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## **Joint Information Report Newmarket Public Library Effectiveness & Efficiency Review ~ Implementation Status Update ~**

Report Number: # 2019 - 08

Department(s): Community Services – Recreation and Culture  
Corporate Services – Information Technology  
Newmarket Public Library

Author(s): Ian McDougall, Commissioner of Community Services

Date: November 5, 2019

In accordance with the Procedure By-law, any member of Council may make a request to the Town Clerk that this Report be placed on an upcoming Committee of the Whole agenda for discussion.

### **Purpose**

The purpose of this report is to update Council on the ongoing implementation of the Newmarket Public Library's Effectiveness and Efficiency Review that was authored in 2017.

### **Background**

The Town and the Newmarket Public Library (NPL) contracted Pesce and Associates to complete a review the NPL operations with the intention of determine how best to position the NPL for current and future success. This included taking into account optimum structures, work alignments at the NPL and also where synergies and enhanced operational integration was possible with existing Town departments offering similar services (e.g. human resources, procurement, information technology, facility maintenance, marketing, finance, communications, etc). Overall, the intention of the review was to build on providing 'customer – centric' services in as efficient a manner as possible.

## Discussion

Over the past sixteen months, implementation of recommendations have been ongoing. Please find below a high level summary of the implementation status. Of particular note, there are two recent items that Council should be aware that were recommended to the NPL Board of Directors recently by the NPL C.E.O. and were adopted by the Board. These two items summarized in the NPL C.E.O. Library Board Report dated September 18, 2019 were arrived at in concurrence with both the Commissioners of Community Services and the Commissioner of Corporate Services respectively. The adopted motion read:

*THAT the Library Board receive the report on Marketing and IT realignment agreements;*

*AND THAT the Library Board authorize the C.E.O. to execute and implement the one-year pilot Information Technology Joint Steering Committee, effective October 15, 2019;*

*AND THAT the Library Board authorize the C.E.O. to execute and implement the one-year pilot Service Level Agreement between the Town of Newmarket Recreation/Marketing and Sponsorship and Newmarket Public Library, effective October 15, 2019;*

*AND THAT the Library Board direct the C.E.O. to report on a regular basis to the Board on the progress and outcome measures related to these pilots and make recommendations to the Board regarding the future status of the agreements after the completion of the pilot year.*

Work is ongoing on the implementation of the above initiatives specifically around finalizing the IT Joint Steering Committee Terms of Reference and the secondment agreement for the NPL Marketing Coordinator.

A quick summary of other action items achieved (A) and in progress (I) include:

- Custodian Services/Facility Maintenance (A)
- Additional dedicated Human Resources support (A)
- Front line customer service staff duties and reporting relationship re-aligned (A)
- Adjust management structure to include a Manager of Library Services and a Manager of Library Operations (A)

- Internal Financial Services at the NPL duty alignment changes (A)
- Service Level Agreement with Finance (I)
- Service Level Agreement with Procurement (I)
- Service Level Agreement with Human Resources (I)
- Service Level Agreement with Corporate Communications (I)
- Senior leadership knowledge transfer and succession efforts (I)
- Complete job descriptions, job evaluations, posting and hiring process for the two Manager portfolios (I)
- Secondment agreement and move of NPL Marketing Coordinator to Recreation and Culture Marketing and Sponsorship business unit (I)
- IT Joint Committee Terms of Reference finalized and launched (I)

## **Additional Discussion Item**

Council and the NPL Board have both previously endorsed and directed that work advance with respect to a library facility needs analysis. Specifically, this process is to look at how any future facility needs be considered jointly between Town needs along with library needs. Staff have been meeting internally to advance the development of a scope of work that will lead to securing a consultant(s) to support advancing this effort. Once a consultant is secured, there will be a cross functional staff steering team that will work on this study effort.

The project scope is looking to advance two primary objectives. The first scope objective would involve engaging and exploring with the entire community (traditional library users AND casual, occasional, and non library users) to creatively learn their perspectives on what types of services a future focused library could/should consist of and what role a modern day library could play in a vibrant community. The second scope objective would focus on identifying facility needs and options around recreation and culture service delivery in the future, overall Town facility needs and library needs and facility options. This objective would study the overall marketplace for best practice models, high level costing (capital and operating) and detail potential future facility site options and operating models.

Securing a consultant is targeted to be in place as early in Q1, 2020 as possible and staff would be targeting a report coming to Council and the NPL Board by Q4, 2020.

## Human Resource Considerations

There are no additional human resource requirements required.

## Budget Impact

Implementation of the plan is aligned with annual, approved operating budgets.

## Attachments

None.

## Contact

For further information please contact Ian McDougall, Commissioner of Community Services, [imcdougall@newmarket.ca](mailto:imcdougall@newmarket.ca), ext. 2441 or Todd Kyle, C.E.O. at the Newmarket Public Library, [tkyle@newmarketpl.ca](mailto:tkyle@newmarketpl.ca), ext. 4670.

## Approval

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Todd Kyle

NPL C.E.O.

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Colin Service

Director of Recreation and Culture

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Director of Information Technology

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Esther Armchuk

Commissioner of Corporate Services

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Ian McDougall

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