



Our Vision

A welcoming and exceptional Library empowering success within our diverse community.

Our Mission

Ajax Public Library designs experiences and connections where community, discovery, and innovation intersect.

Our Values

Intellectual Freedom

We defend democratic principles, freedom of thought and expression.

Connection

We facilitate connections to knowledge and to one another.

Innovation

We nurture creativity, imagination and discovery.

Inclusion

We welcome people from diverse backgrounds and lived experiences.

Equity

We strive to remove barriers and empower the entire community in pursuit of their goals and achievements.

2023-2028

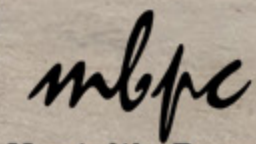
Library Strategic Master Plan

Ajax Public Library is committed to connecting our community and improving the lives of everyone. Our three branches encourage learning, collaboration, social activity, wellness and the overall success of our community.

The Library Strategic Master Plan guides decisions of the Library Board and Library Staff. It renews our Vision and Mission, states our core values, and provides a set of Actions to address priorities for library space and services. These Actions are organized into four Strategic Pillars:

1. Empower Diverse Communities
2. Design Welcoming Experiences
3. Inspire Connections & Discovery
4. Build a Resilient Organization

Library
Open



Monteith + Brown
planning consultants



Rose Vespa Consulting

Strategic Pillar #1

Empower Diverse Communities

- #1. Revise the Terms of Reference for the existing Library Equity, Inclusion and Diversity Committee and communicate the outcomes of the Committee through the Ajax Public Library website.
- #2. Continue to explore opportunities to advance reconciliation with, and inclusion of Indigenous Peoples in Ajax Public Library through policy reviews, staff training and increasing competencies using findings of the Truth and Reconciliation Commission of Canada, the Canadian Federation of Library Associations, UNESCO and local Indigenous communities at a minimum.
- #3. Become an employer partner with the Canadian Centre for Diversity and Inclusion to increase training opportunities to enhance organizational competencies in EDI.
- #4. Prepare a Statement for Equity, Diversity and Inclusion for approval by the Ajax Public Library Board and make publicly available.
- #5. Develop a three-to-five-year plan to define all initiatives related to Equity, Diversity and Inclusion and communicate achievements.
- #6. Increase the overall diversity of the Library collection by 10% by the year 2026.
- #7. Advocate to expand partnerships to support to vulnerable populations in Ajax, specifically enhancing social services in the Library. Ongoing collaboration is recommended with the Region of Durham, the Town of Ajax's Recreation & Culture Department, and social services agencies operating in Durham Region to identify if other resources are required beyond those available through Social Services Community Supports.
- #8. Create an Equity, Diversity and Inclusion Librarian whose portfolio includes connecting with Ajax's diverse and Indigenous communities, and integrating their feedback into Library programming collections and services.

Strategic Pillar #2

Design Welcoming Experiences

- #9. Undertake reviews of Main Branch, McLean Branch and Audley Branch with security, safety and welcoming spaces in mind potentially using a CPTED (Crime Prevention Through Environment Design) or similar lens.
- #10. Develop an outcome metric for the Library's public service staff to evaluate customer service and programming.
- #11. Create a Customer Services Librarian to build capacity within the customer service team by supporting day-to-day operations, revising procedures for efficiency, recommending training, and researching customer service trends.
- #12. Develop technology service standards to ensure customer satisfaction and ease of use.
- #13. Create a dedicated Web Specialist position to update communications, populate the online calendar, and ensure high useability and accessibility of the Library website and online communication/service delivery protocols.
- #14. Conduct a Useability Study for the Ajax Public Library website with a focus placed on increasing inclusion, intuitive navigation and language for the end-user experience.
- #15. Modernize library facilities and furniture with an emphasis on improving study spaces, collaboration areas and contributing to civic placemaking.
- #16. Expand and improve children's areas at the Main and McLean Branches with an emphasis on learning through play.
- #17. Create a Coordinator of Safety & Operations position to provide safe and welcoming spaces and whose portfolio includes security oversight, incident investigations, library use restrictions and facilities management.



Strategic Pillar #3

Inspire Connections & Discovery

- #18. Identify more opportunities for the Ajax Public Library Board, Library staff, and the community to raise the profile of intellectual freedom and the freedom to read.
- #19. Develop a unique statement on intellectual freedom for approval by the Ajax Public Library Board.
- #20. Evaluate current strategies for program development and community partnerships, and revise or initiate new efforts in accordance with evidence-based analyses.
- #21. Develop guidelines that will be used to determine the optimal mix of in-person versus online program offerings.
- #22. Allocate a minimum of 16% of the Library's annual operating budget specifically to collections to achieve a collection size that results in a service level of 2.3 copies per capita within the next 5 years.
- #23. Demonstrate improvement between the 2021 Collection Review and the 2026 Collection Review in the areas of multilingual collections, enhancing timely access to materials by floating collections, expanded young adult materials, improved collection maintenance and weeding, increased diverse representation, reviewing the relevancy of eResources, and expanded materials at the Audley branch.
- #24. Implement a phased-in approach over the next 5 years to grow the Archival Team to include 1 Full-Time Archivist and 1 Part-Time position to properly fulfil the requirements of the Memorandum of Understanding between the Town of Ajax and the Ajax Public Library with respect to the Archives portfolio.
- #25. Examine ways to expand the reach of the Library's maker experience following implementation of the soon-to-be completed makerspace at McLean Branch.
- #26. Strive to double the number of Wi-Fi hotspots by the second quarter of 2027 with incremental increases annually as determined through ongoing Library analyses and budget support.
- #27. Introduce an in-branch lending laptop program with the goal of transitioning from fixed workstations in favour of more flexible and welcoming library spaces.
- #28. Explore alternative collection types that support environmental and/or wellness literacy.
- #29. Showcase local artists through pop-up galleries, in-branch displays, and arts and cultural programming.
- #30. Create spaces, services, and holdings that share Ajax's history and represent our diverse community.

Strategic Pillar #4

Build a Resilient Organization

- #31. Enhance the Annual Report to include a list of outcomes achieved under each Library Board End.
- #32. Advocate and plan for the expansion of McLean Branch by 6,100 square feet along with a complete interior reconfiguration of the existing space that results in more functional areas for study, collaboration, children's programs and improved back-of-house areas at a minimum.
- #33. Advocate the importance of, and plan for the integration of a 12,000 square foot Ajax Public Library branch within the mixed-use community hub being planned for the Pickering Village Community Centre & Arena site.
- #34. Expand the Library's ability to deliver services across Ajax, whether by physical space or alternatives to traditional bricks and mortar library branches, such as kiosks and express service points.
- #35. Evaluate and expand efforts to recruit a diverse workforce, building on the Town of Ajax and Ajax Public Library's commitment to Equity, Diversity, and Inclusion.
- #36. Establish a Performance Measures Framework complete with qualitative and quantitative tools (e.g. community surveys and web surveys) and targets to drive continuous improvement.
- #37. Increase collaboration between the Marketing & Communications Team and the Community Engagement Team. Include an additional staff position (0.5 FTE) to support the Coordinator of Marketing & Communications for engagement and external communications functions.
- #38. Review the current allocation of staffing between Part-Time and Full-Time resources with a view to find opportunities to create more Full-Time positions.
- #39. Move towards an interim staff organizational structure guided by internal assessments prepared by the Ajax Public Library until a time when organizational and staffing needs are comprehensively assessed as per Action #40 of this Strategic Master Plan.
- #40. Undertake a review of the current organizational structure to prepare for scaling, additional library locations (per Strategic Master Plan Action #32 and Action #33), and expanded services and functions including Makerspace, EDI, and in-branch safety and security.

