

# Scugog Memorial Public Library

## Library Needs Assessment



## Draft Final Report

For review and discussion with Steering Committee

December 2006



Planning & Management Services

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## MEMORANDUM

**To:** John Sellars and Tom Bonanno  
**From:** Jim Morgenstern, Principal, dmA Planning & Management Services  
**c:** Barb Adderley, Senior Planner, dmA Planning & Management Services  
**Date:** December 12, 2006  
**Re:** **DRAFT FINAL REPORT**

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Please find attached the draft Final Report for the Scugog Memorial Library Needs Assessment Study. This report consolidates the findings from all phases of the study process, including the Planning Context material which you have already reviewed, and the facility model evaluation process (Chapter 7), which was completed subsequent to our last meeting with the Steering Committee. We understand a joint meeting of the Library Board and Council will be arranged to review this report.

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**Appendix B: List of Key Informant Interview Participants**

**Appendix C: Comparison with Other Library Systems**

**Appendix D: Case Studies of Other Libraries Experiencing Relocation**

## 1.0 INTRODUCTION AND REPORT OVERVIEW

This document consolidates the findings of all phases of the Scugog Memorial Public Library Needs Assessment. The first chapters establish the planning context for the study. 1996 and 2001 Statistics Canada Census data, as well as population distribution and projection information provided by the Township is used to develop a socio-demographic profile. Relevant library trends and best practices are then presented. An assessment of the current state of library service delivery is provided, based primarily on information provided by the Library and from secondary sources. Consultation activity results are summarized, including the results of a survey undertaken with library patrons; a summary of interviews with staff, Board members, and other relevant stakeholders; as well as a case study review of other libraries. Alternative facility model options for meeting the Township's future library needs are then discussed, and three alternative facility models are evaluated. The report concludes with a recommendation on the preferred facility model for meeting the Township's future needs, and a discussion of implementation considerations and next steps.

The Final Report is organized as follows:

- Population and Socio-Demographic Analysis
- Trends and Best Practices Affecting Library Service Delivery
- Service Assessment
- Consultation Activities
- Facility Model Options
- Facility Model Evaluation
- Implementation and Next Steps

Appendix A provides a list of references. Appendix B lists participants in the key informant interview process. Appendix C compares the Scugog Memorial Public Library to three other Township Library systems. Appendix D presents results of case study investigations with three libraries that experienced relocation from a former downtown location.

## 2.0 POPULATION AND SOCIO-DEMOGRAPHIC ANALYSIS

This section presents population and socio-demographic characteristics for the Township of Scugog, identified using Statistics Canada Census Profile data and information provided by Meridian Consultants and the Region of Durham.

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### 2.1 Community Profile

The Township of Scugog covers 517 square kilometres, and is bounded by the Township of Brock to the north, the Township of Uxbridge to the west, the Town of Whitby, the City of Oshawa and the Municipality of Clarington to the south, and City of Kawartha Lakes to the east and north around Lake Scugog. The Township of Scugog is a mix of urban and rural areas. The urban centre is Port Perry. The rural area comprises smaller residential communities in a number of hamlets, including Blackstock, Caesarea, Nestleton, Seagrave, Utica, Greenbank, Manchester, Epsom and View Lake. As a municipality in the Region of Durham and as part of the Greater Toronto Area, Scugog Township is experiencing moderate residential growth. The Township's main employment sectors include light manufacturing, tourism, and agriculture<sup>1</sup>, with many working farms in the community.

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### 2.2 Population Change

- From the 2001 Census population of 20,175, the Township of Scugog is expected to experience moderate growth over the next 10 years, to 24,355<sup>2</sup> people by 2016, averaging a 1.2% annual growth rate.
- By 2026, the Township is forecasted to grow to 26,669.
- Historically, the population of the Township has been approximately 2/3 rural and 1/3 urban.<sup>3</sup> By 2016, urban residents will represent almost half of total population, as shown in Table 2.2.<sup>4</sup>
- During Durham Region's Official Plan Review process, the Township of Scugog requested a change to the designation of Blackstock from Hamlet to Urban Area, similar to the community of Port Perry. Although the Region recommended against the Hamlet being re-designated to a higher-order settlement, the Greenbelt Plan released in 2005 identified Blackstock as a "Town or Village" similar to Port Perry. In July of 2006, the extension of municipal water services to Blackstock and significant road improvements were confirmed. These changes may result in an increase over the current growth projections for Blackstock, (69 additional residential units, for an ultimate 343 units, or 882 residents), however opportunities to significantly expand Blackstock will continue to be constrained by the lack of municipal sewage treatment facilities and other considerations of the Greenbelt Plan. For the purposes of this report, therefore, the relatively modest growth projections for Blackstock identified in the Official Plan Review documents are assumed.
- Another growth area in the Township is the Hamlet of Caesarea, with a projected increase of 91 residential units by 2026.<sup>5</sup>

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<sup>1</sup> Township of Scugog: Durham Region Community Profile Report. 2004. Region of Durham Department of Economic Development and Tourism.

<sup>2</sup> Meridian Consultants, Growth Management Discussion Paper. Township of Scugog. P. 7

<sup>3</sup> Growth Management Discussion Paper. Township of Scugog. Section 3.1.

<sup>4</sup> Region of Durham Official Plan Review Discussion Paper. Population, Employment and Urban Land.

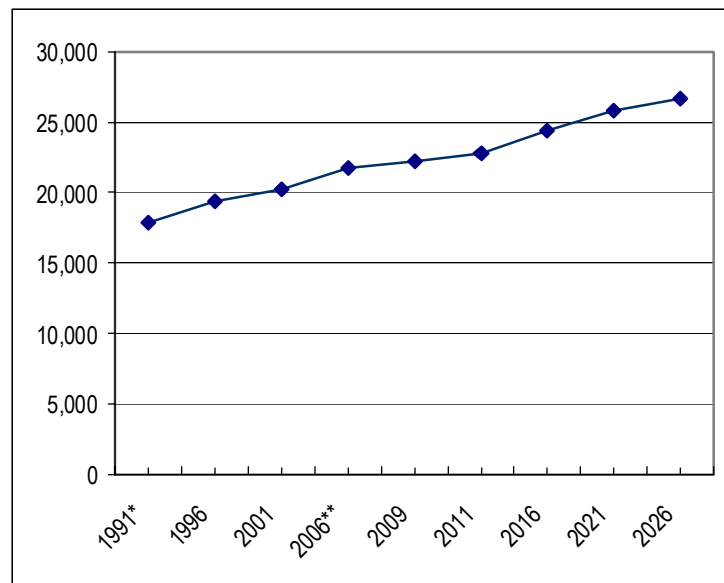
**Table 2.1: Population Trends: Past, Present, and Future**

Year	Total Population	% Increase
1991*	17,810	
1996	19,400	8.9%
2001	20,175	4.0%
2006**	21,748	7.8%
2009	22,245	2.3%
2011	22,794	4.8%
2016	24,355	6.9%
2021	25,770	5.9%
2026	26,669	3.5%

\* Figures for 1991 to 2001 are from Statistics Canada Census counts.

\*\* Figures for 2006 to 2026 are from Meridian Consultants. Growth Management Discussion Paper. Township of Scugog, 2005, which took into consideration Hemson Consulting 2004 forecasts and Durham Region 2004 Forecasts, as well as 2004 building permit data.

**Figure 2.1: Past, Present, and Future Population in Scugog Township**



\* Figures for 1991 to 2001 are from Statistics Canada Census counts.

\*\* Figures for 2006 to 2026 are from Meridian Consultants. Growth Management Discussion Paper. Township of Scugog.

<sup>5</sup> Meridian Consultants. Growth Management Discussion Paper. Township of Scugog. P.10

**Table 2.2: Estimated Future Population by Location**

	Estimated 2006	Estimated 2009	Estimated 2011	Estimated 2016
<b>Port Perry</b>	8,917	9,343	9,573	10,960
	*41%	42%	42%	45%
<b>Hamlets/Rural</b>	12,831	12,902	13,221	13,395
	59%	58%	58%	55%
<b>Township Wide</b>	<b>21,748**</b>	<b>22,245</b>	<b>22,794</b>	<b>24,355</b>

Note: The figure in the top left corner of each cell shows the estimated population figure for each area, with its corresponding percentage shown in at the bottom-right corner.

\*Rural-Urban proportionate population splits based on those in the Region of Durham, Official Plan Review Discussion Paper: Population, Employment and Urban Land.

\*\*Total population estimates from Meridian Consultants. Growth Management Discussion Paper. Township of Scugog. P.7

The Growth Management Discussion Paper by Meridian Consultants identifies population projections to 2031, based on an average of projections made by Hemson Consulting (2004), the Township Official Plan (2000), and the Region of Durham's projections (2004). These projections identify an additional 1,574 residents by 2031 over 2026 levels.

## 2.2.1 Age Distribution

- The population of Scugog is following the national aging trend. Overall, the Township's population is slightly older than both the provincial and regional populations. The most significant age cohort difference between the Township and the Region is adults over the age of 65.

**Table 2.3: Population Age Structure**

Age Cohort	Township of Scugog 1996 (%)	Township of Scugog 2001 (%)	Region of Durham 2001 (%)	Ontario 2001 (%)
Age 0-4	6.2%	5.2%	6.5%	5.9%
Age 5-14	16.3%	14.7%	16.3%	13.7%
Age 15-19	7.2%	7.9%	7.3%	6.8%
Age 20-24	5.4%	5.3%	5.8%	6.3%
Age 25-44	45.0%*	26.8%	31.7%	30.8%
Age 45-54		17.1%	14.5%	14.3%
Age 55-64	8.5%	9.9%	8.1%	9.3%
Age 65 +	11.3%	13.1%	9.8%	12.9%
<b>Total</b>	100%	100%	100%	100%

Source: Statistics Canada Census, 1996, 2001.\* Represents age cohort 24-54 years.

## 2.2.2 Families and Households

- In 2001, there were 7,070 private households in Township of Scugog (38% couples with children; 34% couples without children; 16% one-person households, 11% other households types), and 6,000 families (79% married-couple families, 10% common-law families and 11% lone-parent families).

## 2.3 Education and Income

Research<sup>6</sup> has shown a positive correlation between educational attainment, higher income, and library utilization. Statistics Canada Census data for 2001 compares the Township of Scugog to the Province on educational and income indicators.

As indicated in Table 2.3 below, about 11.0% of the population aged 15 years and older in the Township of Scugog attended school full-time compared to 11.6 % of the Province overall. The proportion of residents in the Township with a college certificate, diploma, or degree was higher for all age categories when compared to the Province as a whole; however the number of residents with a university education was proportionately lower than for the Province overall. The Township's population has become more highly educated overall, as demonstrated by the rise in post-secondary educational attainment from a decade earlier. This change may affect reader interests and preferences and will likely place increasing service demands on the Library.

**Table 2.4: Selected Education Level Indicators**

	Township of Scugog 2001	Ontario 2001
% of the population 15 years and over attending school full-time	11.0%	11.6%
% of the population aged 20-34 with:		
a college certificate or diploma	23.8%	19.5%
a university certificate, diploma, or degree	19.9%	25.7%
% of the population aged 35 to 44 with:		
a college certificate or diploma	25.1%	21.2%
a university certificate, diploma, or degree	14.0%	24.3%
% of the population aged 45 to 64 with:		
a college certificate or diploma	17.7%	16.6%
a university certificate, diploma, or degree	17.9%	21.5%

Source: Statistics Canada, 2001

Income data from Statistics Canada for 2001 shows that the Township of Scugog had a higher total income for all persons 15 years of age and over, a higher median family income, and a higher median household income than for the Province as a whole, as indicated in Table 2.4. Average individual earnings for full-time workers (2001) in the Township compared favourably to the Region of Durham and were slightly higher than the Province as a whole.

**Table 2.5: Selected Income Characteristics**

	Township of Scugog 2001	Ontario 2001
Median total income of persons 15 years of age and over	\$26,150	\$24,816
Median family income	\$68,301	\$61,024
Median household income	\$64,891	\$53,626
Average individual earnings, worked full-year full-time	\$48,255	\$47,299

<sup>6</sup> Koontz, Christine. (1997). Library Facility Siting and Location Handbook. Westport, CT: Greenwood Press, p. 96.

Higher income levels are often associated with expectations for higher quality services in general and higher demand for Library services specifically.

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## 2.4 Diversity and Movement

- Approximately 89% of Scugog's total population in 2001 was Canadian-born, compared to 72% of Ontario's, and roughly 2.0% of residents identified themselves as a visible minority in 2001, compared to 19% across the Province.
- Approximately 60% of residents who had lived in the Township of Scugog since 1996 lived at the same address in 2001, compared to 57% in Ontario.
- The Township is being marketed heavily by developers as a mature-adults style residence area.

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## 2.5 Employment and Industry

- Of the total experienced labour force in 2001 (11,050 persons), the three largest occupational categories were: sales and service (23%), trades, transport and equipment operator and related occupations (18%), and business, finance and administration (14%). In 2001, the manufacturing sector made up about 11% of the total experienced labour force, and agriculture made up about 5% .
- As indicated in Table 2.5, average individual earnings for full-time workers (2001) in the Township compared favourably to the Region of Durham but were slightly lower than the Province as a whole.
- The Township of Scugog had a lower 2001 unemployment rate (5.4%) than the Province (6.1%).<sup>7</sup>

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<sup>7</sup> Statistics Canada. 2001 Community Profile.

## 3.0 LIBRARY TRENDS AND BEST PRACTICES

A review of emerging trends and best practices in library design sheds some light on the libraries of the future. In contrast to the demise of libraries as some had predicted with the growth of the Information Age, libraries are taking on an even more important and expanded role in their communities. The design and function of these facilities are changing in response to demographic shifts, emerging technologies, and increasing consumer expectations. These emerging trends and expanded roles are described below.

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### 3.1 Emerging Trends in Library Design

#### 3.1.1 Libraries as a Focal Point in the Community

Increasingly, libraries are being thought of as the “centre” or “focal point” of a community. They are spacious, welcoming, highly visible, accessible places where people come together to gather information and exchange ideas. They can also provide a quiet refuge from the demands of urban life, an “oasis” for quiet reading, rest and relaxation within an otherwise lively urban centre. Whether patrons come to participate in a book club, surf the “Net”, join a parent and tot program, or just curl up in a cozy chair sipping a coffee and browsing the latest periodicals, libraries are becoming community gathering places.

#### 3.1.2 Libraries as High Profile, Civic Institutions

Canadians have a high awareness of libraries, and libraries are important to the fabric of Canadian cultural and economic life. The libraries of the future are attractive, functional, flexible, barrier-free, high profile public spaces. They increasingly incorporate heritage, art and cultural displays and presentation spaces to promote learning, debate and the exchange of ideas in the community. Libraries and other cultural institutions provide “cultural capital” to their communities. As knowledge institutions, they contribute a vitality to community life through their civic, creative, economic, architectural and cultural presence. The outside environment is as important as the internal environment in the overall contribution. Ample parking, accessible pathways, reading gardens and attractive landscaping are considerations that add to an enjoyable, rewarding destination.

#### 3.1.3 Libraries as Multi-Service Providers

Lifelong learning, adult literacy, and reading readiness are examples of some of the traditional contributions libraries make to their communities. Through elements of design and service enhancements, libraries today provide an expanded range of benefits and services. They are emerging as forums for community learning and expression, serving as technological, employment, business development, cultural, art and heritage centres for their communities.

Entrepreneurs and small businesses, which increasingly form the foundation of the Canadian economy, are depending on today's libraries as they plan their products and services, investigate financial resources, and ultimately expand employment opportunities and prosperity in their communities. Parents, teachers and homeschoolers are using the library's programs and resources to improve literacy, computer-literacy, and as a complement to more traditional forms of education. Increasingly, libraries are providing employment services through linked databases with other government agencies. Research has always been a cornerstone of library service, and today's libraries provide an expanded research function with links to educational, institutional, and business databases in Canada and around the world.

### 3.1.4 Libraries as Centres for Technology Training

Technology has changed the way in which core library services are being delivered and will continue to have a major impact on future services. Libraries are offering more services online<sup>8</sup> (and doing so at an accelerating rate), including virtual/digital reference services<sup>9</sup>, and electronic databases, and e-books<sup>10</sup>. Libraries are also using technology to improve customer service. Increasingly, support for community social and economic development is becoming a core function of the library in an information economy characterized by rapid change. Libraries are providing workshops and training in computer literacy, e-technology, and navigation through the information age. Through highly trained staff, state-of-the-art technologies, and accessible programming, libraries are contributing to the knowledge base of communities in many ways. The library increasingly plays a role in supporting small businesses, home-based business, the self-employed and individuals who must continually upgrade skills and search for new careers in a changing marketplace.

### 3.1.5 Libraries with a Customer-First Focus

Today's libraries are adopting a customer-first focus. For many, this has resulted in: improved hours of operation; self-checkout technology; on-line booking systems to pay fines, register for programs and computers, renew and reserve items; quiet spaces for study and work; comfortable spaces for socializing; expanded programming and dedicated resources for target groups (children, teens, seniors, cultural groups, etc.); helpful, available staff who "walk the floor"; as well as information-rich technology and training opportunities.

These are some of the ways in which libraries are changing to play expanded and slightly different roles today in response to new and emerging trends and changing expectations. Table 3.1 following presents some of the key design objectives and considerations in modern library design.

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<sup>8</sup> Kibirige, Harry. June 2001. Internet Access in Public Libraries: Results of an End User Target Pilot Study, 1997-2000. Information Technology and Libraries, pp. 113-115.

<sup>9</sup> Smyth, Joanne. March 2003. Virtual Reference Transcript Analysis: A Few Models. Searcher, pp. 26-30.

<sup>10</sup> Walker, Andy. June 16, 2003. Whither e-books? E-books story yet to unfold. Toronto Star, pg. D01.

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## 3.2 Trend Implications

The trends and best practices outlined above describe library functions and services and design objectives that are space dependent, recognizing that libraries cannot effectively deliver their services, retain existing users or attract new ones without providing at least the minimum required amount of facility space. Libraries that fail to provide the minimum standard in library space seldom achieve their core service objectives and rarely offer any of the enhanced services or amenities described above. These trends point to the development of larger, single floor designs that take advantage of economies of scale to provide a higher level of service, including longer operating hours and more resources.

**Table 3.1: Design Considerations for Modern Libraries**

Design Objectives	Specific Design Considerations
<p><b>A Welcoming Destination, A Community Hub or Focal Point</b></p>	<ul style="list-style-type: none"> <li>▪ Modern building with high quality design will be a major community building; strong street orientation and visibility; use of glass to promote transparency</li> <li>▪ Large reception area with community information area and places for sitting</li> <li>▪ Community garden, reading garden, sculpture garden and other landscaping to create a relationship to the outdoors and functional outdoor areas</li> <li>▪ Designated drop off and waiting area</li> <li>▪ Adequate on-site parking</li> </ul>
<p><b>An Attractive and Comfortable Environment for all Users</b></p>	<ul style="list-style-type: none"> <li>▪ Adequate space well designed for working and reading</li> <li>▪ Designated and appropriately designed and furnished areas for children, youth and adults</li> <li>▪ Attractive furnishings and interior design and décor, consideration to window placement and an abundance of natural light</li> <li>▪ Separate coffee kiosk, gas fireplaces, lounge area</li> <li>▪ Modern accessible washrooms</li> <li>▪ Single floor, fully accessible design</li> </ul>
<p><b>A Functional Environment for Working, Reading, Research and Study</b></p>	<ul style="list-style-type: none"> <li>▪ Adequate space and well designed areas for individual study and group work</li> <li>▪ Comfortable reading areas with appropriate furnishings, natural light, fireplace, etc.</li> <li>▪ Appropriate task lighting and modern, comfortable furniture</li> <li>▪ Design and equipment fully compatible with current and emerging technologies</li> <li>▪ Adequate, well placed power outlets; plug-ins for laptops or wireless technology</li> <li>▪ Separate, designated Internet workstations and training areas</li> </ul>
<p><b>An Operationally Efficient Design that Maximizes Convenience and Flexibility for the User and Service Efficiency for Staff</b></p>	<ul style="list-style-type: none"> <li>▪ Appropriate layout, signage and self-serve features</li> <li>▪ Single floor design with user space situated to maximize casual surveillance by staff; good site lines and visibility throughout the library</li> <li>▪ Appropriate office space and staff spaces</li> <li>▪ Wide aisles and shelving designed for customer convenience</li> <li>▪ Self serve features including self sort bookdrops, self-checkout, and OPACs throughout the library</li> </ul>
<p><b>A Sustainable Energy Efficient Design</b></p>	<ul style="list-style-type: none"> <li>▪ Layout and design compatible with the ecology of the site</li> <li>▪ Use of locally available building materials or recycled/historic features</li> <li>▪ Energy efficient, passive solar design</li> <li>▪ Energy efficient interior fixtures and equipment</li> <li>▪ Use of “Green” building systems; ability to achieve the LEED Silver or Gold level under the Canada Green Building Council (CaGBC) Program</li> </ul>

## 4.0 SERVICE ASSESSMENT

This section of the report provides an overview of the services and resources of the Scugog Memorial Public Library. In section 4.1, the current state of library service provision is described, and the existing branch is profiled based on information provided by library staff. Section 4.3 presents a comparison of the library to guidelines developed for ARUPLO<sup>11</sup>. In section 4.4, overall library space requirements are compared to Ontario Library Guidelines to project future needs.

### 4.1 Branch Library Profile

Table 4.1 provides a profile of the services available at the Scugog Memorial Public Library.

**Table 4.1: Service Profile**  
**Scugog Memorial Public Library, Township of Scugog**

<b>Library Information</b>	
1. Estimated Catchment Area Population (2005)	20,173 (2001 Census)
2. Geographic Area Served	Township of Scugog
3. Library System	Single Branch
4. Total Holding Capacity	Approx. 50,000
5. Collection Size	47,991 (2005 Annual Survey – Ministry of Culture)
6. Reference Materials (Volumes)	875 (2005 Annual Survey)
7. Print Periodicals (Titles held)	84 (2005 Annual Survey)
8. Annual Circulation (most recent year)	215,856 (2005 Annual Survey)
9. Number of Visits	126,179
10. Weekly Hours of Operation (note differences by season)	53
<b>Facility/Staffing</b>	
11. Library Size (gross sq. feet)	5,980 net, approx 6,700 gross
12. Facility meeting room space (sq. feet)	700
13. Year Opened/Age of Facility	1982
14. Barrier free access (yes/no)	yes
15. Accessible washroom space (yes/no)	yes
16. Staff in FTE	6.75
17. Net Operating Budget (most recent year)	\$494,672 (2005)
<b>Equipment</b>	
18. # of public access computer workstations	4
19. # of public access computer workstations with internet access	8 (Wireless LAN supports 16 additional computers since August 2004)
20. Seating, # of user spaces	30

<sup>11</sup> Administrators of Rural/Urban Public Libraries of Ontario.

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## 4.2 Comparative Data – Similar Township Library Systems

The Scugog Memorial Public Library is compared to three other Libraries in Appendix C. The comparison libraries are Bradford West Gwillimbury, Grimsby, and Whitchurch-Stouffville. The libraries were chosen because they best resembled Scugog's range of service delivery with respect to total population served and single branch operations.

The data used in the comparisons were extracted from the 2004 Annual Survey of Public Libraries, with the exception of the population served by the library and the gross square footage of library space. This information is not represented in the survey and was provided by the Libraries. Where necessary, the CEOs of the comparison libraries were contacted to provide clarification and elaboration.

Relative consistency is a major strength of the comparative data. With the exceptions noted above, all data was from the same source and for the same period. The Annual Survey provides definitions and explanations of data requirements and consequently, to a significant degree, we might expect the data to be comparable. However, because all libraries do not keep their internal data in the same manner, we should expect some variation in the items included under any one category in the survey. This may be most significant in the financial data.

While we can expect a fair degree of consistency in the interpretation and reporting of the information in the Annual Survey, it is much more difficult to adequately control for the wide range of variables that influence these data and consequently would be relevant to the analysis. No two library systems are the same and while we have attempted to select systems that are generally comparable to the Scugog Library, there are dissimilarities that will have an impact on all of the variables being compared, including the financial data. Some of the more obvious differences that may have an impact in this regard are:

- The existence of other nearby libraries that may be providing service to Scugog residents.
- Variations in the net square footage of each facility dedicated to library services.
- Staff costs unrelated to service provision, including benefits, seniority, variations in pay scales, etc.
- Different administrative procedures affecting the manner in which the data is compiled and reported (e.g. how the Township charges libraries for services provided by non-library staff).

Reviewing data for one year only is also a significant limitation to the extent that annual variations are customary.

It was not possible to control for these, and other, variables in this comparative analysis. While acknowledging this limitation, we still believe that the comparative analysis is instructive. There is no standard of library service that can be used as a benchmark for evaluation. Consequently, despite the limitations, these types of comparisons provide a useful benchmark against which to review services at the Scugog Memorial Library.

As shown in Appendix C, the comparison yields some interesting results, and points to the efficiency with which the Scugog Memorial Library is currently providing its services. All of the libraries reviewed serve similar sized populations, however Scugog Memorial Library has the highest number of active cardholders and the highest total annual circulation.

Total operating expenditures for the Scugog Memorial Library are the lowest of the comparison libraries, as are staffing expenditures. In terms of comparable service indicators, the Scugog Memorial Library has the highest ratio of circulation per capita, circulation per hour of operation, and circulation per square footage. It has the lowest operating expenditures per capita and per hour of operation, and the lowest staffing expenditures per capita and per hour of operation of the comparable libraries. The findings of this comparison are consistent with the findings of other comparisons conducted by the Library.

Other indicators point to some areas where improvements may be warranted. The Library's total weekly hours of operation are at the low end of the range, as are total volumes held and total number of library visits per week. Staffing levels are lower than at other comparable libraries, as are expenditures for computer services. While these indicators may be a function of the library's size relative to the other libraries and conscious decisions regarding staffing, they do identify issues for further investigation.

### 4.3 Comparison of Library Services with Guidelines

In February of 2005, ARUPLO prepared revised *Guidelines for Rural/Urban Public Library Systems*. These guidelines are intended as a development tool for rural/urban and County libraries, and build on the approach taken in the development of the *Ontario Public Library Guidelines*. The ARUPLO guidelines are probably most applicable to multi-branch County systems, and in this respect, may not be directly applicable to the Scugog Memorial Public Library. However, to some extent, the "large branch" guidelines would appear applicable in Scugog Townships. Table 4.2 below compares the ARUPLO guidelines for rural/urban library systems with the library services provided by the Scugog Memorial Public Library.

**Table 4.2: ARUPLO's Guidelines compared to Scugog Memorial Public Library**

	Large Branch	Medium Branch	Small Branch	Deposit Station	Scugog Memorial Library
<b>Population Served</b>	10-35,000	5-10,000	1-5,000	<1,000	20,173
<b>Size (sq. ft. min.)</b>	7-21,000	3-7,000	2.5-3,500	1-2,500	6,700
<b>Minimum Collection (Volumes)</b>	30,000	20,000	10,000	7,500	47,991
<b>Print Periodicals (Min.)<sup>12</sup></b>	80-100	40-50	10	-	84
<b>Annual Circulation (Items)<sup>13</sup></b>	280,000	80,000	40,000	8,000	215,856
<b>Weekly Hours of Operation (Min.)</b>	35-60	25-35	20-25	12	53
<b>Public Access Computers<sup>14</sup></b>	6-12	3-6	3	-	8
<b>Seating (Users)<sup>15</sup></b>	50-175	25-50	25	5	30
<b>Staffing (FTEs)</b>	5-17.5	2.5-5	1-2.5	1	6.75

<sup>12</sup> ARUPLO Guidelines note that print periodicals may be adjusted according the number of electronic periodicals provided. Minimum of 2,500 electronic periodical titles should be available.

<sup>13</sup> ARUPLO Guidelines state minimum 8,000 circulations per year for a rural/urban branch. OPL guidelines suggest 8 circulations per capita. Both are applied here.

<sup>14</sup> ARUPLO Guidelines state a minimum of 3 public access workstations, and branches serving over 2,500 should have 1 additional workstation per 1,300 pop. Computer workstations should be high speed.

<sup>15</sup> ARUPLO Guidelines state 5 user spaces per 1,000 capita.

On the basis of population served, the Scugog Memorial Library would be expected to provide services within the range for a large branch in the ARUPLO hierarchy described above. At the present time, this branch's collections, including volumes and print periodicals, weekly hours of operation, public access computers, and staffing are consistent with ARUPLO's guidelines for a large branch. The size of the library, its annual circulation, and available seating fall slightly below the guidelines for a large, Township serving branch.

## 4.4 Future Space Requirements

The Scugog Memorial Public Library is currently 6,700 gross sq. ft. Applying the Ontario Public Library Guideline of 0.6 gross sq. ft. of library space per capita, the 2006 population of 21,750 equates to a requirement of approximately 13,000 sq. ft. of library space. In terms of total space requirements, therefore, the Scugog Memorial Library is currently deficient by approximately 6,300 sq. ft.

Assuming the population of the Township grows as projected, Table 4.3 below shows the library space requirements over the coming years and ultimate space deficit over a 20 year period.

**Table 4.3: Population Change and Library Space Requirements**

	Projected Population*	Library Space Requirements OPL Guideline (0.6 sq. ft./capita)	Library Space Deficit Sq. ft.*
<b>2001</b>	20,175	12,105	5,405
<b>2006</b>	21,748	13,049	6,349
<b>2009</b>	22,245	13,347	6,647
<b>2011</b>	22,794	13,676	6,976
<b>2016</b>	24,355	14,613	7,913
<b>2021</b>	25,770	15,462	8,762
<b>2026</b>	26,669	16,001	9,301

\*Assuming no change in the existing 6,700 sq. ft. over a 10 year period.

As shown above, the Township of Scugog is expected to experience moderate but steady growth until 2016. By 2016, more than 14,000 total sq. ft. of library space will be required to meet the minimum space requirements for the population. By 2026, more than 16,000 square feet would be required. If no additional library space is added to the system over the planning period, there will be a deficit of about 7,900 sq. ft. by 2016 and 9,301 by 2026.

Meridian Consultants forecast further moderate growth in the Township beyond 2026, to the year 2031. If no change is made to the supply of library space in the Township, this growth will only serve to intensify the discrepancy between the amount of library space available and required to adequately serve population needs.

## 5.0 CONSULTATION ACTIVITIES

### 5.1 Library User Survey

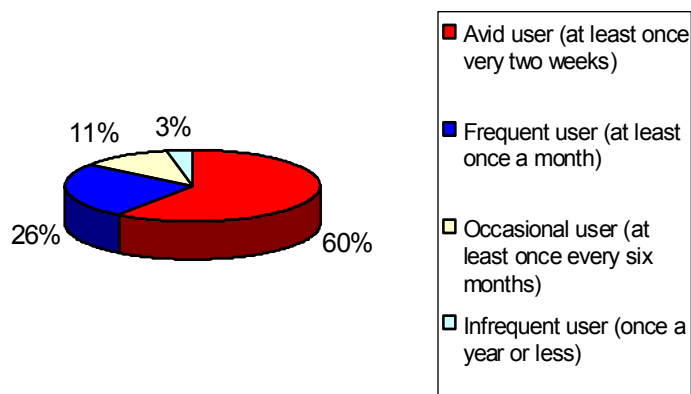
#### Survey Overview:

A library user survey was conducted at the Scugog Memorial Library over a 3-week period during June of 2006. Staff followed a sampling methodology involving a cross-section of daytime and evening hours on weekdays and weekends to ensure participation by a random selection of library patrons. Patrons accessed the survey via the Internet, and paper copies were also available in the library for those who preferred. A total of 263 library patrons completed the surveys.

A majority of respondents (157 or 59.7%), classified themselves as “avid users”, visiting the library at least once every two weeks.

**Table 5.1: Library Usage**

How would you characterize the extent to which you have used the library over the past two years?	Percent (%) N=263	Response Total (#)
Avid user (at least once very two weeks)	59.7%	157
Frequent user (at least once a month)	25.5%	67
Occasional user (at least once every six months)	11.4%	30
Infrequent user (once a year or less)	3.4%	9



**Reason for Visiting:**

Respondents were asked to indicate their reasons for visiting the library on the day they filled out the survey. (Multiple responses were accepted.) The majority of respondents indicated to “borrow materials for themselves” (187 or 71.7%) as the primary reason for their visit. Other popular reasons for visiting the library were: to borrow videos (93 or 35.4%); to browse collections/new materials section (72 or 27.4%); to access the Internet (67 or 25.5%); to get information on a topic of interest (51 or 19.4%); and to visit the art gallery (48 or 18.3%). The least popular reason was “to participate in an activity or program” at 0.8% or 2 responses.

**Table 5.2: Reasons for Visiting the Library**

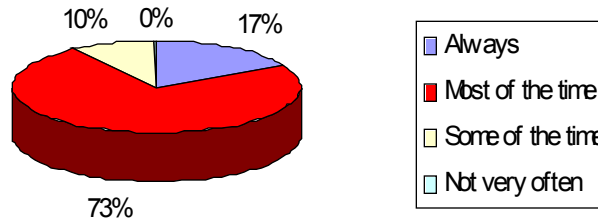
<b>Why are you visiting this branch today?</b>	<b>Percent (%) N=263</b>	<b>Response Total (#)</b>
To borrow materials for myself	71.7%	187
To browse collections / new materials section	27.4%	72
To borrow children's materials	12.2%	32
To access the Internet	25.5%	67
To borrow books on CDs or books on MP3s	16.3%	43
To borrow videos	35.4%	93
To read magazines and/or newspapers	16%	42
To get information on a topic of personal interest	19.4%	51
To do job-related research	5.3%	14
To do a school-related assignment	6.8%	18
To participate in an activity or program	0.8%	2
To take a child to a library program or activity	2.3%	6
To visit the art gallery	18.3%	48
To meet with friends	4.9%	13
Other	8%	21

**Materials in the Library:**

Almost three quarters or 73% of respondents indicated that the materials they wanted to borrow or use are available at this library “most of the time”.

**Table 5.3: Availability of Materials in the Library**

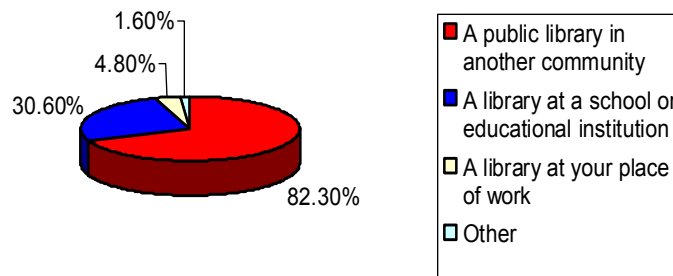
How often are the materials you wish to borrow or use available at this library?	Percent (%) N=263	Response Total (#)
Always	17.1%	45
Most of the time	73%	192
Some of the time	9.5%	25
Not very often	0.4%	1



Respondents were asked to indicate whether they use a library other than the Scugog Memorial Library regularly (not including when they are away on vacation). Almost one quarter of respondents indicated they use a library other than the Scugog Memorial Library (62 respondents or 23.6%); 201 (76.4%) did not use other libraries. Of those that use other libraries, most use a public library in another community.

**Table 5.4: What other Libraries are Used Regularly?**

If Yes, is the library you use:	Percent (%) N=62	Response Total (#)
A public library in another community	82.3%	51
A library at a school or educational institution	30.6%	19
A library at your place of work	4.8%	3
Other	1.6%	1



Note: Multiple responses possible.

**Library Services:**

The majority (63.5% or 167 respondents) indicated that they have asked a librarian to help them conduct a search for materials or provide other assistance in the past year.

**Table 5.5: Librarian Help**

In the past year, have you asked a librarian to help you conduct a search for materials?	Percent (%) N=263	Response Total (#)
Yes	63.5%	167
No	36.5%	96

Respondents were asked if they used the Internet when they visit the library. Most (76% or 200 respondents) indicated that they do not usually use the Internet at the library. The 24% (63) of respondents who used the Internet at the library were asked why (multiple responses were accepted). Of those, most (88.9%) use the Internet to search for materials, and 74.6% said they use it to access e-mail.

**Table 5.6: Internet Use at the Library**

When you visit the library do you usually use the Internet?	Percent (%) N=263	Response Total (#)
Yes	24%	63
No	76%	200

**Table 5.7: Use of Internet at the Library**

If Yes, why do you use the Internet?	Percent (%) N=63	Response Total (#)
To search for information	88.9%	56
To download leisure or educational material	25.4%	16
To use e-mail	74.6%	47
Other	14.3%	9

**Internet Access:**

Respondents were asked if they had access to the Internet at home, work or school and if they had ever accessed the Scugog Memorial Library website. Over three quarters or 82.1% (216) indicated that they had access to the Internet, either high speed or dial up. Of those that had Internet, 61.6% or 133 respondents indicated that they have accessed the Scugog Library website. Patrons were also asked why they visited the library's website (multiple answers were accepted); 78.9% or 105 respondents said they used it to renew library materials; 70.7% or 94 used it to access the library catalogue; and 51.9% or 61 respondents indicated they used it to place holds on library materials.

**Table 5.8: Access to Internet**

Do you have access to the Internet from a computer at home, work or school?	Percent (%) N=263	Response Total (#)
Yes, High Speed Internet	45.6%	120
Yes, Dial Up Internet	36.5%	96
No	17.9%	47

**Table 5.9: Accessed the Scugog Library Website**

<b>If Yes, have you ever accessed the Scugog Memorial Library website form any of these computers?</b>	<b>Percent (%) N=216</b>	<b>Response Total (#)</b>
Yes	61.6%	133
No	38.4%	83

**Table 5.10: Accessed the Scugog Library Website for What Purpose**

<b>If Yes, for which of the following reasons?</b>	<b>Percent (%) N=133</b>	<b>Response Total (#)</b>
To learn about library programs and services	17.3%	23
To access the library's on-line catalogue	70.7%	94
To renew library materials	78.9%	105
To place holds on library materials	51.9%	69
To do research using specialized data bases	9.8%	13
Other	6%	8

Satisfaction Levels & Quality of Service:

Table 5.11: Library Features and Patron Satisfaction

	Very Dissatisfied (1)		Dissatisfied (2)		Somewhat Satisfied (3)		Satisfied (4)		Very Satisfied (5)		Don't Use/ Not Applicable		Mean Score <sup>16</sup>
	%	#	%	#	%	#	%	#	%	#	%	#	
Physical accessibility of the library building	4.20%	11	0.80%	2	0.80%	2	20.50%	54	43%	113	30.80%	81	4.41
Parking	4.60%	12	0.80%	2	5.70%	15	31.60%	83	53.20%	140	4.20%	11	4.34
Access to public internet workstations	3.40%	9	1.10%	3	2.70%	7	21.30%	56	35.40%	93	36.10%	95	4.32
Areas for reading in the library	5.30%	14	1.10%	3	7.60%	20	33.10%	87	41.80%	110	11%	29	4.18
Hours of operation	6.80%	18	0.40%	1	10.30%	27	33.50%	88	48.70%	128	0.40%	1	4.17
Areas for studying or working	3.80%	10	1.50%	4	8.70%	23	28.10%	74	32.30%	85	25.50%	67	4.12
Programs/ library activities	3.80%	10	0.80%	2	4.20%	11	29.70%	78	23.20%	61	38.40%	101	4.10
Selection of material	4.60%	12	2.30%	6	14.40%	38	38.80%	102	38.40%	101	1.50%	4	4.06
Areas for children's programs/ activities	3.80%	10	2.30%	6	4.90%	13	20.20%	53	15.20%	40	53.60%	141	3.88

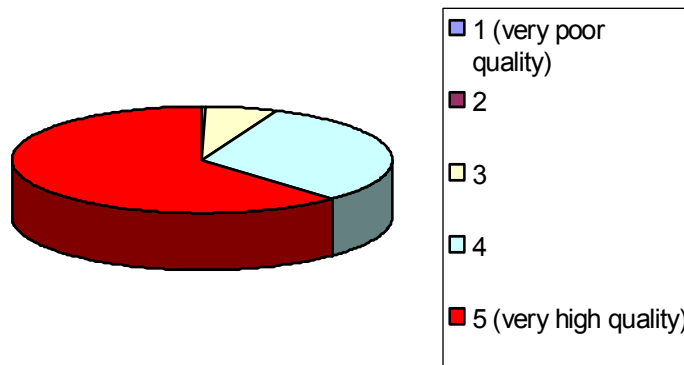
<sup>16</sup> The mean score shows relative satisfaction for those who used the service, on a scale from 1 to 5, where 1=Very Dissatisfied and 5=Very Satisfied.

As shown above, respondents were asked how satisfied they are with various features of the library. Generally, the level of satisfaction was high, with the majority of respondents being either “satisfied” or “very satisfied” with most services. The areas in which respondents had the highest levels of satisfaction were with “physical accessibility to the library building”, “parking” and “access to public Internet workstations”. The lowest level of satisfaction was noted for “areas for children’s programs/ activities”. (Some respondents indicated in the additional comment section that they wish to see specific areas dedicated for children so that they do not disturb other library users). Relatively lower levels of satisfaction were noted for “selection of materials”, “programs/library activities”, and “areas for work and study” compared to other features/services.

Respondents were asked to rate the overall quality of service provided at the Scugog Memorial Library. Generally, respondents felt the quality of service provided by the Scugog Memorial Library to be very high. Most users indicated that they received “very high quality” service (163 or 62%), while another 83 or 31.6% of respondents said they received “high quality” service. Only 1 person (0.4%) indicated that they had received “very poor quality” service at the library.

**Table 5.12: Quality of Service**

Overall, how would you rate the quality of library service provided to you by the Scugog Memorial Library? On a scale of 1 to 5, where 1 means very poor quality and 5 means very high quality, how would you rate library service?	Percent (%) (N=263)	Response Total (#)
1 (very poor quality)	0.4%	1
2	0%	0
3	6.1%	16
4	31.6%	83
5 (very high quality)	62%	163

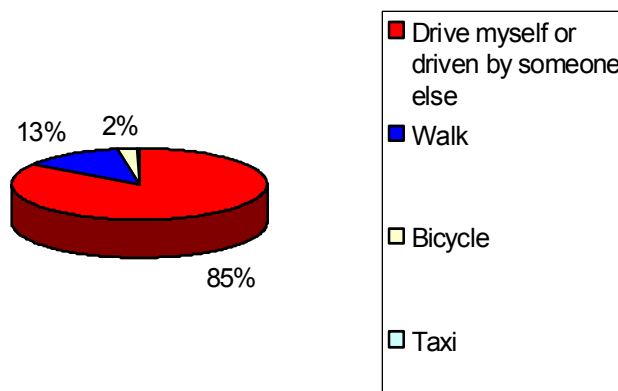


**Mode and Distance Traveled:**

The majority of respondents (222 or 84.4%) indicated that they typically used their private vehicles to travel to the Scugog Memorial Library. A few typically walked (34 or 12.9%) and very few respondents biked (6 or 2.3%). Respondents were also asked if there were other modes of travel they use to travel from their place of residence to the Scugog Memorial Library. It should be noted that the majority of respondents indicated they do not use another mode of transportation other than their personal vehicle.

**Table 5.13: Mode of Travel to the Library**

How do you typically travel to the Scugog Memorial Library? (Please select only one mode of transportation)	Percent (%) N=263	Response Total (#)
Drive myself or driven by someone else	84.4%	222
Walk	12.9%	34
Bicycle	2.3%	6
Taxi	0%	0
Boat	0.4%	1
Other	0%	0



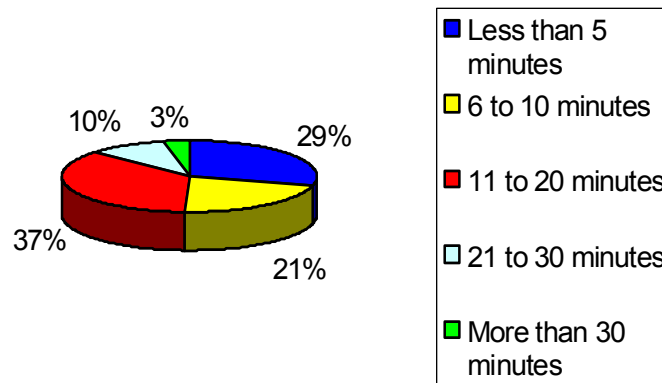
**Table 5.14: Other Modes of Travel**

Other than your TYPICAL mode of transportation, in the past year how often, if ever, have you used any of the following means to travel from your place of residents to the Scugog Memorial Library?	Never		Not Very Often		Often		Very Often	
	Percent (%) N=263	Response Total (#)	Percent (%) N=263	Response Total (#)	Percent (%) N=263	Response Total (#)	Percent (%) N=263	Response Total (#)
Drive myself or driven by someone else	16.2%	42	10.4%	27	14.2%	37	59.2	154
Walk	50.8%	132	23.5%	61	11.5%	30	14.2%	37
Bicycle	80.8%	210	11.2%	29	6.2%	16	1.9%	5
Taxi	97.7%	254	1.9%	5	0.4%	1	0%	0
Boat	95.4%	248	3.8%	10	0.8%	2	0%	0

Respondents were asked to indicate the amount of time it typically took them to travel from their place of residence to the library. For the most part, travel time to the library was 10 minutes or less (133 respondents or 50.6%).

**Table 5.15: Travel Time**

Based on your typical mode of transportation, approximately how many minutes does it take you to travel from your place of residence to the Scugog Memorial Library?	Percent (%) N=263	Response Total (#)
Less than 5 minutes	29.3%	77
6 to 10 minutes	21.3%	56
11 to 20 minutes	36.1%	95
21 to 30 minutes	9.9%	26
More than 30 minutes	3.4%	9



**Combined Activities:**

Respondents were asked to indicate whether they typically combined other activities with their trips to the library. The results show that people often combine trips to the library with other errands. Grocery shopping, banking and shopping in downtown Port Perry stores were the most common activities. Respondents were less likely to combine a trip to the library with “dropping children off at school”, or “visiting friends”.

**Table 5.16: Combined Activities**

How often do you typically combine the following activities with a trip to the library?	Most of the Time		Some of the Time		Never	
	(%)	(#)	(%)	(#)	(%)	(#)
Grocery shopping	28.6%	75	58%	152	13.4%	35
Banking	20.2%	53	63.7%	167	16%	42
Recreational activities	11.3%	28	44.4%	110	44.4%	110
Shopping at downtown Port Perry stores	16.5%	43	68.2%	178	15.3%	40
Dropping children off at school	2.8%	7	16.8%	42	80.4%	201
Going to the post office	5.4%	14	56.8%	146	37.7%	97
Visiting friends	9%	23	32.9%	84	58%	148
Other activities	11.3%	28	54.7%	135	34%	84

**Demographic Profile of Respondents:**

Almost two-thirds (or 65% ) of respondents identified themselves as a female.

**Table 5.17: Gender**

Are you:	Percent (%) N=263	Response Total (#)
Female	65%	171
Male	35%	92

A large number of respondents, 116 or 44.1%, fell into the 35-54 age category. Seniors (65+) accounted for 17.1% and older adults 55-64 accounted for 16%. Those between the ages of 20-34 accounted for 13.3% of respondents. Youth age 15-19 accounted for 9.5% of respondents.

**Table 5.18: Age of Respondent**

Which of the following best describes your age:	Percent (%) N=263	Response Total (#)
15-19	9.5%	25
20-34	13.3%	35
35-54	44.1%	116
55-64	16%	42
65 years of age or older	17.1%	45

Respondents were asked to indicate how many people, including themselves, lived in their household. The two categories that received the most responses were 2-person household (83 or 31.6%) and 4-person households (54 or 20.5%). Nearly three-quarters (73.8% or 194) of respondents indicated that they do not have anyone in their household that was 12 years of age or younger.

**Table 5.19: Household Composition**

Including yourself, how many people live in your household?	Percent (%) N=263	Response Total (#)
1 person	12.9%	34
2 people	31.6%	83
3 people	18.3%	48
4 people	20.5%	54
5 or more people	16.7%	44

**Table 5.20: Household Composition**

Is anyone in your household 12 years of age or younger?	Percent (%) N=263	Response Total (#)
Yes	26.2%	69
No	73.8%	194

Respondents were asked to indicate their present working status. People employed full-time represented the largest group with 95 responses or 36.1% of respondents, followed by those who had retired with 67 or 25.5% of respondents. People who were employed part-time included 49 or 18.6% respondents. Full-time family caregivers accounted for 11.4% , students for 14.1% and “other” for 5.3% of the responses.

**Table 5.21: Working Status of Respondent**

<b>Which of the following categories describe your present status?</b>	<b>Percent (%) N=263</b>	<b>Response Total (#)</b>
Retired	25.5%	67
Employed full-time	36.1%	95
Employed part-time	18.6%	49
Full-time family caregiver	11.4%	30
Student	14.1%	37
Other	5.3%	14

Respondents were asked to indicate whether or not they operated a business from their homes. Only 57 respondents or 21.7% operate a business from their home.

**Table 5.22: Home Business**

<b>Do you operate a business from your home?</b>	<b>Percent (%) N=263</b>	<b>Response Total (#)</b>
Yes	21.7%	57
No	78.3%	206

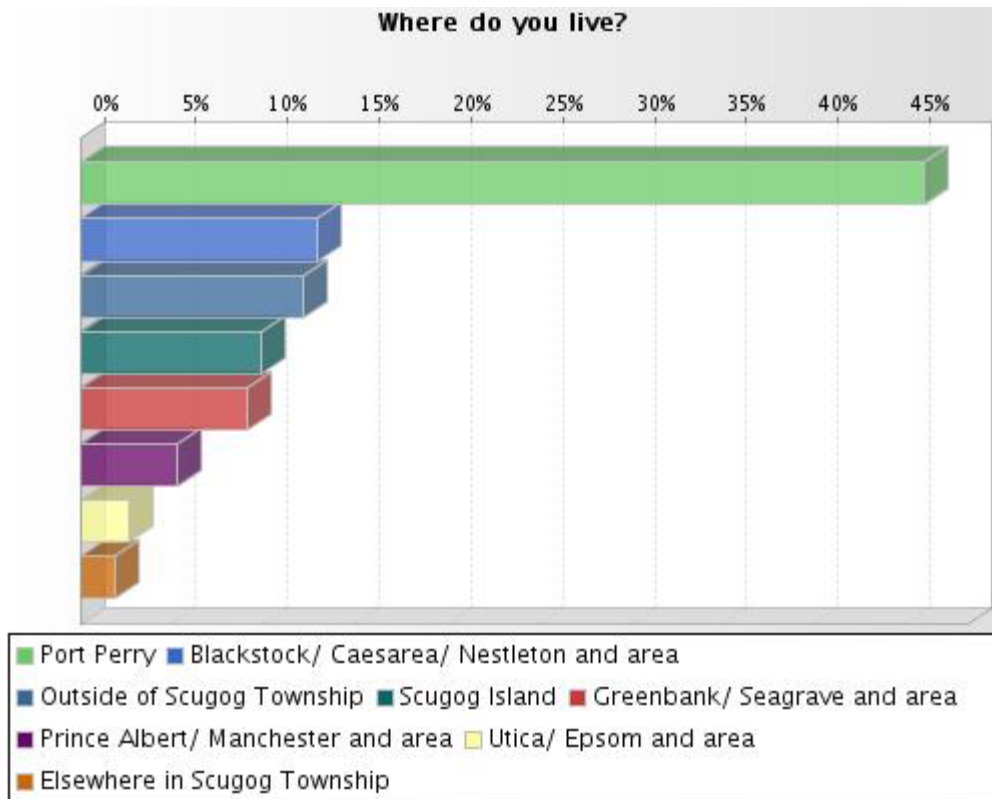
Respondents were asked to indicate the type of residents they were and where they lived. The majority (82.1% or 216) of residents were permanent year round residents. Smaller proportions indicated that they were not a resident of Scugog Township (12.9%), or were seasonal residents (3.0%). Most permanent residents resided in Port Perry followed by Blackstock / Ceasarea / Nestelton with 46% and 12.9% of responses respectively. The third most popular place of residence was “outside of Scugog Township” with 32 responses or 12.2%.

**Table 5.23: Residence**

<b>Which of the following categories describes your residency status in Scugog Township?</b>	<b>Percent (%) N=263</b>	<b>Response Total (#)</b>
Permanent year round resident	82.1%	216
Seasonal resident	3%	8
I am not a resident of Scugog Township	12.9%	34
Other	1.9%	5

**Table 5.24: Place of Residence**

<b>Where do you live?</b>	<b>Percent (%) N=263</b>	<b>Response Total (#)</b>
Port Perry	46%	121
Blackstock / Ceasarea / Nestelton and area	12.9%	34
Greenbank / Seagrave and area	9.1%	24
Utica/ Epsom and area	2.7%	7
Prince Albert/ Manchester and area	5.3%	14
Scugog Island	9.9%	26
Elsewhere in Scugog Township	1.9%	5
Outside of Scugog Township	12.2%	32



**Additional Comments:**

Most respondents (150 or 57%) chose to provide additional comments. The most common responses are listed below:

- Patrons found the staff of the library to be friendly and helpful;
- Respondents appreciated the lakeside setting and views of the lake from the library;
- Library users appreciate the library is available to them, and many indicated that additional funding would make the library a even better place to visit;
- Patrons would appreciate a larger selection of resources including paperbacks and DVDs especially with more up-to-date items materials; and
- Some users noted that they appreciate being able to combine a visit to the art gallery with a visit to the library.

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## 5.2 Key Informant Interview Summary

Key informants (see Appendix B) were asked to comment on five key questions. These were:

- Is additional library space required to meet the current and future needs of Scugog Township residents?
- Is there any rationale for considering a two-branch system to meet current facility needs in the community?
- Is there anything unique about the Township or its residents that might suggest typical planning guidelines concerning the amount of library space needed would not apply in this community?
- If it was necessary to relocate the existing library to accommodate expansion, and this occurred outside of the downtown Port Perry area, what would be the implications?
- Are there functional limitations with the existing library that should be corrected if additional library space is provided in the future?

The responses are briefly noted below.

### **Is additional library space required to meet the current and future needs of Scugog Township residents?**

All of those interviewed agreed that additional library space was needed now and would be required in the future.

However, some of the key informants noted that existing users were satisfied with the library and that Council and the Board rarely hears any criticism of existing services. Furthermore, the occasional complaint is more likely to deal with hours of operation than space limitations. Consequently, while those interviewed did not question the need for additional library space, they argued that a strong planning case should be made for future requirements and a defensible business case is required for the recommended option for providing library space.

All agreed that financial resources were a consideration and could constrain or delay future development plans. It was noted that the Township faces a number of major expenditures, particularly for roads, and the Library's relative priority would be an issue.

### **Is there any rationale for considering a two-branch system to meet current facility needs in the community?**

None of the key informants supported a two-branch library system for Scugog Township. The current and future population distribution would not necessitate a two-branch system and it could significantly increase operating costs. Port Perry was seen as an accessible service point as most people travel to the community for other services. It was also noted that if the Board started to provide branches in smaller settlement areas, it would be very difficult to stop at only one additional branch.

**Is there anything unique about the Township or its residents that might suggest typical planning guidelines concerning the amount of library space needed would not apply in this community?**

While some key informants questioned the accuracy of the Township's population projections or the validity of the 0.6 sq. ft. per capita guideline that is frequently used to project library space requirements, no one suggested that the characteristics of Scugog Township would indicate less library space was needed than other communities. Indeed, some of those interviewed pointed to the relative separation from other major libraries in adjoining municipalities and a demographic profile that favours reading (older, more affluent and better educated) as considerations suggesting Scugog Township may require higher levels of library service (but not necessarily more library space) than other communities.

**If it was necessary to relocate the existing library to accommodate expansion, and this occurred outside of the downtown Port Perry area, what would be the implications?**

Almost without exception the key informants expressed concerns with the possible relocation of the library from the existing downtown location. While all of the commentators felt that this would be undesirable, they did not agree on the degree to which it would affect future library services. The majority pointed to negative impacts, with some feeling it would be extremely detrimental and others feeling that while not desirable, relocation was acceptable.

The following were the major reasons suggested for not relocating the library from its current location on the downtown waterfront.

- Schools and daycare centres are all within walking distance. These individuals would no longer use the library if it was moved to another location in Port Perry.
- The current library's pedestrian access encourages casual use. Many people will drop into the library to browse the collection, to read a newspaper or to meet friends, and this would not occur at a location where there were not downtown amenities to attract users.
- The senior's residences in the immediate vicinity of the library would be affected. These are important users and they could not reach the library if they could not walk.
- Downtown is a "multiuse" destination. People take one trip downtown for a variety of errands. The library is part of this experience of coming downtown. People are avid users of the library because of the convenience and enjoyment associated with a trip downtown. While these people would probably still use the library, they would use it less often and there would be far less casual use.
- There are other attractions for teens in the downtown and this brings them to the library.
- The library and library users support downtown business.
- Library fundraising will not be successful unless a new or expanded facility is downtown. People will resent the relocation and will not support a facility that is not downtown.
- There are more volunteers and a stronger volunteer base downtown due to an older demographic.
- There would be additional costs for rebuilding if the library was relocated, because of the need to rebuild the existing space of the downtown library at another location.

- A “drive-to” facility is out of character with Port Perry and the “small town” nature of the community. Do not want a library like the ones in major suburban centres. Do not want a library that is part of a major multiuse complex. A multipurpose facility would “dilute” the image, character and use of the library. The library should not be a part of a recreation centre because it will not succeed in establishing its own identity – it will always be seen as part of the arena.
- The waterfront is the perfect setting for a library. “It soothes the soul.”
- The library is an important “civic institution” and should be downtown. It shouldn’t be moved simply because cheaper land is available elsewhere.
- It would be inappropriate to locate the library with the existing recreation centre because of mould problems at the arena and because older adults would be less comfortable using the arena location because of conflicts with children.

While the majority of comments reinforced the disadvantages of relocating the library from the existing waterfront location, it was noted that parking is a limitation currently and that there would be many competing interests at the waterfront. These competing recreational and parkland uses, as well as the concerns related to environmental quality, may suggest to some that a greatly expanded library is not appropriate at its current location on the waterfront.

**Are there functional limitations with the existing library that should be corrected if additional library space is provided in the future?**

The major functional limitations noted were space related and included:

- The absence of a dedicated program area;
- No private areas for study and tutoring;
- Limited space for reading and working in the library;
- Areas for specialized services (such as local history);
- More room for in-library training and programs, including school visits, computer training etc.; and
- Space for expanded customer service and amenities.

While these space-related limitations could be corrected in a larger library, it was also noted that they are not a reported source of dissatisfaction among current users. Finally, some of those interviewed pointed to other possible service improvements, notably longer hours of operation, Sunday openings, and better promotion and marketing.

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### 5.3 Case Studies of Other Libraries Experiencing Relocations

As background to the current study, we identified other Ontario libraries that had undertaken a move from a central, downtown location to an alternate location. Public Libraries in Whitchurch-Stouffville, Niagara-on-the-Lake, and Creemore (Clearview Township) were identified. Detailed results of these case study investigations are presented in Appendix D.

This investigation points to examples where library relocations resulting in significant increases in space, improved service, collections, resources, etc., and ultimately increases in usage for the three case study libraries. Two out of the three relocated on sites where a joint library/recreation complex was either constructed or contemplated. The move for all three libraries was less than 1 km away from the original sites, and generally the relocation had no reported impact on the former downtown businesses. The most noticeable impact for all three relocations was fewer walk-in, casual library visits. In all three cases, the relocation resulted in a noticeable decline in the number of library visits by older adults and seniors. Because in all cases computer resources were gradually increased, and because the relocation sites were typically adjacent to new subdivisions, library staff reported a “younger clientele” associated with the relocations. In all cases usage increased, although most attributed this to new locations being adjacent to new subdivisions and better services and resources available at the new libraries.

## 6.0 ALTERNATIVES FOR THE FUTURE

Future facility models for the Scugog Memorial Public Library were developed with consideration to the Township's socio-demographic characteristics, the projected population growth for the Township, trends and best practices in modern library design and development, the current service profile of the Library, a comparison of the Library to relevant guidelines, and an assessment of future library space needs. These factors have been addressed in the preceding chapters.

Building on work conducted to date, this chapter summarizes some of the other factors that were considered in the development of viable alternatives for the future of the Scugog Memorial Public Library.

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### 6.1 Factors Influencing the Development of Facility Models

#### 6.1.1 Library Expansion Potential on the Existing Site

In 2003, Mills and Associates prepared the Scugog Memorial Library Expansion Study. This study investigated various alternatives for the expansion of the library at its current location. The study concluded that an expansion of about 5,000 sq. ft. to the existing 23 year old building was possible on the current site, assuming existing site boundaries and no displacement of current waterfront uses. The addition would result in a library of about 11,700 sq. ft. when added to the existing library of about 6,700 sq. ft. The Mills & Assoc. study did not address long-term library requirements in Scugog Township nor were alternatives to the expansion of the existing branch investigated.

The Mills & Assoc. study identifies a number of challenges associated with expansion and construction at the library's existing location (parking, potential site development constraints, etc.) and acknowledges current conflicts with existing waterfront site users. These are highlighted below:

#### **Parking:**

- Angled street parking exists, and 18 parking spaces are provided in the north parking lot. Use of the library parking by park and pool users has created a lack of space for library patrons.
- There are many issues with expanding the lot to 40 spaces, as proposed, including the problems associated with bringing parking tight to the library, the change of grade from parking to the entrance, the loss of landscaping and trees along the building; interference with hydro and gas service, as well as drainage.
- The proposed addition will displace future parking for the Marina.

#### **Entrance:**

- The proposed addition and new entranceway will affect future proposed land use for waterfront.

#### **HVAC and Heating:**

- The project will require upgraded or alternative HVAC systems. Opportunities to include passive solar design feature should be explored.

**Servicing:**

- Further study is required to determine impact on sanitary sewers, water, and electrical servicing, as well as washroom expansion potential.
- Existing servicing may need to be moved/upgraded to accommodate the proposed expansion.

### 6.1.2 Implications for Facility Models

The Mills and Associates study suggests two important considerations with respect to future facility models.

The study suggests that the maximum amount of library space that could be accommodated at the current location within the current boundaries of the library site is about 11,700 sq. ft. However, based on accepted library planning guidelines, a 5,000 sq. ft. expansion to the existing facility at the current site as per the Mills Associates Study would not provide sufficient space to meet the community's needs today and would be wholly inadequate to serve a projected population of 26,700 in 2026. (see Table 4.3). As noted previously, libraries that fail to provide the minimum space standard seldom achieve their core service objectives and rarely offer the user amenities available at contemporary libraries (i.e., meeting and program space, self-serve technologies, work and study space, etc.). Further, key informants we spoke with agreed that more library space would be needed in the future, and that there was nothing about the Township or its population that should result in a departure from accepted library planning practices. Because the expansion proposed by the Mills Associates Study would result in an undersized library inconsistent with library planning guidelines, design trends for contemporary libraries, and customer expectations, this option has been eliminated from further consideration.

It should be noted that some Board members felt a 16,000 sq. ft. library may be unrealistic for financial reasons and suggested that a more modest proposal, including the roughly 11,700 sq. ft. library identified in the Mills Associates study, would be a better proposition to take forward to Council and the community. We understand this position and we are sensitive to the challenge faced by Boards attempting to secure enhanced funding for their libraries. Nonetheless, we strongly disagree with this position, in part because the Board is the obvious champion and the most legitimate advocate for an acceptable level of library service in Scugog Township. More importantly, however, it is very poor planning to adopt a strategy that would see less than 16,000 sq. ft. of library space in the community. The need for 16,000 sq. ft. is based on a widely accepted planning guideline that has been achieved by many jurisdictions. There are many who believe that this long-standing guideline is no longer adequate due to the changing roles of libraries and requirements associated with electronic information. Consequently, there is reason to believe that 16,000 sq. ft. is the minimum required by the community. Finally, while financial constraints are always a reality, funding programs and political priorities change and it is possible to phase library development if this is necessary.

The Mills Associates study also clearly indicates that the expansion of the library at the current location will have an impact on the future of the waterfront. Even at 11,700 sq. ft., impacts were anticipated for neighbouring land uses and parking was an issue. At 16,000 sq. ft. it is clear that significant redevelopment of the areas surrounding the library would be required at this location. As discussed further below, this may be consistent with future plans for the waterfront, but will be an important consideration in long range planning for library facilities in Scugog Township.

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## 6.2 Number of Service Points

The discussion that follows considers the merit of providing library services from one service point versus more than one service point in the Township. As a preface to this discussion, it should be noted that none of the key informants interviewed supported a two-branch library system for Scugog Township. Participants felt that a two-branch system would be inconsistent with current and future population distribution, could significantly increase operating costs, was inconsistent with Port Perry being the key service centre for the Township, and that if one additional branch was provided in a smaller settlement area, other hamlets would also expect branches and this is not realistic.

### 6.2.1 Growth Potential in Urban vs. Hamlets and Rural Areas

The Township of Scugog Official Plan identifies the Village of Port Perry as the primary Urban Area and recipient of more than 80% of the growth projected over the next 20 year period. Other settlement areas including the Hamlets of Blackstock, Caesarea, Nestleton, Seagrave, Utica, Greenbank, Manchester, Epsom and View Lake will receive the remaining 20% of growth. Of these, Blackstock and Caesarea are projected to grow the most, however this growth will remain relatively modest over the planning period.

As described earlier in this report, during the Durham Region Official Plan Review process, the Township of Scugog requested that the designation of the Hamlet of Blackstock be changed to Urban Area, similar to the community of Port Perry. The intent was to allow the Township to allocate its projected growth among the various settlements, based on a local growth management strategy. The Region recommended against the Hamlet being re-designated to a higher order settlement, in consideration of retaining the character and intent of the original designation, the lack of municipal sewage treatment facilities, and in view of the draft Greenbelt Plan. In 2005, when the final Greenbelt Plan<sup>17</sup> was released, Blackstock was re-designated as a “Town or Village”, similar to Port Perry. In addition, the extension of municipal water services within the Hamlet and significant road improvements were confirmed in July 2006. Although these changes may result in a moderate increase over the current growth projections for Blackstock (69 additional residential units, for an ultimate 343 units, or 882 residents), opportunities to significantly expand Blackstock will still be constrained by the lack of municipal sewage treatment facilities and other considerations of the Greenbelt Plan. For the purposes of this report, therefore, the relatively modest growth identified for Blackstock in the Official Plan Review documents is assumed.

The only other settlement area identified in the Township’s Official Plan as having growth potential was the Hamlet of Caesarea. The Greenbelt Plan supported the original designation of Caesarea as a Hamlet, and as such future development of this settlement will be limited to infilling and intensification, therefore only modest growth is expected to occur over the next 20 year period, for an ultimate population of 1,169 residents.

Given the provisions of the Greenbelt Plan, the Oak Ridges Moraine Plan, and the Township and Region’s Official Plans, it is reasonable to assume that Port Perry will remain the primary Urban Area within the Township over the

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<sup>17</sup> Greenbelt Plan, February 28, 2005, Ministry of Municipal Affairs and Housing <http://www.udiontario.com/issupd/upd050228.htm>

next 20 year period. As such, it will also remain the primary service centre for residents, providing the full array of municipal services required to sustain the community (residential, institutional, commercial, industrial, etc.) It will also remain the logical location for the provision of library services to Township residents into the future.

### 6.2.2 Access Considerations

As described in the preceding sections, on the basis of population growth, no other settlement area in the Township is projected to grow to a level that would require its own branch library.

The only other consideration that could warrant a new branch developed in a Hamlet or other rural settlements area would be an unacceptable driving distance for rural residents. Based on the literature, there is consensus that the maximum amount of time residents should travel to a library is 15 minutes in urban areas and 30 minutes in rural areas (Wisconsin Public Library Standards, 2003; Connecticut State Library, 2002; Oregon Public Libraries, 2000, Nova Scotia Libraries, 2001, Revised ARUPLO Guidelines, 2004). Although Lake Scugog presents a geographic barrier within the Township, with the existing network of roadways, a single library located in Port Perry could reasonably be reached within the suggested 30 minute guideline by the vast majority of Township residents. As well, as the population of the Township grows, continuous roadway improvements can be anticipated.

As shown by the results of the Library User Survey summarized in this report, most library patrons drive to the Library (over 84% of respondents), and about 65% live within about a 20 minute drive. The majority of respondents were combining trips to the library with grocery shopping, shopping at downtown Port Perry stores, going to the post office, and other activities at least some of the time. These results indicate Port Perry is the primary service area for the majority of Township residents.

**Conclusion:** Models involving the development of a second branch library in a Hamlet or other rural settlement area of Scugog Township will not be considered as a means to address future library facility requirements.

### 6.2.3 Potential for the Development of a Second Library Branch in the Port Perry Urban Area

Current population projections for the Township predict a 2026 population of 26,669, which would suggest total library space requirements in the order of 16,000 sq. ft. Consistent with the design and development of contemporary libraries, buildings of up to about 20,000 sq. ft. can reasonably be accommodated in a one-floor design. Until the space requirements exceed what can reasonably be accommodated in a single floor design, a single branch system is typically recommended.

There are other advantages in consolidating library services from a single branch. The Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO) guidelines and the trends summarized previously in this report support the consolidation of library services at facilities larger than 5,000 sq. ft., as long as acceptable access can be maintained. Larger facilities accommodate more work and study space and improved user amenities, and justify the investment in computer workstations or modern technologies such as self-serve checkouts. In addition, larger libraries can more readily accommodate increasingly important service objectives (patron-focussed programming,

partnerships with other service providers, community information centres, etc.) and justify longer operating hours. The result is often vastly improved customer service at reduced cost to the Library.

Where feasible, a single branch model maximizes operating efficiencies and economies of scale. Generally speaking, incremental increases in operating costs can be expected as additional branches are added to a library system: a single library could provide longer operating hours with fewer customer-service staff than in a two branch system; operating the physical plant would be less expensive at one service point; and the requirements for core infrastructure such as phone systems, copiers, staff computers, etc. would be concentrated with one service point. Expanding the number of service points would also represent an increase in capital costs, since ancillary space needs such as washrooms, lobby/circulation areas, and staff spaces would need to be duplicated in a two-branch system.

**Conclusion:** Models involving development of a second branch library in Port Perry will not be considered as a means to address future library facility requirements in Scugog Township.

**These considerations indicate that the only acceptable models for future of library facilities in Scugog Township involve a single library of roughly 16,000 sq. ft. in Port Perry.**

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## 6.3 Alternative Facility Models

Section 6.2 above identified viable facility models as those involving a single service point of about 16,000 sq. ft. located in Port Perry. The following three options for meeting future library needs are therefore available for assessment.

**Option 1:** A 9,300 sq. ft. expansion to the current facility (6,700 sq. ft.) at the downtown/waterfront location, resulting in a total facility of 16,000 sq. ft., capable of meeting the Township's needs to 2026.

**Options 2a & b:** A new library capable of meeting the Township's library needs for the next 20 year period (to 2026), or approximately 16,000 sq. ft. of total space, at a new location in Port Perry. This study does not include an assessment of possible sites or partners for new library development. However, the existing recreation centre has been identified as a possible location and advantages and disadvantages noted. Consequently, to address this issue, we will evaluate two options for a new library at a new location in Port Perry.

Option 2a - A new free-standing library at a location to be determined in Port Perry.

Option 2b - A new library co-located with the recreation centre.

These models were reviewed with the Library Board and confirmed as the candidates for consideration in this study.

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## 6.4 Facility Model Evaluation Process

The following five criteria were discussed with the Library Board and adopted for the evaluation of the three facility models. These are not presented in order of importance and we have not attempted to attach priorities to the criteria. At this level of analysis, all five criteria are considered to be equally important.

### **1. Potential Impacts to Downtown Businesses and Services:**

Results of the library patron survey and other studies show that library users frequently combine their visits to the library with shopping and other errands. It was also evident through discussions with key informants that the downtown area of Port Perry is considered a key service area for the Township and most key informants pointed to the positive relationship between the library and downtown business. This criterion addresses the question: Could a model that sees the relocation of the library away from the downtown result in a negative impact or loss to downtown businesses or other services? (Note: the question of whether the relocation of the library away from the downtown would have an impact on library use is addressed in criterion #2).

### **2. Potential Impacts on Library Use/Users:**

While all of the models will see a single library of comparable quality and size developed in Port Perry, any potential impacts on library use are clearly an important consideration. The current library is very well used and future planning should attempt to maintain or hopefully enhance the level of use. This criterion addresses the question: Should we expect lower levels of library use at any of the three models?

### **3. Complementary and Conflicting Uses:**

Surrounding or adjoining services and facilities can often complement or conflict with the library. This of course is a site-specific consideration and consequently cannot be assessed relative to Option 2A where a location is not known. For the purposes of this assessment we have assumed that the library will not be located with incompatible uses (e.g. industrial land uses; locations where access would be dangerous due to traffic etc.) This criterion addresses the following question: What are the opportunities and constraints associated with a library location at the waterfront and at the recreation centre?

### **4. Service Excellence:**

The initial chapters in this report described library trends and best practices and defined the key characteristics of the library of the future. Maximizing these characteristics in the library facility is what is meant by service excellence. In large part this depends on meeting minimum space requirements and investing in appropriate design. This criterion addresses the question: Are there any differences in the ability of the facility options to provide libraries consistent with future trends and best practices?

### **5. Cost Implications:**

The operating and capital cost implications are important considerations in the assessment of viable models. While detailed costing is not possible without further investigation, preliminary costs focused on significant differences among the options can be developed. The question addressed is: What are the differences in capital and operating costs associated with each model?

## 7.0 EVALUATION OF ALTERNATIVE FACILITY MODELS

### 7.1 The Evaluation Process

As noted in the previous chapter, the Board reviewed and confirmed for evaluation the following three options for providing a single 16,000 sq. ft. library in Port Perry:

- Option 1:** Expand the existing Library by 9,300 sq. ft., to develop a 16,000 sq. ft. library;
- Option 2a:** Develop a new free-standing 16,000 sq. ft. library at an alternate location yet to be determined, within the boundaries of the Port Perry Urban Area
- Option 2b:** Develop a new 16,000 sq. ft. library, co-located with the recreation centre.

Each of these options is discussed in the context of the criteria identified in the preceding chapter.

#### 7.1.1 Potential Impacts to Downtown Businesses and Services

Among the three options, Option 1` retains the library in the downtown core and Option 2b relocates the library outside of the downtown to the existing recreation centre site. A location is unknown for Option 2a and consequently we will assume that the potential impacts are similar to Option 1 if located in the downtown and to Option 2b if located outside of the downtown. Our review therefore will focus on Options 1 and 2b.

A review of relevant plans and population projections confirmed that over the life of this plan, Port Perry will remain the primary service centre for residents, providing the full array of municipal services required to sustain the community (residential, institutional, commercial, industrial, etc.) and surrounding rural areas. The downtown area of Port Perry is a thriving centre, attracting residents and visitors with its many businesses, services and amenities. According to the results of the library patron survey, the majority of Scugog Memorial Library patrons combine trips to the library with other activities such as banking, grocery shopping, shopping at downtown stores, and going to the post office, at least some of the time. Key informants interviewed as part of this study process concur with these findings, with comments such as: "Port Perry's downtown is a 'multi-use' destination, where one trip downtown often involves a variety of errands and stops. The library is part of this experience of coming downtown. People are avid users of the library because of the convenience and enjoyment associated with a trip downtown." These consultations confirm the importance of the library's contribution to the Port Perry's downtown. As a major service provider, the library draws people to the downtown core, and these people are commonly combing these trips with visits to other businesses and services in the downtown area. In this way, the library can be seen as providing an indirect economic benefit to downtown businesses.

There is no question that the library contributes to downtown business. The issue is the extent to which relocation to the recreation centre in Option 2b would have a detrimental impact on the downtown.

Option 2b would likely represent some loss to the downtown, but the extent of this loss depends on a number of factors. The survey results indicate that 62% of respondents combine trips to the library with shopping at downtown businesses “some of the time”, and a further 17% combine trips “most of the time”. Those 17% may be less inclined to frequent downtown businesses if the library was relocated. However, what is not clear is the extent to which the trip downtown is dependent upon the trip to the library. Marginally higher proportions of our respondents reported combining the trip to the library with grocery shopping, and banking, and a majority indicated that most or some of the time their visit to the library was combined with going to the post office, recreational activities or “other” unspecified activities. This paints a picture of library users, the vast majority of whom are drivers, frequenting a number of locations as they do their chores – one of which includes a stop at the library. Some of the other visits now associated with the library – such as the post office and banking – may already be bringing these individuals into the downtown and would presumably continue to do so even if the library was elsewhere. Similarly, the space within which these activities are occurring is relatively confined and consequently a trip to buy groceries, visit the downtown and go to a relocated library could be accomplished within a 10-minute drive. Given the attractiveness and the unique retail and commercial opportunities in the downtown, one wonders if these would still not be a draw for residents who were already in the vicinity, even if the library was elsewhere.

Another consideration may be of greater significance than whether existing library users would continue to come downtown if the library was relocated. That of course is the drawing power of whatever replaces the library as part of the Waterfront Plan. It is certainly possible that new uses would attract individuals to the downtown and fully replace any lost through library relocation. Research conducted as part of this study process supports this assumption. In two of the cases researched, the Chamber of Commerce moved into the former library buildings; therefore any potential negative impacts associated with library relocation were minimized. Indeed, to the extent that downtown retailers are more dependent on visitors than residents, a redeveloped waterfront that attracts tourists may be more beneficial to the downtown economy than the library.

**Conclusions: Compared to Option 2b, which involves relocation of the library to the recreation centre, Option 1 offers a greater opportunity to maximize positive impacts to downtown businesses and other services. Option 1 is preferred over the other Options because of the positive relationship with the downtown.**

**While Option 1 is preferred to Option 2b relative to the impacts on the downtown, the library is likely not the only reason library users are frequenting the downtown and the degree to which downtown business would be lost due to the library’s relocation is not clear.**

**Ultimately, the redevelopment plans for the waterfront may have a greater impact on the downtown economy and viability than the location of the library. This will not be clear until the Waterfront Redevelopment Plan is complete and various options for the future use of the waterfront are explored.**

### 7.1.2 Potential Impacts on Library Use/Users

In large part the use of the library will depend on the quality of the service and the accessibility. In general, there is little reason to believe either of these considerations will be affected by the three models in a manner that would significantly affect overall library use.

Respondents to the Library Patron Survey indicated that the most common mode of travel was the private automobile (84% of respondents typically drive to the Library, and only 12.9% typically walk). Of those that typically walk to the library, over 85% drive or are driven by someone else at least some of the time. Any location within the Port Perry Urban Area would be accessible to the majority of patrons who drive, and the availability of parking may be a more significant consideration for these users than the library location. As described in a preceding section, according to accepted library planning guidelines, any location within the Port Perry Urban area could be reasonably reached within the suggested 30 minute guideline by the vast majority of Township residents. Consequently, we see no difference in the ability of a library located anywhere within Port Perry to serve residents throughout the Township.

Current library patrons report extremely high levels of satisfaction with current services ( 94% reporting very high or high satisfaction). Furthermore, to the extent that existing users are dissatisfied with any aspects of the library, there is every reason to believe their concerns will be fully addressed with a modern library with full amenities that is almost three times the size of the existing. Not only are current users satisfied with the library, they are heavy users. A majority of respondents to the Library Patron Survey (60%), classified themselves as “avid users”, visiting the library at least once every two weeks. A further 26% classified themselves as “frequent users”, visiting the library at least once per month. This frequency of use tends to be higher than in some other communities where similar studies have been conducted. Patrons visit the Scugog Memorial Library for a variety of reasons, the most common being “to borrow materials for myself” (71%), “to borrow videos” (35%), “to browse new collections” (27%), and “to access the Internet”(26%). Very few of the existing patrons use a library other than the Scugog Memorial Library, and if they do it is generally another public library where they work or a school library. These data describe a very satisfied, largely “captive” market that is making extensive use of the library.

These considerations suggest that we should not expect any significant change in the overall level of library use regardless of the model adopted. Regardless of location, the library will be readily accessible assuming that parking is available. There is no evidence from this study (or from any other municipality that we are aware of in Ontario) that would indicate highly satisfied and frequent users of the library will use a new, greatly expanded and improved library less simply because it is relocated. Indeed, there are examples of older and inadequate libraries that have relocated (often from the downtown) which have achieved much higher levels of use (e.g. Niagara on the Lake, Essex, Whitchurch-Stouffville, Creemore).

However, experience with library relocations elsewhere indicates that in many instances, relocation *does* affect patterns of use. In one of our case studies, co-location with a recreation complex resulted in a reduction of the number of seniors and older adults using the library, and a reduction in the number of casual, off-the-street visits. However relocation brought new users to the library. Because of its association with a recreation complex, more children and youth frequented the new library, the library was busiest during peak times for the recreation complex, and was less busy during non-peak daytime hours than it was at its former downtown location. In another instance, a new free-standing library was developed adjacent to a new subdivision. This resulted in a noticeable reduction in

casual daytime usage by seniors and older adults, and an increase in use by children and young families. Key informants in Scugog Township anticipated similar changes in the pattern of library use if the existing location was changed, as indicated by the following comments:

- There are other attractions for teens in the downtown and this brings them to the library;
- Visitors and seasonal residents are drawn to the library because of its picturesque location;
- The current library's pedestrian access encourages casual use. Many people will drop into the library to browse the collection, to read a newspaper or to meet friends, and this would not occur at a location lacking downtown amenities to attract users;
- The senior's residences in the immediate vicinity of the library would be affected. These are important users and they could not reach the library if they could not walk;
- People are avid users of the library because of the convenience and enjoyment associated with a trip downtown. While these people would probably still use the library, they would use it less often and there would be far less casual use.

These are valid observations. Regardless of which option is selected, the people that can walk to the library will change – however, given the likely locations there is no indication that the total number of potential pedestrians will change. In the case of the existing library, however, there are current users who will be disadvantaged (including a number of older residents who may be less mobile) and it is reasonable to assume that casual use will be affected in the manner described above.

However, it must also be noted that Option 2b, relocating the library to the recreation centre, may also have an impact on casual use and on the levels of use. Experience in Ontario consistently demonstrates a positive impact on use when libraries are co-located with recreation centres. Opportunities for casual, drop-in use are expanded when users of the recreation centre (who in some cases may not be current users of the library), have immediate access to the library. In some cases this results in expanded library membership due to increased exposure to non-library users.

In conclusion, any location within Port Perry would be acceptable to the majority of users and consistent with current guidelines governing travel distance. Although it is recognized that with Option 2a or b there will be some disruption to current users, and some existing users may use the library less or not at all if relocated, relocation will likely bring new users, who have improved access or exposure to the library at a new location. While the individuals using the library may be affected, a “net” change in use (positive or negative) is unlikely with any option.

While we see no compelling argument for a net change in use with any option, it would be desirable to retain the existing location (Option 1) so as not to disrupt existing patterns of use and particularly if the library complements the Waterfront Plan by serving visitors and/or other users of the waterfront and downtown.

**Conclusions: There is no reason to expect significant differences in library use (positive or negative) with the three models and any model is acceptable from this perspective.**

**Option 1 however offers the greatest opportunity to maintain existing patterns of use for existing users and would be preferred, particularly if casual use of the library complements the Waterfront Plan.**

### 7.1.3 Complementary and Conflicting Site Issues

Option 1 involves expansion of the existing library on the Port Perry waterfront. Quite apart from the future of the library, the future of the waterfront is a very important issue in the community. The waterfront cannot continue to support all of the current uses. Current users are interested in expanding their operations; there are undoubtedly new uses that could be contemplated for the waterfront given its very desirable location relative to the downtown; there are conflicting opinions concerning the desirability of existing recreation facilities and uses on the waterfront; and there are issues associated with the environment. For these reasons, the Strategic Master Plan for Parks, Recreation and Culture recommends that a Waterfront Master Plan be developed, “to assess the full range of issues from both a spatial and programming perspective, to engage the public in determining preferences, and to prepare a long-range, vision-based plan that balances future development with environmental management objectives”. The waterfront master plan is recommended as a high priority and the necessity to address the long range plans for the library is recognized and identified as an issue for the study.

As noted earlier, the Mills Associates study concluded that even a minor expansion of the library would have an impact on existing waterfront uses. In the absence of a waterfront plan, it is not possible to determine the exact nature of the impact of library expansion on potential or future uses, or whether an expanded library will be a complementary use. Depending on the approved development concept and the priority assigned to various land uses and facilities consistent with that concept, an expanded library (Option 1) could be a central and significant part of the waterfront or it could be an unwelcome constraint. This issue can only be resolved by preparing the plan and through this process engaging the community in a constructive and comprehensive discussion concerning the future of the waterfront. The library must be a part of this discussion to determine if Option 1 is supported. It should be emphasized that with Option 1 there is the possibility that the library is more than simply a complementary use – it can become an essential and necessary part of the waterfront redevelopment. For example, if the development concept envisions a cultural or heritage theme and is intended to attract visitors, the library could be the “built facility” that supports the concept, by providing complementary programming space (such as the existing gallery); visitor information; local history resources, etc. In this case, Option 1 would be strongly supported because it is a requirement for a successful waterfront plan. On the other hand, if the waterfront concept is focused on passive and environmental uses which are largely recreational and resident serving, there may be less reason to include an expanded library as part of the plan, particularly if the 16,000 sq. ft. building infringes on other uses or threatens the environment.

Option 2b, which involves co-development of a new library with the recreation centre, will not likely displace other land uses, except perhaps parking, although it is assumed that there is sufficient land available at this site to accommodate the parking requirements for both the recreation centre and the library. As noted above, experience in Ontario with co-location of library and recreation facilities is positive. Assuming appropriate design and management, there is no reason to believe a library at the recreation centre would not be a complementary use.

In the absence of any information on potential sites for a new stand-alone library, it is not possible to evaluate Option 2a on this criterion. It should be noted, that other communities have implemented very successful partnerships with other service providers, most notably joint education-public libraries. These partnerships, when well designed and managed, can offer significant service and cost advantages. At this time, no such opportunities are apparent in Scugog Township.

**Conclusion: Option 1 is strongly supported if it is an essential, complementary component of the waterfront development plan. However, if the Waterfront Plan cannot accommodate the library, an alternative location will be necessary and is acceptable.**

**Option 2b would complement the recreation centre and would be a desirable addition to the centre. Conflicting uses are not anticipated at this location.**

#### 7.1.4 Service Excellence

According to the results of the library user survey and key informant interviews, patrons' satisfaction with the level of service provided by the Scugog Memorial Library is very high. Survey respondents were asked to rate the quality of library service provided. The vast majority (94%) rated it either "high quality" or "very high quality". Key informants interviewed commented on the large selection of videos and CDs, books on tape and on CDs, the excellent wireless Internet access, and the aesthetic appeal of the library's location on the waterfront. Still, there were areas where patrons thought improvements could be made. On a survey question rating satisfaction with various service areas, the lowest level of satisfaction was noted for "areas for children's programs/ activities". (Some respondents indicated in the additional comment section that they wish to see specific areas dedicated for children so that they do not disturb other library users). Relatively low levels of satisfaction were also noted for "programs/library activities", and "areas for work and study" compared to other features/services. Comments from key informants supported these findings. These individuals noted the following functional limitations of the current library:

- The absence of a dedicated program area;
- No private areas for study and tutoring;
- Limited space for reading and working in the library;
- Lack of areas for specialized services (such as local history);
- Limited room for in-library training and programs, including school visits, computer training etc.; and
- Lack of space for expanded customer service and amenities.

Option 1 entails an expansion of the existing library while Options 2a and b involve new construction. In all cases, the library will be 16,000 sq. ft. Given the relatively simple and functional, single floor design of the current library, we see no reason why an expansion will not correct many of these functional limitations, resulting in improved library services overall. Indeed, the Mills Associates study demonstrated the potential to create functional spaces with an expansion to the existing library. With Options 2a and 2b, new construction will create modern, contemporary libraries reflecting service excellence in all aspects of their design.

**Conclusion:** All three options will achieve service excellence by providing a library consistent with trends, best practices and user expectations.

### 7.1.5 Cost Implications

#### Single Floor Construction

It is extremely important to emphasize that these cost estimates assume a new 16,000 sq. ft library built on a single floor and without any extraordinary site constraints or conditions that will affect costs. These assumptions may not be fulfilled at the waterfront (Option1) or possibly at the as of yet undetermined location (Option 2a). They appear to be reasonable assumptions for the recreation centre site (Option 2b). As discussed elsewhere, the waterfront site could only accommodate a 16,000 sq. ft. library on a single floor if existing uses were displaced or relocated. This site may also present unique building, traffic or serving challenges that can have a significant impact on costs. A two-floor building will generally have higher capital costs (e.g due to more non-assignable space for stairwells, etc.; an elevator; and more complex design and construction) and higher operating costs (e.g due to less efficient allocation of staff to supervise two floors). These are important consideration and must be investigated further before selecting a preferred option.

#### Assessment of Capital Costs

The assessment of capital costs involves the following assumptions:

- For Option 1, a base construction cost of \$250/ sq. ft. is applied to 9,300 sq. ft. of added space. Renovations are typically more expensive than new construction so a somewhat higher per unit cost is assumed.
- For Option 2a and 2b, a base construction cost of \$200/sq. ft. is applied to new construction.
- Option 2b, which involves co-development of a new library with the existing arena, assumes a space reduction from the total 16,000 sq. ft. by about 500 sq. ft, representing space that may be saved by joining with a community recreation facility (assumes shared program space, maintenance/utility space, entrance space, etc.)

These costs are preliminary estimates generally consistent with recently tendered comparable projects. Actual costs for library facility development will vary depending on final design, quality of materials and finishes, specific site conditions, etc. However, these are reasonable cost estimates for libraries. A base construction cost of \$250/ sq. ft. for expansion of the existing library and \$200/ sq. ft. for new library development will achieve a relatively high quality of institutional development consistent with comparable library buildings in comparable communities in Ontario. The cost estimate also includes customary allowances for other project costs such as fees, contingencies and site development.

**Table 7.1: Capital Cost Assessment of Facility Model Options**

Cost Category	Option 1 (Expansion of, 9,300 sq. ft.)	Option 2a (New stand-alone library 16,000 sq. ft.)	Option 2b (Co-location with Recreation Centre, 15,500 sq. ft.)
<b>Construction Cost:</b>			
Expansion at Existing Location (\$250/sq.ft.)	\$2,325,000		
New Construction (\$200/sq.ft.)		\$3,200,000.00	\$3,100,000.00
Site Development (10%)	\$232,500.00	\$320,000.00	\$310,000.00
<b>Net Construction Estimate</b>	<b>\$2,557,500.00</b>	<b>\$3,520,000.00</b>	<b>\$3,410,000.00</b>
Contingency (8%)	\$204,600.00	\$281,600.00	\$272,800.00
Equipment & Fitments (10%)	\$255,750.00	\$352,000.00	\$341,000.00
<b>Net Total</b>	<b>\$3,017,850.00</b>	<b>\$4,153,600.00</b>	<b>\$4,023,800.00</b>
Consultant Fees (8%)	\$241,430.00	\$332,290.00	\$321,905.00
<b>Total Estimated Capital Cost</b>	<b>\$3,259,280.00</b>	<b>\$4,485,890.00</b>	<b>\$4,345,705.00</b>

As shown above, capital cost estimates range from \$3.3 million for Option 1 to \$4.5 million for Option 2a. The cost estimate does not include site acquisition costs, which in the case of Option 2a may increase overall costs significantly if the site chosen was not municipality-owned. It is assumed that there would be no acquisition costs for either Option 1 or Option 2b. The cost saving of over a million dollars, which is realized through retaining the current library, is significant given the overall scale of the project. It should be noted that this saving assumes that an alternative use (or interested buyer) is not available for the existing library. If it were possible to “reuse” this public building, or sell it and apply the proceeds to the construction of the new library, the cost differential would be less significant. These questions should be explored further and this might affect the relative advantages of the options.

**Conclusion:** Option 1 represents a significant capital cost saving relative to Options 2a and 2b.

### Assessment of Operating Costs

Table 7.2 compares the operating costs of the options. As should be expected, we anticipate no significant differences in the operating costs because all models involve a similar size building and similar levels of service (e.g. staffing, hours of operation, etc.).

These are total operating costs, exclusive of revenues, which would not be affected by the facility model, assuming that the municipal support was not affected. To estimate operating costs, we have applied 2004 costs as reported in Ontario Public Libraries Statistics, and escalated these based on an increase in library size. We have also used customary guidelines for estimating occupancy costs based on the size of the building. Assumptions guiding increases in staffing costs were provided by the Library CEO.

In the operating cost scenarios we have provided general estimates for occupancy and administrative costs that are based on commonly accepted guidelines and the experience of other libraries. The operating expenditures shown in Table 7.2 should be understood as a reasonable projection of costs for the purposes of comparing the various facility models. Actual costs may vary.

We have also not included budgets for the purchase of library materials. These are sometimes shown as capital rather than operating costs, but we have not included them in either financial projection. It is reasonable to assume that a one-time expenditure will be required to increase the available materials consistent with the expanded space and ongoing costs to replace materials will be higher in the expanded library system than has been the case in the past. However, these costs will not vary based on the facility model selected.

<b>Table 7.2: Operating Cost Assessment of Facility Model Options</b>			
<b>Cost Category</b>	<b>Option 1</b>	<b>Option 2a</b>	<b>Option 2b</b>
<b>EXPENSES</b>			
<b>Staffing:</b>	<b>425,071</b>	<b>425,071</b>	<b>425,071</b>
<b>Occupancy</b>			
Heat, Hydro, Water	80,000	80,000	76,000
Maintenance Supplies and Equipment	16,000	15,700	15,700
<b>Occupancy Sub-Total</b>	<b>96,000</b>	<b>95,700</b>	<b>91,700</b>
<b>Administration</b>			
Telephone, Postage, Local Advertisement	10,000	10,000	9,500
Professional Development	3,000	3,000	3,000
Program Supplies	5,000	5,000	4,750
Internet connection and computer services	57,000	57,000	57,000
<b>Administration Sub-Total</b>	<b>75,000</b>	<b>75,000</b>	<b>74,250</b>
<b>Other Expenses</b>	<b>51,000</b>	<b>51,000</b>	<b>51,000</b>
<b>TOTAL EXPENSES</b>	<b>647,071</b>	<b>646,771</b>	<b>642,021</b>

### General

- Costs are shown for the first year of operation and are generally based on 2006 figures. Some escalation of these costs should be anticipated depending on the year in which new facilities are opened.
- All estimates are based on 2004 costs escalated to reflect a larger library, comparable cases, or general guidelines. The projections are subject to refinement through more detailed investigations and as details of new library developments are confirmed.

### Staffing

- Base staffing costs as reported in the 2004 Ontario Public Library Statistics were increased by \$152,000, to represent a 25% increase in hours of operation and two new positions. These assumptions were provided by the Library CEO.

### Operating Costs

- Heat, hydro and water are estimated based on \$5.00 per square foot;
- Other maintenance and supplies and equipment are assumed to be \$1.00 per square foot, for a total occupancy cost of \$6.00. Maintenance and supply cost have been reduced for Option 2b assuming savings associated with co-location.

### Administrative costs:

- Administrative costs are based on the current experience adjusted to reflect a larger library system.

**Conclusion:** While there may be modest costs savings with a co-location with the recreation centre (Option 2b) due to some sharing of space, these are insignificant given overall operating costs. For the purposes of this analysis, no significant differences in operating costs are anticipated among the three models

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## 7.2 Evaluation Summary

Option 1, involving the expansion of the existing library to 16,000 sq. ft. at its current location, would incur the lowest capital cost, result in the least disruption to existing patterns of use and users, and may offer the greatest potential to maximize positive impacts to the downtown. While these are all important considerations, the relationship to the existing downtown and the over \$1million in capital cost savings are the most important considerations. Option 1 is therefore preferred over the other two options. However, our preference for this option is based on three important considerations, all which require further investigation.

- The existing building must be expanded to accommodate not less than 16,000 sq. ft. Under no circumstances should a smaller library be constructed at this location simply to conform to site limitations or constraints.
- A single floor building must be accommodated (or a detailed assessment of capital and operating costs undertaken to indicate that any cost differential in a two floor building is acceptable).
- The library must complement the Township's Waterfront Development Plan and contribute to the community's vision for the waterfront.

Option 1 can only be confirmed through the development of the Waterfront Plan. If expansion of the library at its current location is feasible and the library is a desired component of the Waterfront Plan, then the Township should pursue this option to meet future library needs. The Township should also proceed with the development of the Waterfront Plan, with the Library's involvement, as soon as possible.

Although Option 1 is preferred, Options 2a and 2b are also acceptable for meeting future library needs in the Township. If the library is not confirmed as a desired component of the Waterfront Plan, an attempt should be made to identify acceptable alternative site(s) elsewhere in Port Perry and these should be evaluated against Option 2b. If no alternative or more desirable site can be identified in Port Perry, then the Township should proceed with Option 2b, co-location of the library with the recreation centre.

**Recommendation:**    **The recommended Facility Model for the Township of Scugog is expansion of the Scugog Memorial Library to 16,000 sq. ft. subject to its confirmation as a desired and complementary component of the Waterfront Master Plan.**

**If an expanded library is not compatible with the Waterfront Plan, the Board should investigate possible sites to determine if a feasible Option 2a exists and is preferable to Option 2b. If a preferred site for Option 2a is not identified, the Board should immediately proceed with the development of a 16,000 sq. ft. library at the recreation centre (Option 2b).**

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## 7.3 Next Steps and Implementation Strategy




This report identifies the expansion of the existing Scugog Memorial Library to 16,000 sq. ft. at the current waterfront location as the preferred option to meet Scugog's current and future library needs. Recognizing the current disparity between required and existing library space, planning for this new facility should proceed as soon as possible.

In the immediate term, the results of this Library Needs Assessment should be considered in light of the recommendations of the Township's Strategic Master Plan for Parks Recreation and Culture. The Strategic Master Plan identifies the preparation of a Waterfront Master Plan as a key initiative to be undertaken immediately. As stated in the Report, "it will be the role of the Waterfront Master Plan to confirm land uses and a future strategy for redevelopment and/or enhancement." This plan should consider the potential expanded role and function for the library in light of other arts, culture and leisure uses, the potential to develop a cultural focal point for year-round use, and as a catalyst to drive more substantive change, including consolidation of buildings and parking if sufficient land can be secured (e.g., non-municipal sites), and if continued public access to the waterfront can be maintained and improved.

The following diagram outlines the decision points and steps involved in the implementation strategy.

**Table 7.1: Implementation Strategy**

Steps	Timing	Tasks	Considerations
<b>Step A: Board Approval</b>	By Jan 2007	<ul style="list-style-type: none"> <li>Board review and acceptance of report and preferred facility model for 2026.</li> </ul>	<ul style="list-style-type: none"> <li>Single Branch, in Port Perry, 16,000 sq. ft., modern functional library, preferred option expansion at existing location</li> </ul>
<b>Step B: Township Waterfront Plan</b>	January through Sept 2007	<ul style="list-style-type: none"> <li>Immediately initiate investigation of Option 1 in conjunction with Township Waterfront Plan. Confirm or abandon Option 1 based on results of Plan.</li> </ul>	
<b>IF CONFIRMED</b> 			
<b>Step C1: Council Approval</b>		<ul style="list-style-type: none"> <li>Seek Council approval for proceeding with Option 1 in principle</li> </ul>	
<b>Step C2: Detailed Planning and Design</b>	By Jan 2008	<ul style="list-style-type: none"> <li>Proceed with development of a funding strategy (e.g., pursue available grants, confirm any partnership contributions)</li> <li>Select architects and associated professionals for building program/facility design.</li> <li>Conduct required studies. (i.e., soil, geotechnical, traffic, etc.)</li> <li>Complete detailed building program/design/costing; determine requirements for phasing, as warranted.</li> </ul>	
<b>Step C3: Construction Initiation</b>	By Jan. 2010	<ul style="list-style-type: none"> <li>Depending on construction management process chosen identify project manager, document construction process and proceed with construction.</li> </ul>	
<b>Step C4: Operating Plan for New Library</b>	Concurrent with construction	<ul style="list-style-type: none"> <li>Develop operating plan for Library. Develop staffing, management structure, operational procedures and job specifications for staffing the new Library.</li> <li>Develop new technologies transition plan for the incorporation of new technologies and systems into the new Library.</li> </ul>	
<b>IF NOT CONFIRMED</b> 			
<b>Step D1 Council Approval</b>		<ul style="list-style-type: none"> <li>Proceed with investigations of possible sites for Option 2a.</li> </ul>	
<b>Step D2 Site Investigation</b>		<ul style="list-style-type: none"> <li>Develop site evaluation criteria, collect information on alternative sites, and evaluate potential sites.</li> </ul>	<ul style="list-style-type: none"> <li>Site chosen must be affordable, large enough to accommodate 16,000 sq. ft., ideally located within downtown Port Perry.</li> </ul>

<b>Table 7.1: Implementation Strategy</b>			
<b>Steps</b>	<b>Timing</b>	<b>Tasks</b>	<b>Considerations</b>
<b>Step D3 – Re-assessment of Options 2a and 2b</b>		<ul style="list-style-type: none"> <li>Prepare a detailed comparative assessment of Options 2a and 2b to select a preferred alternative.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<p><b>IF AN ACCEPTABLE SITE FOR OPTION 2A IS IDENTIFIED AND IS PREFERRED OVER 2B, GO TO STEP C2 FOR OPTION 2A</b></p> 			
<p><b>IF AN ACCEPTABLE SITE FOR 2A IS <u>NOT</u> IDENTIFIED OR IS NOT PREFERRED OVER 2B, PROCEED WITH OPTION 2B, CO-LOCATION OF LIBRARY WITH RECREATION CENTRE.</b></p> 			
<b>Step E1 Council Approval</b>		<ul style="list-style-type: none"> <li>Seek Council approval proceeding with investigations for Option 2b.</li> </ul>	
		<ul style="list-style-type: none"> <li><b>GOTO STEP C2 FOR OPTION 2B</b></li> </ul> 	
<b>Step F Transition and Decommissioning Plan</b>	Concurrent with construction	<ul style="list-style-type: none"> <li>For all options, prepare transition plan to transfer staff and resources from existing Library to new Library</li> <li>For Options 2A and 2B, prepare decommissioning plan for existing library. Investigate alternative uses for existing library, consistent with Waterfront Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Decommissioning of existing should proceed concurrently with new facility opening.</li> </ul>

# Appendix A: Literature Review

## Appendix A: Literature Review – List of References

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## Appendix B: Key Informant Interview Participants

## Appendix B: Key Informant Interview Participants

### In-Person Interviews

- Marilyn Pearce Mayor
- Larry Corrigan Council Member of Library Board
- Tom Bonanno Library CEO
- Jacquie Bynon Library Board Member
- Marilyn Mackenzie Library Board Member
- Ken Gadsden Former Councillor/Board Member
- Patrick Melligan Library Board Member
- Cathryn Hall Former Library Board Member
- Brian McLatchie Library Supporter
- Howard Hall Former Mayor, Library Supporter

### Telephone Interviews

- Bev Hendry Township CAO
- Georgia Brock Council Member of Library Board

## Appendix C: Comparison to Other Public Libraries

**SCUGOG MEMORIAL PUBLIC LIBRARY**

**Figure One - Library Comparisons: Base Data**

Service Indicators		Scugog	Bradford West Gwillimbury	Grimsby	Whitchurch-Stouffville
<b>A</b>	<b>LIBRARY SYSTEM</b>				
A1	Population Served	19,428	20,513	19,567	20,112
A2	Active Cardholders	11,428	10,535	7,500	11,209
A3	Total Annual Circulation	235,961	140,258	220,000	140,118
A4	Number of Branches	1	1	1	1
A5	Total Weekly Hours of Operation (All Branches)	53	48	68	68
A6	Total Volumes Held	51,243	58,622	49,637	75,687
A7	Library Visits/Week	90,400	107,200	133,050	123,250
A8	Electronic Visits/Week	53,800	0	2,250	42,300
A9	Total Square Footage of All Branches	6,700	10,000	16,000	15,000
<b>B</b>	<b>FINANCIAL DATA</b>				
B1	Total Operating Revenues \$	456,352	641,338	658,936	730,977
B2	Local Operating Grant \$	305,000	562,717	565,250	570,525
B3	Self Generated Revenues \$	40,917	38,946	55,886	37,787
B4	Project Grants \$	0	10,565	5,284	4,500
B5	Donations \$	50,678	174	1,125	13,047
B6	Provincial Funding \$	59,757	27,332	31,391	51,588
B7	Other \$	0	0	0	2,925
B8	Total Operating Expenditures \$	422,600	796,698	658,936	729,626
B9	Materials Expenditures \$	78,554	103,490	96,989	78,964
B10	Staffing Expenditures \$	263,586	489,793	457,196	469,772
B11	Facility Expenditures \$	53,801	62,977	43,154	54,386
B12	Telecommunication \$	3,563	4,678	4,325	6,138
B13	Computer Services \$	16,414	28,935	35,786	56,334
B14	Debt Charges \$	0	85,000	0	19,204
B15	Other \$	0	21,825	20,286	44,828
<b>C</b>	<b>STAFFING</b>				
C1	Total Full-Time Staff	5	10	11	9
C2	Total Librarians	2	2	2	2
C3	Total Part-Time Staff				
C4	Total Volunteers	5	5	1	94
C5	Total Full-Time Hours/Week	175	315	315	385

**Figure Two - Library Comparisons: Comparable Data Service Indicators**

<b>Indicator</b>	<b>Scugog</b>	<b>Bradford West Gwillimbury</b>	<b>Grimsby</b>	<b>Whitchurch-Stouffville</b>
<b>CIRCULATION</b>				
<b>Per Capita</b>	12.15	6.84	11.24	6.97
<b>Per Hours Operation</b>	4,452.09	2,922.04	3,235.29	2,060.56
<b>Per Square Footage</b>	35.22	14.03	13.75	9.34
<b>Total Full-Time Staff Hours</b>	1,348.35	445.26	698.41	363.94
<b>CARDHOLDERS</b>				
<b>Per Capita</b>	0.59	0.51	0.38	0.56
<b>Per Hours Operation</b>	215.62	219.48	110.29	164.84
<b>Per Square Footage</b>	1.71	1.05	0.47	0.75
<b>Total Full-Time Staff Hours</b>	65.30	33.44	23.81	29.11
<b>TOTAL LIBRARY VISITS</b>				
<b>Per Capita</b>	4.65	5.23	6.80	6.13
<b>Per Hours Operation</b>	1,705.66	2,233.33	1,956.62	1,812.50
<b>Per Square Footage</b>	13.49	10.72	8.32	8.22
<b>Total Full-Time Staff Hours</b>	516.57	340.32	422.38	320.13

**Figure Three - Library Comparisons: Comparable Data - Key Financial Indicators**

	SUCGOG				Bradford West Gwillimbury			
	Per Capita	Per Cardholder	Per Hr. of Operation	Per Total Square Ft.	Per Capita	Per Cardholder	Per Hr. of Operation	Per Total Square Ft.
<b>FINANCIAL INDICATORS</b>								
Total Operating Revenues \$	23.49	39.93	8,610.42	68.11	31.26	60.88	13,361.21	64.13
Total Operating Expenditures \$	21.75	36.98	7,973.58	63.07	38.84	75.62	16,597.88	79.67
Materials Expenditures \$	4.04	6.87	1,482.15	11.72	5.05	9.82	2,156.04	10.35
Staffing Expenditures \$	13.57	23.06	4,973.32	39.34	23.88	46.49	10,204.02	48.98
Facility Expenditures \$	2.77	4.71	1,015.11	8.03	3.07	5.98	1,312.02	6.30
	Grimsby				Whitchurch-Stouffville			
	Per Capita	Per Cardholder	Per Hr. of Operation	Per Total Square Ft.	Per Capita	Per Cardholder	Per Hr. of Operation	Per Total Square Ft.
<b>FINANCIAL INDICATORS</b>								
Total Operating Revenues \$	33.68	87.86	9,690.24	41.18	36.35	65.21	10,749.66	48.73
Total Operating Expenditures \$	33.68	87.86	9,690.24	41.18	36.28	65.09	10,729.79	48.64
Materials Expenditures \$	4.96	12.93	1,426.31	6.06	3.93	7.04	1,161.24	5.26
Staffing Expenditures \$	23.37	60.96	6,723.47	28.57	23.36	41.91	6,908.41	31.32
Facility Expenditures \$	2.21	5.75	634.62	2.70	2.70	4.85	799.79	3.63

**Figure Four - Selected Financial Indicators**

	<b>Scugog</b>	<b>Bradford West Gwillimbury</b>	<b>Grimsby</b>	<b>Whitchurch-Stouffville</b>
<b>Proportionate Breakdown of Total Operating Revenue</b>				
<b>Local Grant</b>	66.83	87.74	85.78	78.05
<b>Self Generated Revenue</b>	8.97	6.07	8.48	5.17
<b>Project Grants</b>	0.00	1.65	0.80	0.62
<b>Donations</b>	7.90	0.03	0.17	1.78
<b>Provincial Funding</b>	11.11	4.26	4.76	7.06
<b>Other</b>	0.00	0.00	0.00	0.40
<b>Totals</b>	<b>94.81</b>	<b>99.75</b>	<b>100.00</b>	<b>93.08</b>
<b>Proportionate Breakdown of Total Operating Expenses</b>				
<b>Materials</b>	18.59	12.99	14.72	10.82
<b>Staffing</b>	62.37	61.48	69.38	64.39
<b>Facilities</b>	12.73	7.90	6.55	7.45
<b>Telecommunication</b>	0.84	0.59	0.66	0.84
<b>Computer Services</b>	3.88	3.63	5.43	7.72
<b>Debt Charges</b>	0.00	10.67	0.00	2.63
<b>Other</b>	0.00	2.74	3.08	6.14
<b>Totals</b>	<b>98.42</b>	<b>100.00</b>	<b>99.82</b>	<b>100.00</b>

**Figure Five - Library Comparisons: Comparable Data - Staffing Indicators**

	<b>Scugog</b>	<b>Bradford West Gwillimbury</b>	<b>Grimsby</b>	<b>Whitchurch-Stouffville</b>
<b>Total Full-Time Staff Hours</b>				
<b>Per Capita</b>	0.01	0.02	0.02	0.02
<b>Per Hr. of Operation</b>	3.30	6.56	4.63	5.66
<b>Per Square Ft.</b>	0.03	0.03	0.02	0.03

## **Appendix D: Case Studies of Other Libraries Experiencing Relocation**

<b>Case Study Research on Library Relocations</b>		
<b>Questions</b>	<b>Responses</b>	<b>Other Considerations</b>
<p><b>Describe the details of the relocation in terms of year, size of facility before and after the move, and reason for the move.</b></p>	<p><b>Whitchurch-Stouffville:</b></p> <ul style="list-style-type: none"> <li>▪ Prior location was a downtown storefront built in 1977, owned by the Library but on land occupied by the Town. Library occupied 6,781 sq. ft. and had over 8,000 books in storage. The Library Board brought forward a proposal to expand the library on the current site, and to secure the funds.</li> <li>▪ Later in 1998 a new recreation centre was announced, and Council saw this as an opportunity to save on capital costs. The Library agreed to a joint facility provided it was a millennium project and that the Library would get at least 14,000 sq. ft.. In the end, the Library was built as part of the joint recreation complex with the Library occupying 13,120 sq. ft. with a shared programming space of 1,462 sq. ft. The Library opened September 2001.</li> </ul>	<p>Recommendation from a 1998 feasibility study by a consulting firm was to expand on the current site, to almost 20,000 sq. ft.</p>
	<p><b>Creemore:</b></p> <ul style="list-style-type: none"> <li>▪ Former branch was located in an old TD Bank building on the main street of Creemore, having occupied the building since 1966. The Library was on the main floor and occupied 667 sq. ft. of space. There was a set of stairs leading up to the main floor and no wheelchair access through the main entrance.</li> <li>▪ The new facility is 4,605 sq. ft. and is a stand alone, one floor operation with its own parking lot.</li> </ul>	<p>Note that the Creemore Branch is one of 3 serving Clearview Township, and now the largest.</p>
	<p><b>Niagara On the Lake:</b></p> <ul style="list-style-type: none"> <li>▪ Previous location, Old County Court House basement. Building was a heritage building, with stairs on the outside used to access library. The library space was dark, dingy, mouldy, prone to flooding, and inaccessible. There was no meeting or program space, staff workspace was cramped, no separate loading or delivery entrance.</li> <li>▪ Many books in storage or piled up to the ceiling in boxes because of lack of space.</li> <li>▪ No parking available. Shared facility with Theatre for Shaw Festival, which resulted in a significant shortage of parking during summer months.</li> <li>▪ New building is 7,000 sq. ft.</li> </ul>	

<b>Case Study Research on Library Relocations</b>		
<b>Questions</b>	<b>Responses</b>	<b>Other Considerations</b>
<b>What were the service improvements that resulted from the move/ relocation.</b>	<b>Whitchurch-Stouffville:</b> <ul style="list-style-type: none"> <li>▪ New modern library, shared entrance with community centre, shared programming room. Major advantage was cost sharing with recreation centre. Large shared parking area.</li> <li>▪ New service areas include a bright welcoming children’s area, a lounge with a gas fireplace and big comfy chairs, small study meeting rooms, a computer training room, local history and geneology area, tripled computer resources, large parking. Result was a modern contemporary library, fully accessible and built to code.</li> </ul>	Some Library supporters feel that the Town won but the Library lost a little, since funds earmarked for the Library were used to help build the recreation centre.
	<b>Creemore:</b> <ul style="list-style-type: none"> <li>▪ Old building was originally TD Bank building built in the late 1890s or early 1900s. Steps up to library, all on one level but not accessible. Library was dark, cramped and uninviting. No parking. No accessible washroom. Lack of space for collections, services, and technology were the main reasons for the move. Knew that amalgamation coming in '94 and that would result in closure if Library service was not improved at this location.</li> <li>▪ Accessible, more than quadrupled space for collections, increased computers, added staff workroom, office for CEO, meeting room, accessible washroom, attractive, brighter building.</li> </ul>	
	<b>Niagara-On-The-Lake:</b> <ul style="list-style-type: none"> <li>▪ Increased space, reading area, gas fireplace, wing-back chairs, coffee bar, new program space, increase in programs, new computer lab, new children’s area significant increase in computer resources.</li> <li>▪ Bright, accessible modern building with accessible washroom.</li> </ul>	
<b>What distance did you move from the former downtown location, and in planning terms, how would you describe the new location?</b>	<b>Whitchurch-Stouffville:</b> <ul style="list-style-type: none"> <li>▪ About 2 blocks, a 5 to 10 minute walk.</li> <li>▪ Large greenfield location surrounded by some existing residential and new subdivisions. A new subdivision will be developed behind library over time, and trail linkages already being developed.</li> </ul>	
	<b>Creemore:</b> <ul style="list-style-type: none"> <li>▪ Moved 1 block, less than 1km</li> <li>▪ Now in residential area, has dedicated parking, drop-off and pick up area. Many users still walk, although most drive, serves larger rural area and surrounding Townships as well as walk-to users.</li> </ul>	

Case Study Research on Library Relocations		
Questions	Responses	Other Considerations
	<p><b>Niagara-On-The-Lake:</b></p> <ul style="list-style-type: none"> <li>▪ 25 minute walk, approx 1km</li> <li>▪ Large greenfield site, new firehall and library relocated on site, plans for eventual new community centre. At one time, had contemplated joint facility, but community centre timing did not coincide. Will join with eventual community centre via a breezeway.</li> <li>▪ New residential area adjacent to library property. Trail linkage to residential area and new high school, 10 min walk for students.</li> </ul>	
<p><b>Was there any opposition to the move from a) downtown businesses, b) users, c) anyone else?</b></p>	<p><b>Whitchurch-Stouffville:</b></p> <ul style="list-style-type: none"> <li>▪ From businesses: No, old downtown was already in decline, not many businesses left to object</li> <li>▪ From Users: Yes, from seniors and walk-to patrons. Complained they cannot combine trips to post office, coffee shop, library.</li> <li>▪ From Others: Staff objected to the move, seeing it as a loss of autonomy.</li> <li>▪ In terms of overall service delivery, the merging of the library within a Town facility has strengthened the Library's overall position in the Town and in vying for the Town's resources. Library Board no longer seen as a separate entity.</li> </ul>	
	<p><b>Creemore:</b></p> <ul style="list-style-type: none"> <li>▪ From businesses: NO, no real change as a result</li> <li>▪ From Users: No, users all understood the limitations of the former location and only saw the move as an improvement.</li> </ul>	
	<p><b>Niagara-On-The-Lake:</b></p> <ul style="list-style-type: none"> <li>▪ From businesses: No, already a move away from the Old Town downtown by most businesses</li> <li>▪ From Users: Many users didn't want to see library removed from old courthouse, historic connection. Friends of the Library disbanded over the move.</li> <li>▪ From Others: Staff were happy to move to a vastly improved facility</li> </ul>	

<b>Case Study Research on Library Relocations</b>		
<b>Questions</b>	<b>Responses</b>	<b>Other Considerations</b>
<p><b>How did the move ultimately affect library usage? How much of this impact can be attributed to the location? (as opposed to the increase in size, service, etc.) Any statistics, circulation, turnstile (visits), number of cardholders, that show a net difference pre and post move? As a general comment, how important is a downtown location to usage?</b></p>	<p><b>Whitchurch-Stouffville:</b></p> <ul style="list-style-type: none"> <li>▪ Initially usage increased considerably, but it has levelled off since. Tend to see less casual, drop in use as a result of relocation, particularly by seniors. New computer resources have brought younger clientele, but not related to relocation per se but to increase in computer resources.</li> <li>▪ As new subdivision is developed behind library, anticipate another surge in library usage. Trail linkages will be developed as houses are built.</li> <li>▪ Opinion: If a downtown area is thriving, a downtown location would be comparable to the new location, but the old downtown in this case was in decline, so relocation actually improved the presence of the library.</li> </ul>	
	<p><b>Creemore:</b></p> <ul style="list-style-type: none"> <li>▪ Usage increased by at least 10% with the opening of the new building. Increase can't necessarily be attributed to location, as it hasn't changed that much being less than 1km away from old location, but increases in service and resources associated with the move attracted more users.</li> <li>▪ Increase in circulation from 14,016 in 1991 to 15,838. Steady increase since that time.</li> </ul>	<p>In 1992 when the library opened in the new facility it did not provide Internet access, and had only one staff computer and no automated catalogue system. Computer resources have changed considerably since then.</p>
	<p><b>Niagara-On-The-Lake:</b></p> <ul style="list-style-type: none"> <li>▪ Students and adults from older areas no longer walk to the library.</li> <li>▪ Fewer seniors now as they won't walk and there is no public transit to new library.</li> <li>▪ Saw huge growth in usage, 4,300 new members since move. Partly attributed to growth in population, partly to service improvements. Library now more accessible to larger geographical area because of ample parking. Fewer teens from older parts of town who don't drive.</li> <li>▪ Impact of relocation depends on the vitality of the downtown as a service core. Decline of that part of downtown in Niagara-on-the-Lake had begun, move of commercial and resident business service out of downtown, becoming a tourism focus.</li> </ul>	

<b>Case Study Research on Library Relocations</b>		
<b>Questions</b>	<b>Responses</b>	<b>Other Considerations</b>
<b>Other than overall library usage, were there any other noticeable impacts of the library changing location ( a change in users, i.e., seniors), businesses closing down, etc.</b>	<p><b>Whitchurch-Stouffville:</b></p> <ul style="list-style-type: none"> <li>▪ No real impact other than a decline in seniors and casual use. The Town has a “Main Street Revitalization Plan” since the old downtown has been in decline for a number of years. Former library location fast becoming the “wrong side of the tracks”.</li> <li>▪ Because of shared programming space with community centre, program participants no longer come into the library before and after programs. Seen as a loss in terms of overall visits, but trade-off is that we can offer much more programming.</li> </ul>	
	<p><b>Creemore:</b></p> <ul style="list-style-type: none"> <li>▪ Increase in programming space has brought more program users.</li> <li>▪ No businesses closed down as a result of move, in fact Chamber of Commerce, new tenant, has been a catalyst for downtown improvement.</li> <li>▪ All users appreciate expanded range of service available from new library.</li> </ul>	
	<p><b>Niagara-On-The-Lake:</b></p> <ul style="list-style-type: none"> <li>▪ No other impact identified.</li> </ul>	
<b>Was the former library converted to other uses?</b>	<p><b>Whitchurch-Stouffville:</b></p> <ul style="list-style-type: none"> <li>▪ A thrift store is the current tenant. Their lease is up this year, and the Town is contemplating the future of the space.</li> </ul>	
	<p><b>Creemore:</b></p> <ul style="list-style-type: none"> <li>▪ Chamber of Commerce now rents old TD Bank for a nominal fee. Seen as a useful service in downtown, therefore no negative impact associated with library move.</li> </ul>	
	<p><b>Niagara-On-The-Lake:</b></p> <ul style="list-style-type: none"> <li>▪ Chamber of Commerce became the new tenant, which was beneficial to the downtown and probably more relevant to tourist orientation, theatre for Shaw Festival, etc.</li> </ul>	