RECOMMENDATION:

It is recommended that the Library Board receive this report.

ISSUE/OPPORTUNITY

The purpose of this report is to provide the third progress report on the strategic planning process to-date.

COMMUNITY ENGAGEMENT INITIATIVES

Research Team

The work of the Staff Research Team to conduct research into best practices and trends relating to public spaces and libraries and identifying innovations and opportunities was completed. The interim report that identifies trends was shared with the Senior Team and with Overlap Associates to help provide insights and context relating to the community engagement initiatives.

Community Mapping Team

Community mapping is underway and will be completed by September.

Street Teams

One of the innovative approaches recommended by Overlap Associates was the development of Street Teams who will hit the streets to gather big-picture insights via brief, focused, “on-the-street” interviews in a variety of venues. The Street Teams attended 27 venues throughout the community such as key community events, malls and parks during the weeks of July 9 – July 27 to gather this input from Londoners. They interviewed a total of 480 people, exceeding the target of speaking with 400 people.

Online Survey

An Online Survey to users and non-users was launched and complemented the efforts of the Street Teams. The goal is to collect data that identifies community opportunities for LPL and which may offer fresh insights into the needs of Londoners. At the date of publication of this report, over 6,700 people had completed a survey, which was available from July 15 through August 2.

Stakeholder Labs

A Stakeholder Lab is a facilitated focus group aimed at gathering rich insights into perceptions and needs from participants through a series of exercises. These in-depth sessions will allow better understanding of key themes and priorities that would inform strategic directions. Due to availability of community stakeholders, the most of the labs will be conducted in September (versus August as previously reported to the Board). Participant groups have been identified and stakeholder champions are assisting the Library in reaching potential participants in specific sectors. Dates and venues are being finalized and will be shared with the Board upon completion.

Community Camp

The Community Camp is a public event designed for 100+ people to participate in a fun, engaging and collaborative discussion about the Library. People gather in groups of 8-10 to work through a series of exercises – helping to generate ideas and priorities. The Community Camp is scheduled for October 28, 2013, 7-9 p.m. at the London Convention Centre.

COMMUNICATION

Library communication has been about the LPL Strategic Plan in general to invite the public to be part of the process and there has been targeted marketing and promotion related to the specific initiatives.
Marketing and Promotion

Survey promotion has included:
- E-mail to community partners, library patrons, donors, volunteers, Friends of the Library;
- Staff promotion in the library and by the Street Teams (with handouts and buttons);
- Social media, e.g. Twitter; Facebook, YouTube
- LPL website (11,600 views of survey landing page at time of publication)
- "Tent" cards on library tables and by public computers;
- Posters in the community and emailed to local employers;
- Ads in Metro newspaper, London Community News and the Londoner;
- Promotion on all email reminder notifications to patrons; and
- Promotion on all e-newsletters for the month of July (6,000+ subscribers).

LPL has also created a video, featuring Library Board Chair, speaking about the LPL Strategic Plan and asking the community to participate. This is being shared via social media and posted on the LPL website.

Media Coverage

Library Board Chair Josh Morgan and Ellen Hobin, Manager Communications have worked closely with the local media and LPL has had positive, significant coverage from the media about the Strategic Plan Community Engagement Process, for example:
- London Free Press article and online reader poll;
- Live radio interviews on 1290 CJBK, am980, CHRW (Western University) and Fanshawe Radio CIXX; and
- Articles in the Londoner and Metro newspapers.
The Strategic Plan Research Team has identified trends from our review of government policies, social, economic and technology trends, other organizations, library literature and other libraries for the Library to consider in future planning.

Libraries are shifting quickly

- Physical to Virtual
- Individual to Community
- Collection to Creation Library
- Archival to Portal

**Top Trends**

- Collaborative Processes
- Community Space & Community Place
- Creative & Community Focused
- Customer Centric Service
- Digitization
- Enduring Public Library Values
- Mobile Technology
- Participatory & Lifelong Learning
- Technological & Digital Literacy
- Technology Integration with Services, Spaces & Resources
- Transparency

In-depth summaries of our findings, with examples, follow in this interim report.

The Strategic Plan Research Team
Carolyn Doyle, Barb Adams, Leonor DaCosta, Norma Gelinas, Lindsay Harris, Anya Hleba, Colleen Kaloyanis, Jamie Kamula, Lisa Manax Skikos, Dave Mitchell
Key Government and Policy Themes

Summary Statement

Governments at all levels show signs of strain in meeting economic demands and changing citizen expectations.

Quotes from the Experts

“We will remain focused on what matters to Canadians—jobs and economic growth, and ensuring Canada's economic advantage today will translate into the long-term prosperity of tomorrow.”
The Honourable Jim Flaherty. 2013 Federal Budget Brief

“2013 Ontario Budget: A Prosperous and Fair Ontario” The 2013 Budget is the new Ontario government's plan to strengthen the province’s economy and give every person the chance to succeed. Ontario's economic performance is stronger when everyone has the opportunity to be gainfully employed, to participate in the life of their communities and to contribute to the prosperity of our province. The government’s role in job creation is to encourage the right environment for businesses and entrepreneurs to take risks, make investments, create jobs and drive innovation.”
2013 Ontario Budget Brief, May 6, 2013

“We believe that an extended sharing of ideas is needed across the entire country in order to enhance public and political understanding of the myriad contributions that Canadian libraries make to Canadian lives.”

“Through changing times, people have continued to participate in and esteem their libraries. The public library of 2020 will respond to a new social, technological, and economic environment while keeping its enduring values. It will use new tools and partnerships in its traditional roles as part of a lifelong learning system and as an engine of cultural and economic development. It will remain an agent and sign of community and social cohesion. It will respond to Canada's uniquely diverse diversity.” It will act on research on reading and learning and make information and communication technology accessible in a democratized and participatory digital universe of uneven quality. It will stimulate creativity in the community and provide exciting public spaces where people can participate and share ideas. Through all these means, the public library will contribute to sustainable prosperity for Ontario and Canada in an increasingly knowledge-based economy.”
Wendy Newman, Third Generation Public Libraries
“Residents are looking for more than just good services—they want more walkability, a greener environment, arts and culture, and, in some of the larger cities, transit options. They are looking for quality of life and a sense of place.”

Dan Gilmartin, Executive Director of Michigan Municipal League, Ann Arbor, Michigan

“Similar to a business, cities and counties must remain competitive. Knowledge-based workers can now choose to live anywhere they like, and this trend will continue into the foreseeable future. Attracting and retaining the creative class will require that managers advocate.

Real-time information is the environment in which we all live, and the interconnectedness of us all is exactly what Thomas Friedman spoke about in The World Is Flat. This book should be required reading for any aspiring public manager. The upcoming generation of managers understands and grasps this well. Their talents and their ability to navigate the interconnectedness will be important.

Our whole notion of local government will change. We will no longer focus on the artificial nature of what constitutes local government as a political subdivision. Instead, the notion of what is a city, town, village, county, township, or municipal authority as a legal and political matter will diminish.

There will be more of a focus on the basis of local government: the concept of community. This is the effect that the awesome power of social media and its influence on political discourse globally will have on local government, and managers will need to understand this.”

Sam Mamet, Executive Director, Colorado Municipal League
Denver, Colorado

“Libraries: London’s Public Library is a thriving and vibrant institution that plays a vital role in making culture accessible to Londoners. More popular than ever, London’s libraries have become a “one stop shop” for culture. There is an opportunity for the Library to expand partnerships to meet the growing demand for cultural programming.”

London Cultural Prosperity Plan 2013
Summary

The global economic challenges and sweeping technological changes of the past five years have determined the course for government policy and spending initiatives at the federal and provincial levels in Canada.

In the most recent 2013 federal budget, federal government initiatives clearly pointed to the priorities of Economic Action Plan 2013:

- Connecting Canadians with available jobs
- Helping manufacturers and businesses succeed in the global economy
- Creating a new Building Canada Plan to support public infrastructure
- Investing in world-class research and innovation
- Supporting families and communities

Specific funding initiatives to support families and communities included programs to support homelessness, affordable housing and building Aboriginal communities on and off reserves. A number of significant projects support the increasing support for newcomer settlement, persons with disabilities and youth employment.

The government policies and spending of the 2013 Ontario budget mirror and complement those of the federal government. Job creation is the single most important priority identified and strengthening the provincial workforce with 21st Century skills.

There is also a strong emphasis specifically on the need to support youth in education at all levels beginning in early years followed by full day kindergarten through to youth job creation opportunities.

Initiatives for persons with disabilities are also a key provincial direction and support the implementation of AODA legislation. Provincial government resources are also critically charged with the provision of health care resources in a time of the quickly changing demographics of an aging population.

Development and support for healthy Aboriginal communities is a dominant trend provincially as well as federally.

The tightening of government budgets and a sharper focus of funded initiatives has had a dramatic effect at the municipal level. Municipal needs are high and overall government spending and partnerships are measured and limited. Municipalities are under pressure to do more with less and satisfy a wider range of local community needs.
Where do public libraries fit into this political landscape?

Wendy Newman prepared a comprehensive report entitled *Third Generation Public Libraries* in 2008. The Ontario Ministry of Tourism and Culture commissioned this report to assist with updating its policy framework for supporting Ontario public libraries in the present and looking forward to 2020. In summary, her report describes Canada as falling behind other major countries including the US, Australia, Scandinavian countries and Singapore in not having a government led plan for library services for Canadians. There is evidence of federal government relationships and partnerships with libraries scattered across many ministries. An example of one of these partnerships is the Library Settlement Program that partners with public libraries and Citizen and Immigration Canada to provide newcomer services and information.

Canada has an overarching federal institution entrusted with national collections in the form of Library and Archives Canada (LAC). In 2004, the federal government united the joint collections, services and personnel of the National Archives of Canada and the National Library of Canada to create LAC which reports to Parliament through the Ministry of Canadian Heritage. Although it strives to be a national library institution, it has been limited in its ability to lead nationally by severe budget cuts most notably in 2012. These cuts have come at a challenging time. Digital technologies are fuelling an explosive growth in information and Canadians have heightened expectations about access to information resources in both digital and more traditional formats. In addition, there is a dynamic tension between freedom of access to information and privacy of information.

In response to the funding cuts to LAC, the Canadian Library Association reframed their mission statement in 2012 to increase their level of advocacy to provide a “national public voice for Canada’s library communities”. Organized and articulate, it should be noted that they are influencers, not funders in this role.

Provincially, Ontario has a long and strong history of public library service. Relative to other Canadian provinces, it has fallen behind in providing a cohesive systematic support for libraries which is blossoming in Alberta and British Columbia. British Columbia has offered its citizens a OneCard access to British Columbia public libraries since 2006. Their tagline is “Libraries without Walls” and has generated a spirit of collaboration and a sense of a larger provincial public library community.
Alberta Libraries was created in 1997 and is a library consortium that facilitates cooperative activities among Alberta's libraries. Alberta Libraries also offer a single library card that is accepted province-wide as well as provincial online reference services. Under the auspices of the Alberta Municipal Affairs, the goal of Alberta Libraries is to support equitable access to library service for all Albertans; to maintain a governance structure; to provide funding assistance and to establish a province wide network for communications and sharing of library resources.

In addition, Alberta provides province-wide bandwidth called SuperNet which aims to provide universal digital access to a geographically vast area and a wide ranging population.

These BC and Alberta initiatives are representative of some of the trends and successes in the international public library community which have been built upon consultation, collaboration and resulting in effective library consortia.

Municipalities are the major funders of public library budgets and therefore need to be attentive to municipal economic challenges and style of governance. Municipal trends show that local government managers must continue to be deeply committed to good governance and quality service. The environment in which municipal managers work is becoming increasingly complex. Public trust is imperative and as such, local government must be transparent. Managers must advocate on behalf of their communities with federal and provincial governments as well as build and grow local relationships. In addition, they must maintain a respect for the council-manager form of government.

Relationships with residents at the municipal level will continue to evolve. It's no longer a paternalistic model where it is the city's responsibility to solve all problems. Instead, local government will work in partnership with the community. Managers must cultivate a collaborative problem-solving culture, where both local government and residents together have a responsibility to address challenges and prepare for the future.
Municipal staff leaders in London have shown through recent important community planning initiatives to embrace this new model of community engaged leadership.

Innovative approaches that the City of London has embarked upon include the development of London’s Cultural Prosperity Plan. This process began in 2012 and sought out the thoughts of hundreds of Londoners including community leaders, cultural organizations and City staff on what culture means to them.

Feedback that was provided determined the direction for the plan and actions that would align culture and creativity with economic prosperity and quality of life. The Cultural Prosperity Plan final report named London Public Library as a significant cultural driver for Londoners.

A second initiative featured a process for creating a new City Master Plan, ReThink London, through community engagement.

Questions

Who will be the passionate and effective advocates for public libraries across three tiers of government?

What innovations and collaborations can be created to serve the wide range of populations in our communities?

What can libraries learn from new models of community engagement?

Examples from the Field

“ReThink London: Values, Vision and Directions” was the creative planning initiative to create the City’s new Master Plan in collaboration with the citizens of London. The City of London embarked on an important city-building initiative. ReThink continues to be a community conversation about our future. It will set the goals and priorities that will influence the future growth and development of the City for years to come.
Setting the Stage: This phase of ReThink London is now complete and involved the background work of establishing the scope for its development and the accompanying community engagement that will drive the process.

Imagine: This phase centered around generating community awareness and excitement for ReThink London. During the phase the London community was asked to provide the Project Team with their vision for the future of London.

Connect: This phase involved setting the path to reach the community’s desired vision. During this phase, possible actions were identified for getting from where we are now to where we want to be in the future, and Londoners will be asked to prioritize these actions. Means of connection included a project website, comment cards, Facebook, Twitter, public feedback meetings, self-led meetings and community outreach to places and spaces.

Create: During this phase, ReThink London was written in draft, and community members were invited to provide feedback.

Celebrate: ReThink London will be revised based on Londoners’ feedback, and upon approval by Council, the community will be invited to celebrate their year-long efforts as the plan is “kicked-off.” Once the plan is complete, City Council, staff, and the broader London community will continue to ReThink London as they implement their many ideas for bettering our city.

Results

8,176 citizens participated in ReThink public meetings between May and November, 2012.

3,050 citizens have had in-person conversations with the ReThink Team. Between May and November, 2012, the ReThink Team has been at more than 50 events and public meetings.

ReThink information has reached 60% of Londoners – more than 240,000 people.

Rethink figures show that no official planning process in Canada has had as much exposure or as high a rate of citizen participation.

A final draft is now being introduced by the City for a last opportunity for feedback.
Social, Economic and Technology Trends

Summary

Changing demographic, societal and technological trends create tension as libraries strive to meet the needs of diverse populations in challenging economic times.

The social evolution of the voice of the individual and the community suggests a new role for community engagement in library planning and service provision as well as how we communicate about our place in the community.

The astonishing growth in the adoption of mobile devices is accompanied by the expectation that virtual services and library resources should be device-agnostic and available conveniently when, where, and how the user wants them.

Finally, the trend of the convergence of the concrete with technology indicates opportunities for the library to provide access to both our resources and the digital resources of other institutions and entities in new, creative ways in both our physical and virtual spaces that enable information discovery, sharing and new content creation.

Quotes from the Experts

"In the 21st Century, the public has grown accustomed to personalized, customized, and on-demand experiences that are easy to access and simple to share and build upon."


"Social media breaks this apart by empowering individuals and groups to communicate horizontally at higher velocity and greater momentum than a hierarchical model can keep up with. We call this leveling the playing field of voice."

_Friedman, Peter. Social Leadership_

"The demand for skills that are non-routine - e.g. critical thinking, creativity, innovation - is increasing dramatically in the 21st century."

“It has become obvious that from the point of view of participatory learning there is no finality. Learning is lifelong ... the increasingly rapid changes in the world’s makeup mean that we must necessarily learn anew, acquiring new knowledge to face up to the challenges of novel conditions as we bear with us the lessons of adaptability, of applying lessons to unprecedented situations and challenges. It is not just that economic prospects demand it; increasingly “our” sociality and culture now do, too.”

Davidson, Cathy and David Theo Goldberg. The Future of Learning Institutions in a Digital Age

“One change has particularly transformative implications for the future of libraries: users of information and communication technologies (ICTs) have made a transition from recipients of content to creators of content in a highly democratic and social digital universe.”

Newman, Wendy. Third Generation Public Libraries

“The lines between “formal” and “informal” learning are becoming less clear, as institutions from MIT to the University of California put their lectures and class materials online for all at no cost, and iTunes U has accelerated access to truly mobile learning.” Even with these changes in digital access to information and educational experiences, perhaps the most significant change is the growing interest in self-directed learning.”


“Mobile should be top of mind for organizations. But don’t limit your ideas to Mobile First. Think Mobile Only imagining an un tethered, connected enterprise. The next wave of mobile may fundamentally reshape operations, businesses and marketplaces – delivering information and services to where decisions are made and transactions occur. And the potential goes far beyond smartphones and tablets to include voice, gesture and location-based interactions; device convergence; digital identity in your pocket; and pervasive mobile computing. The very definition of mobile is changing.”

Deloitte. Tech Trends 2013. Elements of postdigital

“Recent trends show an increasing prevalence of interactive displays of varying sizes in public and urban life. With their prominent visibility and the integration of diverse methods for interaction, they can offer new opportunities to enrich user experiences beyond the personal sphere, for instance in public knowledge institutions such as museums and libraries, or integrated within public plazas or architectural facades.”

IEEE Computer Society. 2013 Top Tech Trends
Economic and Demographic Trends

Canada has been in an economic recession over the last few years as an economic downturn has swept the globe. Household debt levels in relation to income are the highest they have been in thirty years. People between the ages of 20-29 have returned to living at home with their parents in the highest percentages over the last thirty years due to rising young adult unemployment or underemployment nationally and in London. The economy has not just affected the young with a 1700% increase in seniors declaring bankruptcy in Canada over the last twenty years. In London, the average household income was 12.3% lower than the Ontario average in 2011. Compared to the province, London has lower than average numbers of immigrants yet they still make up 22.8% of London residents. Given the reduced spending power of the average Canadian, the role of the public library in providing equitable access to the information, recreational reading, technology, lifelong learning and skills development required for an individual to be personally successful, literate and participate in the community is vital.

Family structure is changing. While the majority of families are still married, opposite-sex couples, there has been a rise in percentage of families overall for common-law couples, lone-female parent, lone-male parent and same-sex families. The percentage of lone-female parent families is higher in London than the national average. For all families, there is an increasing encroachment of work time on what was previously family time due to mobile technology and employer expectations that have increased to where working overtime and on weekends are the only way to meet them. In addition, the increase in service sector employment means that many parents are working non-traditional hours. In London, occupations in “sales and service” and in “business, finance and administrations” are the most common types of employment. People are using technology, such as PVR’s and streaming video services, to consume content at a time convenient for them.

Social Trends

The rise of social media has resulted in the emergence of “the voice”. Individuals have the opportunity to voice their opinions in a public forum, without barriers, as never before and this has enabled crowdsourcing of opinions and recommendations whereas previously an authority may have been consulted. People and organizations traditionally viewed as “experts” are reshaping how they communicate and interact with their customers as well as how they portray themselves. Commenting on company pages has required business and organizations to be more transparent and communicative. Simultaneously, there is increasing citizen engagement in physical spaces as this belief in the value and power of the individual and community voice has woven into society. This can be seen on the smaller scale in London with projects such as Ignite London and Rethink London to an international scale with Arab Spring and the Occupy movement.
Related social trends are the emergence of a “maker mindset of community partnership, collaboration, and creation” where individuals are “moving away from a consumption model to a participatory learning model” and a renewal of interest in lifelong learning. The Internet with emergence of blogs and then social media spaces such as Twitter and Facebook has facilitated conversation and participatory learning between people regardless of geographic location or professional qualifications. Instead of purchasing or creating following instructions, people are using their imaginations and skills to create new art, devices, objects in response to their own needs and desires. The act of creation has become as valued a process as the “product” created and this creative, open-ended thinking has been identified as a necessary “21st Century Skill”. Examples of this range from the relatively recent emergence of 3D printing machines where users can bypass a manufacturer to create anything they design to the Community Pod at the North Vancouver District Public Library.

Technology

Mobile is king. It is forecasted that the use of mobile technology will increase over the next three years and the number of landline subscribers will continue on a downward trajectory. This explosion is enabling people to access and store information, communicate the way they want to (voice, email, social media, text, visually), create and carry out transactional activities. Because of the relatively cheaper cost of some mobile devices, people on the lower end of the socio-economic scale are increasingly likely to bypass purchasing a desktop or laptop and acquire only a mobile device. If mobile is king, then wireless technology is queen. The days of devices being tethered to a physical spot so individuals may consume and interact with information or to communicate AND devices being tethered to each other are waning.

The increasing speed of technological change results in both challenges and opportunities for libraries. As the means for accessing information and becoming a communicative citizen become more technology based, the digital divide is increasing in our society and amongst library staff between those who own the technology and those who do not. Meeting the lifelong learning needs of our users related to technology is becoming more challenging as the spectrum of skills and needs becomes more diverse. Teaching our patrons to be technologically and digitally literate creates a simultaneous need for robust, ongoing and immersive participatory learning for staff.
As the demand for accessing library resources remotely increases combined with some types of information no longer being available from publishers on paper, there is a growing shift to digital offerings among public libraries. Libraries are digitizing their local history archives. Some libraries are offering print-on-demand book services. Whereas traditionally libraries owned their collections, now collections are becoming electronic files owned by 3rd parties that we purchase licenses to for providing access to those files for our patrons. This has resulted in a somewhat precarious relationship between libraries, their users and these vendors as the library struggles to provide the user experience and access to resources our users demand without having control of delivery systems or the ability to streamline these. As digitized information becomes consumed ever more in a variety of multimedia formats, the need for increased bandwidth grows.

There is a convergence of the technological and the concrete. RFID technology makes physical objects, such as books, electronically labeled which enables quicker lending services transactions and efficient inventory tracking. Interactive displays (standalone, walls, tables, floors) are increasing in public places where the user can, either by touch or gesture, interact with digital information and create using that content. Input mechanisms are expanding so communication between the user and the technology can happen by keyboard, by tapping, by mouse, by touchscreen, by voice and by gesture. LeapMotion is a new device, available for under $100, that enables users to control what is on the screen entirely by touch or gesture and is finely tuned enough to create detailed drawings. Geolocation is being used to fix the physical location of the user in a digital landscape. Augmented reality is using both geolocation and image recognition to layer/attach digital files to physical places/objects which the user can access both remotely and in the physical space. Hardware is changing so screens and devices are becoming flexible and thinner. Technology is becoming wearable and embedded (google glass, 4D printing, textiles).

Users want experiences customized to their needs rather than being overwhelmed by details they need to wade through. Sites, such as the Huffington Post app, invite users to choose what kind of news articles they want to see so, on subsequent visits, this is the content the user is presented with. In some cases, users are being presented with information, personal recommendations, options customized to their preference based on their past usage patterns. This is currently available virtually on commercial websites such as Amazon and iTunes as well as to push tailored search results on Google and advertising on Facebook. The recently launched Google Now pushes tailored information, from nearby stores and movies you may be interested in to reminders of your friend's birthdays and appointments, to your mobile screen.
Another technological trend affecting libraries is open data and big data. The open data explosion offers two roles for the Library: the release of our own data to encourage creative development of new meaningful ways of viewing, understanding and utilizing that information, and, the education about and improved access to open data repositories for our patrons. Protecting user privacy when sharing this information becomes a paramount issue in this era of big data.

Questions

Organizationally, regarding virtual services and technological infrastructure, how do we ensure we are innovating responsively to community needs with nimbleness given the increasing speed of technological change?

How do we provide device-agnostic service to patrons when, where and how they want it?

In the ever-increasing digital divide, how do we ensure we are meeting the technological and digital literacy needs of our patrons across the knowledge and skills spectrum? What is the role staff will play in this and how do we ensure that our staff is technologically and digitally literate themselves?

How can we incorporate technology to provide a richer, more robust way to explore, learn and create with library resources in both our physical and virtual spaces? How do we ensure that these opportunities include both individual and collaborative experiences?

How can we provide more efficient and expedient transactional lending services using mobile and wireless technology?

How do we provide the mobile service being increasingly demanded by our patrons while protecting their privacy and ensuring their data is secure?

How do we overcome the barriers and take advantage of the opportunities available for digitizing our collections?
Examples from the Field

Collaborative, technology-embedded physical learning spaces

"The Taylor Family Digital Library facilitates new ways of learning, communicating and playing for the 21st century. Dual monitor computers on the first floor permit students to work on several sets of data at the same time; touch tables allow group interaction with files to facilitate trend analysis; a technology sandbox area lets students create their own applications. The building itself is a learning tool. Modular / movable walls provide enclosed spaces at the touch of a button. Many of the walls also double as white boards, providing additional multi-surface instructional spaces. In a direct response to student requests, every public seat has an electrical outlet and the library is 100% Wi-Fi enabled, with full cellular coverage throughout the building."

kasion.com. Library of the Future Provides New Model for Learning
Taylor Family Digital Library at leading edge of digital revolution

Maker Spaces and Participatory Learning

"At The Edge we aim to provide young Queenslanders with the opportunity and inspiration to explore creativity across the arts, technology, science and enterprise. The Edge is an initiative of State Library of Queensland, creatively engaging the next generation of library users and continuing State Library's leadership in reimagining libraries for the 21st century. The Edge offers a year-round calendar of workshops, activities, events and exhibitions; Opportunities to develop your creative practice and projects; free access to a broad range of hardware and software; physical spaces to meet with others and work on your own projects and access to free wi-fi."

State Library of Queensland. The Edge.

Maker spaces and participatory learning don't always incorporate technology. North Vancouver Public Library has a "Community Pod" where people in the community meet up to teach each other almost anything from how to tie a tie to how not to kill a houseplant. Oak Park has Idea Box which provides a monthly, changing immersive community participation and creation space.

North Vancouver District Public Library. The Community Pod.
Technology embedded with the concrete, controlled by gesture and device-to-device communication

Whole Foods in the United States is experimenting with a new kind of shopping cart. After a customer taps their mobile device to the cart's screen to transfer their shopping list, the cart then tells you where the items are located and follows the customer through the store. Items are scanned as they are put in the cart with the user being alerted to any necessary information (i.e., this product has gluten and you are allergic to that, try this other product instead). When ready to pay, the cart screen offers multiple payment options.


Use of Mobile for Transactions

All the major banks in North America now offer apps so users can conveniently transfer funds and pay bills using their mobile devices. Text to donate is an option organizations are offering with successful results as they try to diversify their donors and reach younger givers. North Vancouver Public Library is using Cardstar so patrons can choose to have their phone swiped rather than needing to carry a separate card. Apple Stores equip their store staff with mobile devices so when customers are ready to purchase using a debit or credit card that transaction can be handled on the spot rather than requiring moving to another fixed location. Customers may also download an app so they can scan their items and pay for them all using their own personal mobile device. The Starbucks' app gives users the choice to add money value to the app so purchasing in a Starbucks is easily managed by scanning the device.

Virtual Space for Community Conversations

Branch is a new social space where users can have in-depth discussions that mirrors group discussions in the physical space. This has been used for political discussions by PBS, the Atlantic and the New York Times.

Branch http://www.branch.com/
Best Practices: Business, Education, Government and Nonprofits

Summary Statement

Finding new ways to foster innovation, identify creative collaborative opportunities, increase awareness of grassroots social enterprise while rethinking the status quo of existing organizational cultures are key elements to developing meaningful, relevant and sustainable library service models in the 21st century.

Quotes from the Experts

"It is important to know how a companies’ ability to innovate can be improved ... Innovation in this sense describes a new, technically feasible product or process, which generates economic value. All innovation activity can be traced back to the behavior of employees. That makes the employee the center point of attention if you want to improve your innovation ability"

Benjamin Theidieck, The Innovative Employee

"Social innovation can shift systems, generate high community impact and create much needed social change. Fostering effective partnerships across sectors is integral to collaborating for social change. True collaboration between nonprofits and governments can go beyond simply addressing community needs to focusing on creating transformative system change"

Michelle Baldwin, Municipalities & Nonprofits: collaborating for social change

"Apple has become one of the most successful retail stores in the world. Why? Service & Innovation. In many ways, libraries and Apple stores are very similar. They both offer products and customer service to customers/patrons, as well as skilled knowledge in related topics, and a place of inspiration, learning, personal development, and social gatherings. However, in many ways Apple stores have delivered these commonalities much more successfully than libraries. Think of the success libraries could have in the realm of delivering the ultimate library experience if they emulated Apple stores!"

Melissa Scott, Why Libraries should emulate Apple Stores
Trends

In an increasingly competitive global market with many sectors still grappling with the fallout of the economic crisis, questioning the status quo and crafting new solutions for old problems has become essential to ensure success today and to set the groundwork for a sound, sustainable service model for the future. Identifying and fostering innovation, pursuing meaningful collaborations, considering community-based social enterprise and an analysis of existing organizational culture are some of the key trends that can currently be found across business, nonprofit, government and education sectors.

Understanding what innovative thinking is and developing innovative practices within an organization has become key to success in a competitive market. There is an increased focus on fostering innovative traits and behaviours in employees to maximize performance and encourage innovative output. An innovative, friendly organization provides a framework that emphasizes collaboration, communication, free flow of information and sound knowledge management procedures. An environment that supports learning from mistakes without fear of being reprimanded or disciplined encourages employees to take risks, be creative and try new problem solving approaches.

Organizations must also consider sweeping innovations outside the scope of their own organization and consider how these advances will affect production or delivery of core services. Significant changes within education policy and the methods by which information is delivered and consumed are prime examples. Recent changes to the Ontario Early Years Policy Framework and the exponential growth in popularity and accessibility to MOOCs (Massive Open Online Courses) are game changers for library service delivery.

Collaboration

Collaborative partnerships are integral to effectively identify needs and maximize the often scarce resources of time, money and labour to accomplish goals. Traditional, hierarchical models of collaboration, be it across sectors (e.g. government and non-profit) or within the ranks of a single organization, tend to stifle innovation and promote an imbalance of power (one organization puts forth more effort than rewards gained). Successful collaborations, both internal and external to an organization, should be regularly assessed in order to determine if the relationship continues to be equally beneficial to all parties involved.
The major benefits of collaboration in difficult economic times have led to a re-examination of the status quo, revealing a need to focus on equality between organizations, clear communications and shared goals integrated into the foundation of the partnership, ideally from the beginning. Innovative partnerships build on these ideas but also look for collaborators in unlikely areas. These partnerships not only experience the benefits of collaboration but also explore possibilities for unique, sustainable service options.

Organizational Culture & Social Enterprise

In a competitive global market, it is imperative that organizations and businesses take time to assess and evaluate the quality of the customer service experience. There is a move towards refocusing efforts on the basics of 'good' customer service including expressing genuine interest in the customer, incorporating humanness and tailoring or customizing exchanges to the needs of the individual to make the interaction between business and customer genuine and memorable.

Levels of success found in global businesses like Apple and Starbucks can be attributed partly to the attention paid to the quality of customer service and the methods used to instill and foster innovative thinking throughout the organization. Clearly communicating the goal of the company (or the WHY do we do what we do?), employing people that believe in the WHY, tailoring services to meet customer needs while providing a welcoming and beautiful space are key components.

Social enterprise seeks to identify a social problem or issue and builds a business focused on assisting a marginalized or underserved group. Not to be confused with charity, social enterprises are businesses that cycle profits back to the identified user group. Many social enterprises are grassroots driven, developed on the community level as a direct response to a unique community need – seemingly natural collaborators with libraries.
Questions

What traits and behaviours does an innovative employee possess?

What organizational measures or policies are common in companies that foster and sustain innovative thinking?

What are ways in which an organization can assess and improve their ability for innovation? What does an innovative, friendly organization look like (policies, procedures, work space, etc)?

How can libraries effectively identify and respond to game changing innovations occurring across sectors?

Considering the necessity of collaboration for future sustainability of services, what aspects of current models are effective? Which aspects stifle innovation?

What does a model for effective, efficient and sustainable collaboration look like for libraries and community partners?

Do the actual levels of customer/patron service reflect expected levels? Are responses from patrons, front-line staff and management consistent? Why or why not?

What measures ensure that customers leave feeling that they were well served?

How do libraries effectively measure success of customer satisfaction? Employee satisfaction?

How can libraries translate successful business ideas focused on excellent customer service, employee innovation and beautiful spaces into the public sector?

Social enterprise and libraries seem to be natural partners. How can the library become meaningfully involved in social enterprises in the community?
Examples from the Field

Developed in 2007, the Child and Youth Network in London, Ontario is made up of over 150 community agencies and individuals that bring expertise from across the education, health and social services sectors. The Child and Youth Network is a large scale collaboration of non-profits and government, partnering to break down silos, increase communication, create a shared community and neighbourhood development strategy and collectively measure community impact. M. Baldwin & G. Zonruiter. Municipalities and nonprofits collaborating for social change.

CYN’s governing document, the Child and Youth Agenda (CYA) identifies four key priority areas: Ending Poverty, Healthy Eating and Healthy Physical Activity, Literacy and Family Centered Service System.

Collaboration and Innovation

Libraries seeking to create efficiencies, improve customer/patron service and develop sustainable models of service are more willing to break with civic building traditions by collaborating with ‘unconventional’ partners. A Milwaukee Public Library (MPL) branch is part of a mixed-used development model of collaboration:

“By working with a private housing developer and the city’s development council Milwaukee Public Library (MPL) director Paula Kiely leveraged the attractive locations of publicly owned land to construct a building with a replacement Villard Square Branch and apartments for seniors.

In a mixed-use partnership, such as Villard Square, the library and its collaborators enter a condominium agreement to share a building on library-owned land. Partners may include commercial, retail, or residential tenants, and the building may be owned in part by the library. The library may trade its land in return for a long-term lease” M. Murvosh. Better together.

Social Enterprise

Supported by Working for Change, an organization that advocates for employment opportunities for mental health patients, Green Thumb provides indoor and outdoor landscaping and horticultural services to businesses in Toronto. It also provides individuals with a way to transition back into the workforce.

“But make no mistake, Green Thumb isn’t a charity - it’s a business … Income isn’t the only thing businesses such as Green Thumb offer to employees dealing with mental illness. In addition to providing access to community and social spheres, it allows employees ... an opportunity to feel as though they are making meaningful contributions” Wynne Lockhart. Grassroots jobs plant hope for the future.
Library Literature Review

Summary

The City of London Strategic Plan, 2011-2014 identified five key goals for the current term of council.

A Strong Economy
A Vibrant and Diverse Community
A Green and Growing City
A Sustainable Infrastructure
A Caring Community

Each of these touch points require robust participation, innovation and leadership by London Public Library. It’s not enough to grab the next new thing, the library has to grab the right next new thing. By looking outward, analyzing trends and initiating change the library will successfully position itself for the future. Through research, in depth analysis and carefully choosing our focus topics, we will be strategically prepared for “future pull” without restricting our possibilities.

Quotes from the Experts

“Kinder, gentler libraries are dead, and there will be winners and losers. The winners have solid strategies and action plans that support and align with (their) community.”

“Librarians need to adopt “future pull” thinking in order to forecast the future in a realistic way, and prepare ourselves and our libraries for it. We need to adopt some of the techniques used by futurists to identify problems, focus thinking, and plan future directions.”
John Fenner. The Future in Context: How Librarians Can Think Like Futurists

“Public libraries will continue to be welcoming places of community, both real and virtual. Renewed physical libraries will be exciting and involving spaces.”
Summary of literature review

UNESCO recognizes that public libraries are important contributors to "freedom, prosperity and the development of society and individuals." UNESCO goes on to state that the role of a public library is to foster literacy and creativity; to provide the opportunity to explore cultural diversity and heritage; to ensure citizens have access to information in all media's forms and encourage community building.

*It takes a library to raise a community* echoes this sentiment: "A strong community development approach is built on relationships. "Staff and Trustees should be encouraged to participate [and] it's important for Boards and staff to share the work of positioning the library as a valuable community development partner". Our services, both physical and virtual, must continuously evolve to keep pace with community expectations and demands.

We are pressured to do more with less or do more with the same. We cannot afford to make the easy choices if we want to remain relevant. We can no longer be content to judge ourselves by self-defined metrics. "Our metrics are self-identified and measure only how well we do against self-identified standards." And the business as usual attitude will no longer suffice. Our focus on the future must embrace "future pull", thereby enabling us to forecast and respond in successful and profitable ways that effectively serve "the whole person" in environments and with services that are nimble and evolving.

How do librarians think like futurists? Roger Caldwell from the University of Arizona lists the following characteristics of a 'good general futurist':

1. Develop anticipatory skills and maintain awareness of current and potential changes
2. Know what to look for and separate out important events from noise
3. Use a radar approach rather than a vacuum cleaner approach to data gathering
4. Know what tools are available and when to use them and when not to use them
5. Prepare to react early to new changes while allowing for flexibility as more is learned
6. Don't place undue trust in experts or in non-experts (or in yourself)
7. Watch out for the bandwagon effect (safety in keeping with fads)
8. Watch out for group think (fear of standing out)
9. Be wary of unstated assumptions or simplistic statements
10. Define your 'future' time frame and don't go out too near or too far
11. Implement foresight knowledge into your daily activities so you become an 'automated futurist'
Questions

What strategies do we employ to meet the requirements of "traditional" users and "digital" users, (digital natives, digital immigrants, digital learners, digital nomads, digital communities, etc.) which align with municipal budgets and goals, while offering new and exciting library services and programs?

How do we adjust our physical and virtual spaces to accommodate these expectations?

How do we prepare the organization in order to train, accustom or recruit staff to anticipated or newly created jobs and tasks?

How far into the future should we forecast?

Examples from the Field

Across Canada and around the world, libraries are responding to changing demands and expectations of their users. "It is a most exciting time for libraries," said Maureen Sullivan, president of the American Library Association. "Books are still important, but libraries are also delivering content and experiences to their communities in new, very different and exciting ways." Libraries of the future are already here in Halifax, Calgary, Vancouver, Montreal, Winnipeg, Phoenix, Seattle, Amsterdam, Stuttgart, and Hong Kong, with more on the way!

Halifax Public Library listened when their users told them they wanted their library to:

Be an active part of their lives

Support all forms of learning

Create new approaches to library services

Be a cultural centre and a safe environment

Allow real time access to collections

Be an asset citywide

The new library promises to blend the best of tradition and innovation to provide a "vital centre for learning and culture in the heart of the community".
Calgary Public Library asked the public to help them “Think Big” and they heard “Dig Deep” using these themes:

Awesome Spaces and Virtual Places

Diverse Collections and Inspiring Resources

Powerhouse Programs and Signature Services

The Role of the Library in Complete Communities

For its part, CPL responded “Through public input, innovative thinking, new partnerships, and a willingness to move beyond the norms of the past, we can anticipate libraries of the future that are different from traditional libraries, ensuring that functionality, space and budget are aligned with what citizens want and require.”

Wendy Newman. Third Generation Public Libraries
Key Policies & Themes: Library Associations

Summary

To date, the research team has taken a look at some of the key policies for providing library services from the Canadian Library Association, American Library Association, Ontario Library Association, and the International Federation of Library Associations. Many statements focus on equitable access to digital technologies to bridge the 'Digital Divide,' as well as the user experience in the library.

"Unhindered access to information is essential to freedom, equality, global understanding and peace." International Federation of Library Associations (2002) "The IFLA Internet Manifesto"

"The 19th century library had book storage at its center, the transformed library is centered around the user experience. The transformed library is not just an architectural statement, but a re-conceptualization of the library as physical space to reflect new functions and the new forms that follow. Flexible space design, information commons, and idea boxes are all examples." ALA. "Transforming Libraries"

IFLA’s Manifesto for Digital Libraries states that “a digital divide is an information divide”. Now that libraries operate digitally, they are essential in providing society equitable access to information across geographical, cultural and social boundaries. Planning for digital libraries need to have trained staff, adequate facilities, funding and target setting goals. IFLA also provides a list of ten suggestions for public libraries to remain relevant in the 21st century:

1. Develop public library buildings with the emphasis as community/cultural spaces not just physical stores of knowledge.

2. Liberate our services using the World Wide Web 2.0 and look towards Web 3.0 and 4.0.

3. Connect with our communities and educate and train people. Librarians and Information Scientists can act as educators and personal knowledge advisors and not just keepers of keys or Internet gatekeepers.
4. Develop a worldwide wisdom - a global knowledge and understanding by creating international cultural pathways on the web.

5. Work internationally to erode barriers and censorship whilst respecting all cultures.

6. Support our staff with continued training and encouragement to be proactive.

7. Develop our digitized collections services and knowledge – the hybrid library – knowledge, education and information in diverse forms.

8. Improve accessibility to our catalogues and databases especially for users with visual impairments.

9. Establish national and international standards on the Internet environment.

10. Public libraries as cultural storehouses – the “live” environment alongside the “recorded” one – archives, museums, libraries and culture combined: a “comfy library”.
IFLA Public Libraries Section, 2009

The Canadian Library Association in their “Position Statement On Access to Information and Communication Technology (ICT)” also speak to providing equitable access to digital information as essential to a democratic, information-driven society. CLA states that Canadians have 5 rights pertaining to digital information:

- Universal, Equitable, and Affordable Access to Robust ICT networks
- Access to Information Literacy
- Open Access to Information
- Freedom of Expression
- Privacy
In Ontario, OLA has responded to the Digital Economy Strategy for Canada and cited key success factors in relation to libraries helping to improve Canada’s Digital Advantage:

- Facilitating early adoption of digital technologies
- Ubiquitous broadband access
- Digital creation and preservation of Canada’s research, cultural, and heritage materials
- Access to digital tools, training and information resources at libraries regardless of community size
- Open access to publicly-funded research
- Cultivating a technology and information literate citizenry

The section on the American Library Association’s website titled “Transforming Libraries” contains current ALA policy information and literature on many of the issues, trends and ideas around the future of libraries. On June 14th, 2013 ALA’s Digital Literacy Task Force released recommendations to advance and sustain digital literacy, building on their report Digital Literacy, Libraries & Public Policy. This report constitutes a call to action to library education programs, librarians, and those who support library services, “Libraries of all types - school, academic, and public - play a vital role in ensuring all people have the skills and abilities to succeed in the Digital Age”.

Other recommendations focus on:

- Increasing investment in digital literacy
- Developing and sustaining robust partnerships and collaborations
- Strengthening and expanding research and assessment
- Increasing access to digital literacy programming

**Questions**

What other technologies and services should libraries be providing to ensure equitable access for a productive society in the Digital Age?

How can we move the public’s perception of libraries towards more of a community/cultural space rather than just physical stores of knowledge?
Example from the Field (Digital Literacy)

Digital literacy is the ability to use digital information and communication technologies to find, evaluate, create and communicate information requiring both cognitive and technical skills.

ALA Digital Literacy Task Force, 2012

“The Digital Literacy Project (DLP), an initiative of the Atwater Library and Computer Centre (ALCC), matches participants from community organizations and neighboring schools with new media mentors. The DLP encourages community interaction and collaboration and encourages youth and community groups to discover new and creative ways to use digital technologies in order to discuss issues important to them, develop skills, and build community. Participants learn to make their own creative projects in digital media fields such as:

- Video, animation, graphic design
- Audio (sound recording, podcasting)
- Digital photography and photo manipulation
- Web publishing (including blogging)
- Web design
- Media literacy
- Critical media analysis

By encouraging participants to explore digital literacy with their own voice and contribute to the creation of new knowledge, the DLP aims to foster a sense of responsibility in creating and consuming media, approaching learning through experience and community involvement. We encourage our facilitators to create accessible and inclusive spaces to build a strong, sustainable and cohesive community through cultural, educational and social programs that bring together Montreal’s diverse population.

The Digital Literacy Project is a volunteer-supported initiative, and develops its projects with respect to the needs and interests of its partner groups, including schools, youth groups, and community organizations. The project is geared to the needs of the Anglophone community in the downtown core and the areas surrounding the Atwater Library, including St. Henri, Little Burgundy, Point Ste-Charles, Ville-Marie, and NDG. Opportunities to expand and create partnerships outside these areas are valued and sought out when possible.”

Atwater Public Library http://digital-literacy.atwaterlibrary.ca/about/
Best Practices: Library Places

Public spaces are organic, fluid, creative, and community driven spaces.

Summary

Public spaces have the unique characteristic of collective sharing among large quantities of people. These spaces are inherently interactive and communal, which affords many opportunities for public pride and spirit. Careful design and planning of these spaces is important for their success with the public, but so too is the need for community input.

Quotes from the Experts

"Information is easy to come by these days; good public spaces are not. Increasingly, the stature of libraries will depend on the very fact that they are physical places that are centrally located in almost every neighbourhood."
Phil Myrick. How to Become a Great Public Space

"Accidental spaces add value to their communities...they are an expression of the complex, ever-changing needs of city residents ... Accidental Spaces are an excellent source of inspiration for placemaking.
Al Zelinke. Accidental Space

"A new generation of highly educated and tech savvy young people with shrinking access to traditional employment are harnessing the Internet and seeking alternative opportunities as entrepreneurs. This new generation is more connected than previous generations, has access to unlimited information, and embraces open source technology and a culture of cooperation."

"Space with a Soul, also a non-profit, supports small and emerging mission-driven enterprises with shared office space, resources, and technical support."

"What the city can do is foster the zeitgeist, and create an environment where people want to participate."
Janne Corneil and David Gamble. Ideas per Square Foot
"While many cities and towns now recognize the importance of repositioning libraries as destinations, this awareness doesn’t always translate into a well-rounded success. The most high-profile new libraries rely on stylized designs to create buzz, feeding a false perception that destination libraries are all about attention-grabbing looks. But when the tour bus crowds stop coming, these libraries will sink or swim based on how well they serve the needs of their respective communities—whether they are truly great places, not just eye-catching buildings. There are plenty of unsung libraries that embody a very different and more compelling vision of what it means to be a public place. They may fly under the radar as architectural landmarks, but they still garner respect, praise and even adoration on account of their innovative management and programming—as well as design that supports a multitude of different uses. They are taking on a larger civic role—balancing their traditional needs and operations with outreach to the wider community—thereby contributing to the creation of a physical commons that benefits the public as a whole. If the old model of the library was the inward-focused community "reading room," the new one is more like a community "front porch."

Cynthia Nikitin and Josh Jackson. Libraries that matter

"Library buildings and their outdoor public spaces (streets, sidewalks and parking lots) should be designed so that the spaces can be used in different ways for different patrons throughout the course of the day, week, and the year. To allow for overlapping and changing uses, form needs to support function."

Project for public spaces...How to make your Library great

"In evaluating thousands of public spaces around the world, PPS has found that successful ones have four key qualities: they are accessible; people are engaged in activities there; the space is comfortable and has a good image; and finally, it’s a sociable place: one where people meet each other and take people when they come to visit."

Project for Public Sphere. What Makes a Successful Place
Summary

The trend in public space planning appears to be moving to organic, cooperative space use. The emphasis in public spaces is to create multi-purpose spaces where people can congregate to discuss ideas, create and innovate, break bread and share resources. People in general are inclined to gather to socialize, and where public space is not readily available, they are filling the need by creating impromptu public spaces.

More and more, cities are recognizing the need to improve and cultivate public spaces through beautification projects (art, furniture, architecture, design), increasing accessibility of outdoor/indoor public seating areas, creating recreation space and work spaces, and improving connectivity in downtown cores that promote walkability between neighbourhoods, businesses, and public facilities.

Questions

How can libraries enhance their public spaces to attract users?

Can libraries offer more of their building spaces for the organic needs of users?

What ongoing supports can libraries provide in their spaces for small businesses/entrepreneurs/artists?

Examples from the Field

From the article "Improve your Buildings Public Spaces", the author provides some tips to "achieving great public spaces" and points to advice from an American Federal government document Achieving Great Federal Public Spaces. One of the principles recommends that it is okay to start small when trying to create welcoming public spaces. "Start with the petunias". This advice urges property managers to start small. Planting flowers, reducing clutter, and coordinating signage are all ways to show that your building is well managed. Simple changes can enhance the feeling of security, make visitors feel welcome, and encourage new ideas for making public spaces the best they can be. Refreshing a public space can sometimes achieve the satisfactory results without the need for renovation.

The new Catholic High School, St. Andre Bessette in London, Ontario, has designed spaces that meld technology, learning and socializing all in one. For example, the main staircase has been designed with electrical outlets for plugging in and is extra wide to encourage students to sit on the stairs (something teens already do!).
At the Pictou Antigonish regional library in New Glasgow, Nova Scotia, they have created outdoor use in the front area of the library with movable tables and chairs (bistro-like seating) and seasonal plantings. Due to popularity, library staff added more seating, umbrellas, a coffee cart and a used book sales area. Now the space outside the library is a popular gathering place during the warm summer months.

Accidental public spaces are not the traditional squares and parks one usually finds in cities, they are the places in cities that would never be considered as public gathering spaces because that was not the intended purpose. Yet, these spontaneous spaces pop up all the time to fill a need. In San Francisco, back alleys have been transformed for al-fresco dining “full of café tables, folding wooden chairs, and avid lunch and dinner crowds.” The back alleys of popular neighbourhoods in the city have been “turned into permanent accidental spaces, pockets recognized by the city.”

The Better Blocks project in the United States is an organization that sets up a “snap shot of a future perfect for a block.” For instance in Dallas, TX, in the Oak Cliff neighbourhood, organizers set up “pop-up retail shops, a temporary café in empty storefronts. They added planters with trees, shrubs and flowers to create sidewalk seating. They illegally painted bike lanes and crosswalks.” The purpose of the exercise was to create the kind of “vibrant town square feeling ... found throughout Europe.” After the demonstration, city officials began looking to change zoning laws to allow businesses to add permanent fixtures to enhance the neighbourhood such as “benches, sidewalk cafes, awnings, bike parking, and planters.” From just one day’s exhibition of what a walkable, engaging neighbourhood could be, a neighbourhood was revitalized.
Focus on: Convergence between Libraries, Archives and Museums

Quotes from the Experts

"Radical shifts in the definition and role of museums and libraries will result from rapid societal changes occurring in the 21st Century."
*The Future of Museums and Libraries: A Discussion Guide*

"In Canada, the election of a new majority Conservative government in May 2011 has had a major impact on the country. Federal government reductions and spending restraints have been part of Strategic Review exercises which are now being augmented in early 2012 by the new Deficit Reduction Action Plan."
*Canadian Museums Association - Annual Report 2011*

Trends

Economic pressures in Canada have been affecting government resources, the corporations that provide grants, foundations and non-profit organizations. This shift/recession has negatively affected the income contributed to many libraries, archives and museum, creating a need for new business models that will find ways to achieve cost efficient programs and service delivery. A convergence between libraries, archives and museums will result in shared services, acquisitions and virtual service models.

Traditional notions of the transference of knowledge and information may no longer characterize the museum, archive or library experience. The Internet has created changes in the way people search for and use information and in how they communicate with one another and with institutions. In the past curators, librarians and archivists have been seen as gatekeepers to knowledge. Currently there has been a movement where instead of gatekeepers, these positions are changing into roles were librarians, archivists and curators can facilitate context and content, and teach people the tools that will empower them to question, search, explore and experience the world of information.

"Increasingly, the museum and library of the 21st century are not one-way channels of information that flow from institution to audience. Rather, they are networks of many channels, institution to audience, audience to institution, and audience to audience."
*The Future of Museums and Libraries: A Discussion Guide*
Discussion

Increase the number of visitors to all locations, by a partnership based on sharing resources and creative ideas. An interactive display can showcase the library’s collection of information materials (books, movies and digital content), the museums artifacts, and the archives historical documents. Creating an information place where the search for information is considered “one-stop-shopping”.

Digitization of collections will become a priority and create a cost-effective platform for sharing collections and content. The collections and content can be shared through web-sites, databases, ebooks, mobile apps and interactive tablets.

The use of mobile devices is at a global level that reaches across economic strata. It is a change that cannot be ignored, and convergence can help libraries, archives and museums create common strategies and integrated techniques that will deliver value to our audiences.

Museums and libraries are working together to create spaces for social interaction and engagement, a type of place where they can enhance their positions as forces for civic engagement and social cohesion. Museums have always been considered social spaces, whereas libraries and archives are seen as a place to come and retrieve information and entertainment for individual pursuits. The convergence of all three organizations can create as social discussion which allows further research, by providing information that can go home with the audience.

LAMs will have an increasingly common agenda in addressing preservation, access, physical storage, and overall management of primary source content overall, including “born-digital” content. One Potential Future for Museums, Archives, Libraries

The notion of the “the commons” and community-building as central anchors to mission frameworks is growing, and in some ways is a counterweight to the dynamics of the market for “commercial content.” Activism is growing at a global level (e.g. the A2K “movement”, Convention on Biological Diversity and World Intellectual Property Organization (WIPO) actions), complemented by local, indeed block-level, community building agendas. How LAMs respond and remain relevant will drive common strategies and tactics across institution types. One Potential Future for Museums, Archives, Libraries
Examples from the Field

One of the amazing things that museums provide for their audiences are interactive exhibits and this is something libraries could explore further. A convergence between libraries, museums and archives can take the idea of an interactive exhibit to the next level, through the sharing of technology, artifacts and collections.

Research on interactive exhibits revealed two interesting displays, one by a museum and the other by an archive.

Last year the Royal Ontario Museum mounted Futalognkosaurus (the largest dinosaur ever mounted in Canada) in its dinosaur exhibit. What is really exciting is their use of augmented reality technology that allows visitors to scan the displays through a tablet screen provided, or through their own iPad, to see the dinosaurs become animated and covered in skin. The visitors can also interact with two digital murals that react to their movements.

The National Archives created a firsthand interactive exhibit about the American Civil War. The Archive uses touch-screens and social media tools to give visitors a rare glimpse into letters, diaries, maps, photos, official documents and other artifacts that reveal little-known details of the war and the people who lived through them.

These high-tech offerings created by a convergence of ideas, collections and services is a big leap, but one which gives visitors more ways to access books, documents, artifacts, audio and film resources. Interactive elements from these exhibits can be available on all the participating organization’s websites.

"With most museums you walk and read and walk and read," museum owner John Morgan said. "Here you walk and read and you do, you do, you do. I think that's what is going to differentiate us from other attractions".
Trend Summary

Many libraries are adding creative spaces where patrons can experience new media and technologies, collaborate on projects, and learn together.

Quotes from the Experts

“Bloggers and journalists are claiming that the introductions of maker spaces into public libraries can return libraries to their purpose as a learning commons”
Caleb Domsy. Libraries as Creative Spaces

“A digital media lab is a space designed for patrons to have access to software and hardware to create digital media—such as videos, music, podcasts, images, ebooks, websites, animation, and more. Most people have asked similar questions: Who is using the DML? What programs and equipment are popular? How does it work? What are the statistics like? What is the library doing for staff training? How is the library promoting it?”
Mikael Jacobson. Build Your Own Digital Media Lab

“If the only public space where 3D printers, laser cutters, and learning electronics happens is in fee/memberships-based spaces (TechShops, hackerspaces), that will leave out a segment of the population, who will never have access. FabLabs often are geared towards under-served communities, so perhaps it will be a combination of FabLabs and Hackerspaces.”
Phillip Torrone. Is It Time to Rebuild & Retool Public Libraries and Make “TechShops”?

There are many articles written about the development of makerspaces/hackerspaces/fablabs where people can gather to collaborate and learn about new technologies. Some have a specific purpose such as a Digital Media Lab for students to create videos, record music, or to use photo editing software. Other libraries are creating flexible learning spaces or ‘creative commons’ meet-up areas. Much of the literature talks about the ‘interactive experience’ when visiting a library, rather than content delivery. The reasoning for these creative spaces is to allow people to come together and to have equitable access to evolving technologies. It is also to change the public’s perceptions of libraries as just a place for books. Libraries need to keep on top of current technologies to remain relevant especially to the younger generations.
Self-publishing is also seen as an important area for libraries to explore. Some libraries have set up 'self-publishing labs' (Windsor Public Library) for people to come in to use the technology available to create their own content. Some of the research suggests that self-publishing is an area that libraries should consider collecting and to become the place for new authors to come to look for distribution and promotion of their work.

Examples from the Field

Innisfil Public Library

One of Innisfil Public Library's main points in their latest strategic plan states they want to 'cultivate a hacker ethic' in their libraries. To date, they have added a 3D printer, a Digital Media Lab, and are encouraging video creation in their children's programming. Here is their take on patron training:

"Taken a class and still need help? Struggling with that new e-reader? Curious about our new 3D printer? Want to learn more about the cool new technologies we've been playing with in the library? Book some personalized one-on-one time with our resident tech experts. Appointments are available in one-hour blocks and can be made by contacting your local branch."
http://www.innisfil.library.on.ca/technology-training

Trend Summary

Marketing/Branding/Perceptions/Presence

Changing the public's perception of libraries is evident in the literature. Libraries need to market themselves to change perceptions of relevancy in the age of technology.

"We have to make sure that when people walk by the library, they can see inside, they can see everything that's going on and they'll want to come in themselves."
Eva Ferguson. New Central Library Should 'Provide the Freedom to Discover'

Much of the literature talks about the physical public library building as being just as important as what is happening inside of it. High profile 'awesome spaces', lots of glass, water features, the ability to see what's happening inside, even when the building is closed is seen as important as a statement of relevancy as a public institution. 'Street presence' is what is needed from public library buildings to attract people to spend time there and to gain future support from younger generations.
Trend Summary

Focus is changing from the library being a place of "content" to a place of "experience". These experiences will continue to bring users back to the library space in whatever context they want to use it for. Library space has become a flexible, multi-use space for the community. The same space that held a Senior's Talk in the morning now has a teen band performing in the afternoon. There are many examples of the library being taken to non-traditional places in forms of kiosks or "pop-up" libraries where it can reach new users.

"I think it should concern us that many of our community members' perception of the library is primarily about the content it delivers, not its educational role in helping community members learn new skills or any of the many other non-content services that are part of a robust and connected library experiences."

Building Better Libraries Blog

"Flexible spaces grow, move and change on a daily basis to fit your ever changing needs...adapted today, tomorrow and even after 5 years without significant monetary investment."

Kimberly Bolan Cullin. Top Library Building Trends

"...become a multi-purpose destination. The right amenities greatly bolster efforts to attract more patrons and serve a variety of different people. Other amenities may include public art, fountains, or other central features that help establish a convivial setting for social interaction, encouraging people to gather and linger."

Project for public spaces...How to make your Library great

The library must be seen as belonging to the community it serves. Throughout our research, some best practices centre around the library becoming an all-encompassing place where people gather, learn, teach, socialize, play and work. Some libraries have become "urban offices" with "telepods" or "telecubicles" providing a comfortable individual space for studying or working. Basic office supplies, fax machines, coloured printers are needed for those using the library space as a work and/or study space.

Many resources underline the importance of the patron wanting to be self-reliant. Self-serve terminals are popular. People want fast and convenient access for check out and hold pickups. Signage must be easy to read and follow.
Another recurring best practice revealed by the research is how the library delivers its service. Technology is a prominent focal point in how libraries see their future. The library needs to be on top of the latest trends such as mobile devices for patrons and staff providing service internally and externally out in the community. Patrons are looking for library service mobile apps for the catalogue and services for quick notifications. Free, downloadable content for movies, music and magazines are desirable features. Roving reference is seen as a way to engage the users, thus making the large reference desk obsolete. Smaller service kiosks will encourage interaction. Most importantly, staff must be trained and seen as the experts.

Examples From the Field

Kenton Branch of the Multnomah County Library

“No circ desk! Library users check out their own materials at the convenient RFID circulation stations. Public service staff carry around an iPad using a special glove-like holder to assist customers. Who needs a desk when you literally have the Web in the palm of your hand? What used to be called “desk reference” is dead. The desks are gone in these future ready libraries. The new trend is “roving reference” – high tech and high touch. And yes, we have mobile reference – chat and text – too. Customers love it. Who says the public sector can’t provide world-class customer service. We are doing it here in Oregon and Washington.”


Trend Summary

In being the “anchor” of a community, it is vital that the library engage with community partners and resource-share. An example is in Helsinki where they have created “MeetingPoint” in their Central Library. A variety of experts from the community meet in this space with the public to explain and demonstrate their products. The library provides a safe place for all users to feel part of their community and allows access to the resources they need for support to better their lives.
Quotes from the Experts

"The spaces inside and outside libraries are perfect for public proclamations, celebrations, fairs, and festivals - as well as smaller but no less important events that occur on a regular basis, like brown bag lectures or midday concerts. These activities reinforce the Library's role as a community anchor."
*Project for public spaces...How to make your Library great*

"Public libraries bring people from a range of backgrounds together to meet, network and potentially develop relationships with other members of the community. This is called social capital and is one of the building blocks of a strong community."

Questions

How should we go about cultivating a hacker ethic?

Should libraries get involved in the self-publishing industry?

How do we update the public's perception of the library through marketing, through our physical space and through our services?

What kind of community partnerships will help the library move forward with its new strategies?
Strategic Plan Research: Interim Report

Bibliography

Key Government and Policy Themes


Social, Economic and Technology Trends


Best Practices: Business, Education, Government and Nonprofits


Library Literature Review


Thinking Futures . . .spreading the word about the value of foresight. (2013). Retrieved from http://thinkingfutures.net/resources/futures-foresight/futurists/


**Key Policies & Themes: Library Associations**


Best Practices: Library Places

Alcorn, S. (2013). 5 innovations that show libraries don’t have to die. Co.Exist. Retrieved from http://www.fastcoexist.com/1681678/5-innovations-that-show-libraries-dont-have-to-die#1


**Focus On: Convergence between Libraries, Archives and Museums**


