2,496	40,100	7	16
Bridgeview Library	5,100	80,986	16	40	2,496	33,550	7	13
Sandwich Library	4,425	39,780	9	40	2,080	16,550	4	8
Seminole Library	4,092	59,366	15	40	2,080	29,150	7	14
South Walkerville Library	3,400	51,847	15	40	2,080	30,700	9	15
Remington Park Library	2,000	31,250	16	24	1,248	12,850	6	10

Source: 2008 Canadian Public Library Statistics, CULC



The following table sets out key information with respect to each of Windsor Public Library's facilities.

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Figure 11: Library Facilities

Central Library	Address	Square Footage	Primary Planning District(s) served by Library	Catchment Area Population (estimated)		Key Demographic Considerations of Surrounding Area
	850 Ouellette Avenue	101,467	Serves as a central resource library to the entire City and also serves a branch function to these Planning Districts: <ul style="list-style-type: none"> • City Centre • South Central* • Walkerville* 	Total	SF per capita	<ul style="list-style-type: none"> • Highest density in the City • Lower proportion of English as the Home Language • Higher proportion of seniors in City Centre, lower proportion in South Central and Walkerville
				216,473 (City-wide)	0.47	
	Circulation (2008)	Hours/week	Neighbourhood Context	Transit Access		Other Comments
Total	Per SF	68	<ul style="list-style-type: none"> • Downtown location • High density residential 	1A, 1C Central 3 Ottawa 4		<ul style="list-style-type: none"> • Increase in circulation between 2005 and 2008
514,257	5.1					
Bridgeview Library	Address	Square Footage	Primary Planning District(s) served by Library	Catchment Area Population (estimated)		Key Demographic Considerations of Surrounding Area
	1295 Campbell Avenue	5,100	<ul style="list-style-type: none"> • University • South Cameron* 	Total	SF per capita	<ul style="list-style-type: none"> • Lower proportion of English as a Home Language • Higher proportion of youth & children
				20,955	0.24	
	Circulation (2008)	Hours/week	Neighbourhood Context	Transit Access		Other Comments
Total	Per SF	40	<ul style="list-style-type: none"> • Adjacent to school • Low and medium density residential 	Crosstown 2 Central 3 Dominion 5		<ul style="list-style-type: none"> • Increase in circulation between 2005 and 2008
80,986	15.9					



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Nikola Budimir Library	Address	Square Footage	Primary Planning District(s) served by Library	Catchment Area Population (estimated)		Key Demographic Considerations of Surrounding Area
	1310 Grand Marais Road West	9,385	<ul style="list-style-type: none"> • South Windsor • Roseland* • Malden* 	Total	SF per capita	<ul style="list-style-type: none"> • Higher proportion of youth & children
				36,780	0.26	
		Circulation (2008)	Hours/week	Neighbourhood Context	Transit Access	
	Total	Per SF	61	Dominion 5		<ul style="list-style-type: none"> • Decrease in circulation between 2005 and 2008 (but still the highest of the 9 branches)
	101,933	21.5	<ul style="list-style-type: none"> • Low and medium density residential 			
Fontainebleau Library	Address	Square Footage	Primary Planning District(s) served by Library	Catchment Area Population (estimated)		Key Demographic Considerations of Surrounding Area
	3030 Rivard Avenue	8,050	<ul style="list-style-type: none"> • Fontainebleau • Walker Farm* • Sandwich South* 	Total	SF per capita	<ul style="list-style-type: none"> • Walker Farm and Sandwich South are very small PDs with low densities and high proportions of seniors
				13,484	0.60	
		Circulation (2008)	Hours/week	Neighbourhood Context	Transit Access	
	Total	Per SF	40	Ottawa 4		<ul style="list-style-type: none"> • Decrease in circulation between 2005 and 2008
			<ul style="list-style-type: none"> • Low and medium density residential • Located next to a park 			

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Forest Glade	Address	Square Footage	Primary Planning District(s) served by Library	Catchment Area Population (estimated)		Key Demographic Considerations of Surrounding Area
	3211 Forest Glade Drive	5,500	<ul style="list-style-type: none"> Forest Glade 	Total	SF per capita	<ul style="list-style-type: none"> Lower proportion of English as a Home Language Higher proportion of children & youth Lower proportion of seniors
				18,404	0.30	
		Circulation (2008)	Hours/week	Neighbourhood Context	Transit Access	
	Total	Per SF	<ul style="list-style-type: none"> Shared facility with Recreation Centre Park setting Low and medium density residential 	1C		<ul style="list-style-type: none"> Increase in circulation between 2005 and 2008
	115,194	20.9		48		
Remington Park Library	Address	Square Footage	Primary Planning District(s) served by Library	Catchment Area Population (estimated)		Key Demographic Considerations of Surrounding Area
	2710 Lillian Avenue	2,000	<ul style="list-style-type: none"> Remington Park Devonshire* 	Total	SF per capita	<ul style="list-style-type: none"> Lower population densities Higher proportion of children & youth Lower proportion of seniors
				14,373	0.14	
		Circulation (2008)	Hours/week	Neighbourhood Context	Transit Access	
	Total	Per SF	<ul style="list-style-type: none"> Adjacent to play area Low density residential Near railway 	1A		<ul style="list-style-type: none"> Increase in circulation between 2005 and 2008 Smallest branch in the system Limited hours
	31,250	15.6		24		

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Riverside Library	Address	Square Footage	Primary Planning District(s) served by Library	Catchment Area Population (estimated)		Key Demographic Considerations of Surrounding Area
	6305 Wyandotte Street East	14,160	<ul style="list-style-type: none"> Riverside East Riverside* 	Total	SF per capita	<ul style="list-style-type: none"> Riverside PD has a higher population density and a higher proportion of seniors.
				32,730	0.43	
	Circulation (2008)	Hours/week	Neighbourhood Context	Transit Access	Other Comments	
Total	Per SF	61	<ul style="list-style-type: none"> Low and medium density residential Blocks to retail and recreation area 	Crosstown 2 Ottawa 4	<ul style="list-style-type: none"> Decrease in circulation between 2005 and 2008 Largest branch in the system 	
176,278	12.4					
Sandwich Library	Address	Square Footage	Primary Planning District(s) served by Library	Catchment Area Population (estimated)		Key Demographic Considerations of Surrounding Area
	112 Sandwich Street	4,425	<ul style="list-style-type: none"> Sandwich Ojibway* 	Total	SF per capita	<ul style="list-style-type: none"> Ojibway PD is a small district with a low population density and high proportion of seniors
				12,039	0.37	
	Circulation (2008)	Hours/week	Neighbourhood Context	Transit Access	Other Comments	
Total	Per SF	40	<ul style="list-style-type: none"> Shared facility with a school and police station Mix of uses: low density residential, institutional, business, industry 	Crosstown 2 South Windsor 7	<ul style="list-style-type: none"> Largest decline in circulation between 2005 and 2008 	
17,780	9.0					

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Seminole Library	Address	Square Footage	Primary Planning District(s) served by Library	Catchment Area Population (estimated)		Key Demographic Considerations of Surrounding Area
	4285 Seminole Street	4,092	<ul style="list-style-type: none"> East Windsor 	Total	SF per capita	<ul style="list-style-type: none"> Higher than average population density
				21,509	0.19	
	Circulation (2008)	Hours/week	Neighbourhood Context	Transit Access	Other Comments	
Total 59,366	Per SF 14.5	40	<ul style="list-style-type: none"> Low density residential 	Central 3 Ottawa 4	<ul style="list-style-type: none"> Decrease in circulation between 2005 and 2008 	
South Walkerville Library	Address	Square Footage	Primary Planning District(s) served by Library	Catchment Area Population (estimated)		Key Demographic Considerations of Surrounding Area
	Tecumseh Road East	3,400	<ul style="list-style-type: none"> South Walkerville 	Total	SF per capita	<ul style="list-style-type: none"> Higher proportion of English spoken at home
				6,560	0.52	
	Circulation (2008)	Hours/week	Neighbourhood Context	Transit Access	Other Comments	
Total 17	Per SF 15.2	40	<ul style="list-style-type: none"> Storefront facility in a commercial area Low density residential 	1C Walkerville 8	<ul style="list-style-type: none"> Large decline (11%) in circulation between 2005 and 2008 	

* Denotes estimated library location catchment area – planning districts without specified library locations.

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Branch Size

Across the nation, the average size of a branch library is increasing. In Canada, a district or area library in most urban communities typically ranges from a minimum of 15,000 to a maximum of 30,000 ft², with the larger template being more common in higher density growth communities. The largest branch in Windsor is Riverside (14,160 ft²). Some recent examples in Ontario include the Oakville Public Library (which is planning two branches in the 17,500 to 20,000 ft² range), the Waterloo Public Library (which is planning a 24,000 ft² branch), and the Mississauga Library System (which has built their most recent branches in the range of 15,000 to 29,000 ft²).

In order to directly compare the average size of branches, the benchmarked communities and Windsor are compared without including the square footage of each municipality's Central Library Facility. The average branch size for the benchmarked communities (London, Kitchener, Markham, Vaughan and Burlington) is 12,000 ft², which is double that of Windsor's (with an average branch size of 6,000 ft²).

As evidenced by the benchmarked communities and recent library developments, Windsor's branch libraries are significantly smaller than the average branch. Four of the City's libraries are less than 5,000 ft², while all locations but the Central Library and Riverside Library are under 10,000 ft². The potential may exist to combine smaller libraries (such as South Walkerville and Remington Park) to provide a larger, more efficient and more modern facility that serves both communities. As the trend towards larger and more inclusive libraries continues, it will be important to ensure that all library branches are large enough to accommodate books, study rooms, computer areas and program space to provide the greatest level of service possible to the City's residents. For Windsor, it is recommended that most new branches, particularly those in areas where sufficient land can be acquired (i.e., Greenfield locations), be in the 10,000 to 20,000-ft² range.

5.2 Accessibility

There are approximately 1.8 million Ontarians (15.5%) affected by the new accessibility legislation; this number is increasing as the population ages. In Windsor this amounts approximately 33,000 persons, based on the population projection of 220,046 people for 2011.

Disabilities and conditions include physical (hearing, vision, deaf-blind, speech, mental health), learning, sensory (e.g. taste, smell, touch) and other conditions (cancer, diabetes, asthma) and temporary disabilities.

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

There are five standards to be developed and four of the five would directly apply to the Windsor Public. The five standards are:

- Customer Service
- Physical Environment

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- Employment
- Information and Communication
- Transportation (not specific to the Library)

Municipalities (including public libraries) must comply by January 2010, with an accessible customer service policy, procedures and practices, staff training, a feedback method, alternate communication methods and notice of service disruption.

What is required?

Policy governing the provision of goods and services to people with disabilities:

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

It should be noted that the Windsor Public Library website has a separate page outlining the special needs services it provides. All branches are fully accessible.

Purposes of the Act

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

5.3 The Green Agenda

A public library is a long time leader in environmentally friendly services and is, by definition, an energetic and excellent recycler as all public lending materials are used and reused.

The Windsor Public Library could choose to become an environmental leader to help to transform Windsor into a net-zero carbon city, to improve quality of life for citizens.

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Materials

All books and multi-media materials are used and reused.

- Enhance leadership role by reducing paper-based materials as it moves increasingly into support for e-materials.
- Reduce newspaper and periodical subscriptions and replace with electronic online versions where feasible.
- Investigate print on demand strategies for public and staff.
- Reduce the volume of public handouts.
- Use recyclable paper for all library uses. Public photocopiers and printers will be both energy efficient and environmentally friendly in the paper used.

Physical plant

The Library could develop and implement a proactive environmental program. These are some potential actionable items.

- Conduct an energy audit on all library branches by 2011.
- Replace all lighting in public and staff areas with energy efficient fittings.
- Install smart programmable thermostats.
- Determine other initiatives such solar panels and other energy efficient technologies.
- Evaluate and replace all furnishings with environmentally friendly materials, when furnishings come up for replacement.
- Utilize environmentally friendly paint and cleaning materials.
- Remove all refrigerators more than eight years old.
- Support the tree canopy of the city by planting trees on Windsor Public Library sites by 2015.
- Install low-flow toilets and water devices.
- Support rainwater harvesting on all library buildings, where feasible.
- Implement new energy efficiencies through all future renovations and retrofits.

Green Marketing and Awareness

The Windsor Public Library is in a unique position to promote a green agenda. Serving all age groups and sectors in the community and with thousands of visits a year, it is one of the most heavily used public services in the City.

The Library will:

- promote a **Green Culture** through the many programs delivered at the library from pre-school to seniors;
- promote the **Green Culture** through such programs as Summer Reading programs, pre-school story-times, newcomer services and information materials;
- promote and participate in Earth days and other initiatives;

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- promote a **Green Culture** in all marketing materials; and,
- provide public displays of environmentally friendly initiatives and programs.

5.4 Recommendations

These recommendations relate to the provision of technology and facilities infrastructure.

Recommendation

Undertake structural and functional building condition audits on the Windsor Public Library's older branch library buildings to identify required capital improvements, including those that would improve compliance with accessibility guidelines. This assessment will provide guidance regarding short-term capital expenditures and facilities that will require strategic assessments over the longer term.

Recommendation

Given the slow short-term growth forecasted for the City, no new library service points are recommended over the next 5 years.

Recommendation

Within the next 3 years, evaluate the benefit of consolidating the Remington Park and South Walkerville branch libraries at one new branch, centrally located in these neighbourhoods.

Recommendation

Embrace green initiatives through materials, facilities, programs, and services by reducing paper-based materials as it increases electronic materials; by conducting an energy audit on all facilities by 2011; and by implementing energy efficiencies for all future renovations.

Recommendation

Ensure the website design, all facilities and staff training fully meet accessibility requirements set by legislation, building on current excellent progress of providing all types of accessibility to the Library and its resources.

Collections and Services

Section 6: Collections and Services

6.1 Collections' Profile

The Library provides a wide variety of materials in many formats (print, DVDs, CDs, magazines, and electronic resources) throughout its systems of 10 locations. The Library stands out as a major resource of materials in all formats for many languages and provides ESL materials for 25 languages.

The Library also houses a comprehensive collection of materials that support genealogical research, archives and local history.

6.2 Collection Development and Organization Operations

Collection Selection

Windsor Public Library uses a decentralized approach to collection selection, with about twelve librarians involved in the process. Branch collection selection is done by groupings of librarians. As the smaller libraries have small non-fiction collections, only one person is assigned to that collection area. Specialist Librarians conduct Central Library non-fiction selection. Multilingual collection development can be problematic within certain languages due to availability of materials, publishing sources and staff expertise. Selection in French, however, is well covered by two staff, whereas other languages are managed by one librarian with assistance from external vendors. Deselection or weeding the collection is a time-consuming process undertaken within branches by one person. The selectors of specific collection areas handle Central Library deselection.

In conjunction with the implementation of the Strategic Plan, the Library could choose to embark on a collections processes and procedures study. The purpose would be to review collection policies, review alignment of collection content to usage and future demand, and to study decentralized selection process and their effectiveness. Such a study would also review methods of public input into requesting particular items and providing patrons with feedback (something that was requested from respondents of the public survey).

Some multi-branch library systems are adopting the philosophy of 'Collection as One'. In the past, Windsor, like many other systems, has met 'just in time' demand within neighbourhood collections. However, today with stretched budgets, it is proposed that the Library embark on a 'Collection as One' philosophy and create a marketing program that informs users and promotes the idea of access to the whole of the collection system-wide. As part of any collection processes and procedures study, the Library will need to review its inter-branch delivery practices.

Sources

Most collection building relies on tradition library selection tools. Two copies of *Library Journal*, the major selection journal used in libraries is circulated to the selectors for "mark-up", then returned to Bibliographic Services (Acquisitions) for ordering. The Library has recently set up an

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Automated Release Program (pre-selection process with vendors) for the selection and management of DVDs. The major vendors used by Windsor Public Library are WhiteHots (non-fiction), S and B (fiction) and Library Bound (CDs).

In discussing possible efficiencies and faster receipt of materials to the Library and users through the use of more ARPs, staff contends that the various communities throughout the City are very diverse and require more individual attention to the selection process.

Budget

Although each branch is assigned its own budget, annual budget planning for collections is determined by considering previous budget allocations and expenditures. While budgeting is quite detailed, including 137 budget lines, usage and cross category analyses is more challenging as these special kinds of reports have yet to be programmed and available for selection staff.

Bibliographic Services

These services support the selection processes by ordering, receiving, cataloguing and processing materials when they arrive. The Library uses a small selection of vendors from whom they acquire items. With the advent of the Internet and its vast source for materials, the acquisitions part of these operations has become more complicated and time consuming.

The infusion of technology also has benefited Bibliographic Services by streamlining parts of acquisitions operations and cataloguing operations. A physical reorganization of the department has greatly improved throughput of materials, resulting in improved turnaround times from the time an item is received to the time it appears on the shelf. Straightforward orders can be put through the system (from order receipt to shelf ready) within 24 hours.

The demand for materials in more formats and languages places more pressure on this department as a whole. Acquiring MARC records for alternative formats and languages is not always possible thus requiring more one-on-one handling of items (original cataloguing).

In order to find more efficiencies and meet the demand for popular titles more quickly, the Library at one time used a leasing service for multiple copies of selected popular titles. However, due to some operational factors like time required to retrieve leased items after demand has waned, led to another procedure for populating collections with multiple copies and for the disposal of worn multiple copies.

Bibliographic services have been able to have no backlog in its operations, a commendable achievement. Staff concerns regarding collection and organizational practices include unnecessary/duplicate ordering, managing multiple ordering sources, getting materials from the vendors more quickly and ensuring consistent staffing levels to keep these operations running smoothly. Having in hand detailed and responsive collection management reports, especially those that interface with collection usage would be very welcome.

Collections and Services

6.3 Services and Programs

Windsor Public Library offers similar services and collections to all sectors in the community. Their strengths are in serving children and the newcomer community. The technology infrastructure allows the Library to access and delivery a full ranges of information provided through the Internet and electronic databases. Predominant in all locations is children's services. These services are heavily used throughout the library. They include a readers' advisory function for children and parents, programs geared to local interests and access to a wide variety of collections for learning to read, recreational reading and homework research. Youth services are also available at most locations. The Library supports a wide-ranging collection of materials attractive to youth including graphic novels and manga. Homework support is also available and youth access information via the Internet. They also use the library's computers for recreational interests

Of note are the wide-ranging collections and services including contacts and assistance through a network of settlement workers throughout the system. Adults, of course, are important users of the Library; currently one of the biggest users groups is older adults, that group defined as those 50 and older. Their interests are wide ranging, from recreational reading to genealogy, to running small businesses to restarting a career.

Reference services, a wide range of search services, assist the user in their factual research efforts through access to newspapers, directories, government documents, other reference type materials and an array of electronic resources. Reference staff and their expertise is supplemented by a province-wide service called AskON, a real time chat service that draws upon resources and librarian knowledge through public libraries across Ontario. Special collections and services are accessible to those with visual and other physical challenged through assistive technologies, large print, audio and Braille collections.

Technology underpins many of the collections and other services in the Library. In addition to a powerful integrated library systems and applications in the background, the Library makes public services computers and wireless service available in all locations. The public accesses email, library catalogues and the Internet via the public computers. Training options for computer use are also offered via www.windsorpubliclibrary.com. The community truly has 24/7 access to all of the Library's vast resources and to personal account information.

One of the most unique and timely services offered at Windsor Public Library is the Adult Literacy Centre, born of a partnership with the provincial government (Ontario Training, Colleges and Universities). A full range of life skills through literacy are developed in this Centre. Newcomers are also welcome. A trial family literacy program to be funded through SOLS and Ontario Works is planned.

Programs

The Library offers a wide variety of programming for children, youth and adults throughout the Library system. Children's and family programmes are a cornerstone for the Library. The Literacy at the earliest ages is supported through pre-school storytime, Mother Goose programs (a parent-child interactive program) and a book buddy program that solicits volunteers to assist children age 6 to 10 with their reading. These programs are supplemented by the Kaysandra and Christopher Curtis Children's Learning Centre located at the Central Library; the Ontario Early Years Centres and other sponsored centres throughout the Library system.

Collections and Services

Teen programming focuses on book discussions for the most part; however, different types of programs have been created to reflect teen interests such as bullying information, or comic books and art club. Adult programming covers a range of styles and interests from book clubs to health issues to special issues such as Chess.

6.4 Recommendations

These recommendations relate to collections and corollary services

Recommendation

Undertake a collections policy and procedures review, to align collections with strategic directions.

Recommendation

Adopt a 'Collections as One' philosophy and embark on a marketing campaign to inform users about the concept of access to the whole of the collection system-wide.

Section 7: Partnerships

7.1 Partnerships Trends

Libraries have enjoyed more far ranging partnership opportunities now than ever before. Traditional partnerships have been forged between other like-type organizations but now, libraries hold an important place in partnerships of all kinds: school and other local community partnerships, government bodies, all levels, and libraries, and even some private-public partnerships.

7.2 Partnerships at Windsor

Windsor Public Library has entered into some of the most interesting and effective partnerships for a public library. Due to Windsor's more isolated location, the City, its services and agencies need to work more collaboratively and easily, as Windsor Public Library has demonstrated. The sectors and partnerships within which the Library is involved includes:

- Education - WERLNet
- Health - Windsor Essex Health Unit-Heart Action, Hospice of Windsor and Essex County, Teen Health Centre
- Newcomers – LSP, Windsor Women Working with Immigrant Women, Multicultural Council of Windsor and Essex County, World Refugee Day Committee
- Disadvantaged - Homeless Coalition, Hiatus House, Adult Literacy Program
- Arts and Culture - Bookfest Windsor
- Employment - Job Creation Partnership, Windsor Wood Carving Museum
- Community-wide Infrastructure - 211/311, Centre of Smart Community Innovation, Industry Canada-CAP
- Government Services - Service Ontario
- City of Windsor - Numerous Committees

The partnerships range from information distribution to marketing, from providing one on one information and directional services to assisting small libraries in organizing and managing their unique collections, and larger, much more complex projects such as representation and development of broad base communication and IT networks.

Partnerships

7.3 Recommendations

While the Library is a logical and successful partner, these arrangements require valuable staff resources from an already stretched resource. The recommendations relate to how the Library interacts with its partners.

Recommendation

Develop an evaluation mechanism to determine the most strategic partnerships for the Library, based on resources required to maintain and grow the partnerships, benefits of the partnerships to the Library and the duration of the partnership.

Recommendation

Prioritize new partnerships by strategic themes and sectors.

Library Promotion, Awareness and Marketing

Section 8: Library Promotion, Awareness and Marketing

Windsor Public Library uses various methods to directly and indirectly publicize and promote its products and services and to create awareness, through brochures available at the Library and in the community, and through creative partnerships with community organizations.

8.1 Raising the Library's Profile

The public library has a recognizable brand that other organizations could well envy. Windsor Public Library should continue to manage the production, content and style of all media and publicity pieces in order to ensure effective message delivery.

At present most of the publicity and awareness resides in the print environment. It may be time to adopt new strategies and develop a marketing plan that is unusual and takes advantage of new markets, media and vehicles. For instance, the large newcomer community is a key market that the Library can continue to tap, through ongoing and increased outreach to newcomer community organizations.

The most important vehicle that the Library needs to exploit is the Library's electronic platform and the Internet. Publishers are recognizing the value of using these devices to promote new and previously enjoyed collections. The electronic arena is an immediate and effective way of attracting and informing users of everything, 24/7, and will become increasingly important as the Library migrates more towards self-service options.

The website is one of the primary means to reach the majority of library users. There are increased opportunities to present library services and programs to users, via the web, using social networking tools. Furthermore, promotion must be pervasive in everything that the Library provides for and presents to City residents, in terms of services and communications. The increased awareness and feedback from residents then enables the Library to constantly adapt and upgrade the services and programs.

The various recommendations throughout the Strategic Plan stress the need for marketing and increased awareness, including the following areas.

The majority of Windsor Public Library's printed publicity materials are produced centrally, meaning that they display a common look and feel, and send a consistent message to the community.

In addition to the funding support for both capital and programs and services, corporate marketing support enables widespread recognition. One classic example is TD Bank's support over many years for the National Summer Reading Program for public libraries.

Library Promotion, Awareness and Marketing

8.2 Recommendations

These recommendations relate to promotion, awareness and marketing.

Recommendation

Ensure that all Library marketing and promotion materials issued to the public have a common look and feel, to promote 'brand' awareness.

Recommendation

Maximize use of the Library's electronic platform, its website, to promote programs and services, and to reach various segments of the community.

Recommendation

Use the Library's partnerships in the community to leverage the Library's awareness and promotion, such as private sector sponsored screen savers and library cards.

Recommendation

Target new marketing initiatives and partnerships towards the approved strategic priorities for the life of the Strategic Plan.