

Planning & Management Solutions for *Your* Library



For Today...and Tomorrow

The delivery of public library services in Ontario is changing. New technologies, virtual libraries, information economies, creative cities, and partnerships, collaborations and innovations are changing the way libraries serve and interact with their communities. Public libraries must continue to provide the essential services that residents value today, while increasingly positioning themselves for new roles and responsibilities in the 21st century. **dmA** can help your library plan for today and tomorrow.

Our Approach

We bring to our consulting assignments an in-depth understanding of best practices in library service delivery, a proven ability to find solutions to difficult planning problems, and strong communication, research and consultation skills. Our reputation is built on objectivity, clear thinking, and a commitment to finding the best solution to the unique challenges facing our clients.

We provide consulting services from our offices in Toronto, Ontario and Wolfville, Nova Scotia. While the majority of our library clients are in Ontario and Atlantic Canada, we have worked throughout North America on planning and management projects for library clients. The following pages highlight our library project experience.



Strategic Plans

Guiding your Library's decision-making in an ever-changing environment

Due to changes in technology alone, the library of the future is unlikely to resemble the institution we know today. When we consider other social and economic trends, the potential for a very different future is apparent. Anticipating and responding to this future is the primary objective of a strategic plan. Through collaborative planning with library boards, staff and communities, we help public libraries determine their preferred future.

Strategic planning for libraries and provincial agencies serving public libraries is a major area of **dmA**'s practice. **dmA** facilitated the development of the most recent strategic plan for Ontario public libraries (Building Value Together), and the strategic plan for First Nation Libraries in Ontario. **dmA** has also prepared strategic plans for SOLS and OLS-North in Ontario and for a number of public libraries.

Selected Clients Include:

Aurora Public Library ♦ Brampton Public Library ♦ Clarington Public Library ♦ First Nation Libraries ♦ Huron County Library ♦ Kitchener Public Library ♦ Markham Public Libraries ♦ Ontario Library Services Centre ♦ Ontario Library Service North ♦ Oxford County Library ♦ Southern Ontario Library Service



Master Plans & Library Service Reviews

Long range plans – charting a course for the future of *your* Library

Our master plans deal comprehensively with the full range of library services, including facilities, collections and technologies, programs and services, staffing and operations, management and governance. These long-range plans are developed within the context of changing demographics and user expectations, new technologies, emerging trends and best practices; and are based on extensive consultation with staff, board members, current users, other stakeholders, and the general community. Our recommended service delivery models identify future library space requirements based on accepted guidelines, and often involve facility redevelopment, consolidations, and building new branches to meet future needs. Operating and capital cost implications, service upgrades and improvements, and organizational changes are often recommended.

Library service reviews may focus in on a particular aspect of library service delivery, or may deal more broadly with all areas described above. Service reviews typically recommend new approaches to service delivery and new facility standards that respond to the ever-changing environment in which public libraries deliver their services.

Selected Clients Include:

Brampton Library ♦ Chatham-Kent Public Library ♦ Counties of Essex, Huron, Oxford and Wellington Public Libraries ♦ Greater Sudbury Public Library ♦ Halifax Public Library ♦ Halton Hills Public Library ♦ Kennebecassis Public Library ♦ Kingston-Frontenac Public Library ♦ Ottawa Public Library ♦ Smith-Ennismore-Lakefield Public Library ♦ Thunder Bay Public Library ♦ Waterloo Public Library



Feasibility Studies & Facility Planning Studies

A perspective on the future of *your* Library facilities

As professionals in the field of library planning, we have a strong understanding of library trends, best practices and new innovations in library facility planning. Our feasibility studies and facility plans are based on well-researched provincial, national, and international standards and guidelines, emerging trends in contemporary library design and service delivery, balanced with community needs, expectations, and a view to long-term sustainability. If need for a new or upgraded facility is established, we often work with award-winning architects to provide functional space programs, accurate capital cost estimates based on industry standards, and an implementation schedule outlining priorities and responsibilities. Many of our feasibility studies proceed to implementation, and **dmA** frequently provides ongoing strategic advice to our clients regarding evaluation of candidate sites, selection of architects, developing LEED® certified or energy efficient facilities, partnership negotiations, and other implementation tasks.

Selected Clients Include:

Brampton Public Library Facility Master Plan ♦ Brantford Public Library, Facility and Service Assessment ♦ Halton Hills Public Library, Acton Brand Facility Feasibility Study ♦ Mississauga Public Library ♦ Orillia Public Library Central Library Expansion Study ♦ Pickering Public Library 10 Year Facilities Plan ♦ Richmond Hill Public Library, Oak Ridges Branch ♦ Scugog Memorial Library Facility Needs Assessment ♦ Thunder Bay Public Library Facility Relocation Study ♦ Uxbridge Public Library Expansion Study ♦ Waterloo Public Library Branch Facility Model ♦ Whitchurch-Stouffville Public Library Facility Needs Assessment ♦ Woodlawn Public Library, Halifax Public Libraries ♦ South Shore Regional Library, Nova Scotia



Management Studies & Operational Reviews

Positioning *your* library to make a difference

Over the past decade, our management studies and operational reviews have focused on rebalancing resources in light of municipal amalgamations, restructuring, and consolidating or expanding services in a climate of fiscal restraint or in response to new growth. While some of these issues are still relevant today, more recent studies are focused on facilitating partnerships, collaborations and innovations in the way libraries serve and interact with their communities. We expect these trends to continue as public libraries position themselves to become key players in the information economy of the 21st century. This calls for different management approaches, new staffing models, revised policies, new types of partnerships, and new ways of engaging with different sectors of the community. Many of our library planning studies involve operational reviews and the development of staffing models and operating pro-formas to meet future needs. **dmA** can help position your library to continue to make a difference in your community.

Selected Clients Include:

Chatham-Kent Public Library ♦ Essex County Library ♦ Greater Sudbury Public library ♦ Halton Hills Public Library ♦ Huron County Library ♦ Orillia Public Library ♦ Ottawa Public Library ♦ Oxford County Library Operational Review ♦ Smith-Ennismore-Lakefield Public Library ♦ South Shore Regional Library, Nova Scotia ♦ Tay Township Public Library ♦ Toronto Public Health Department Library ♦ Waterloo Public Library



Customized Research

Ensuring *your* library understands the communities you serve

We can ensure that your library remains customer-focused and responsive to changing needs through customized research. **dmA** can help you design a program that includes research, needs assessment, community consultation, trends and best practices, demographic analysis, and survey research.

Most of the master plans, feasibility studies and service reviews conducted by **dmA** have included survey research. Many of our recent planning studies have involved an online survey of existing library users, as well as a statistically reliable survey of the general community, capturing users and non-users. In-house or in association with other survey research firms, we have the necessary experience and qualifications to undertake comprehensive and reliable surveys. Some of our unique qualifications include:

- Contributed to the design and analysis of a province-wide survey on perceptions and use of the library.
- Designed a number of surveys that were used to compile data for performance measures.
- Conducted focus groups and surveys to study library markets, including users and non-users, non-engaged teens, the business sector, newcomers to Canada

Selected Clients Include:

Aurora Public Library ♦ Brantford Public Library ♦ Chatham-Kent Public Library ♦ Pickering Public Library ♦ SOLS Performance Measures Project ♦ SOLS Multilingual Library Service Project ♦ Strategic Plan for Ontario Libraries (SDC) ♦ Whitchurch-Stouffville Public Library



Training & Professional Development

A Resource to the Library Community

Not only does **dmA** have unparalleled experience in providing consulting services to the public library sector, but we are also actively involved in research and policy studies that address the future of public libraries in North America. **dmA** has frequently conducted research and facilitated strategic planning and problem solving sessions with senior library staff in Ontario and Atlantic Canada, reviewed and updated guidelines and standards with library governing bodies and recommended new models, and presented research papers to national and international conferences. We are not simply planners – we understand the library sector; are actively involved in professional development activities that address the future of public libraries; and bring to all of our work a focus on the future of libraries that is an essential aspect of any future plan. Some specific examples of our experience include:

- Facilitated a review of ARUPLO's Guidelines for Rural/Urban Public Libraries.
- Authored the SOLS manual "The Library's Contribution to Your Community".
- Conducted training on the use of the LCTYC Resource Manual in Ontario, Nova Scotia, Illinois, New Jersey, New York, Mississippi, Alaska and Texas.
- Assessed multi-lingual and multicultural library service needs in Ontario.
- Assessed revenue enhancement strategies for SOLS.
- Presented at various conferences and workshops: OLA Conferences 1999 thru to 2006; CLA Conference 2002; New York Library Association 2002; Public Library Association 2004; Illinois Library Association 2006; the Atlantic Provinces Library Association Conference in June 2008.