



Innisfil Public Library

LIBRARY MASTER PLAN

Final Report - June 2007

Prepared by



Monteith♦Brown
planning consultants



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Executive Summary

The purpose of this Master Plan is to guide the Innisfil Public Library in providing optimal space, materials and staffing levels during the 2006-2026 planning period. The Innisfil Public Library has been proactive in meeting many library service demands of current residents. As public libraries continue to play an important role in community life and lifelong learning, it is essential that the Innisfil Public Library stay “ahead of the curve” in the provision of library services. This will most likely involve the continuing integration of technology with the delivery of library services as the role of the public library continues to evolve.

Preparation of the Master Plan involved a comprehensive background review of relevant policies, plans and studies and current library trends and best practices, an analysis of demographics, consultation, and a benchmarking exercise of comparator libraries. From this process, various issues and opportunities facing the Innisfil Public Library were identified and addressed throughout the Master Plan. The end results are a strategic set of recommendations and corresponding actions that establish direction for decision making by the Innisfil Public Library Board over the next twenty years. Regular review and revision of the Plan is recommended to reflect the current and future needs of library users.

The Town of Innisfil has experienced considerable growth in recent years, which is expected to continue – possibly at a much greater rate – over the next twenty years. The current population is 31,175 (2006 Census), but the Town faces two potential growth scenarios. Under the current (2006) Official Plan, the Town’s population limit is 55,000. If a proposed Official Plan Amendment is adopted, the Town’s population limit could increase to 105,000. Population forecasts prepared for the Town indicate that a population of 55,000 could be reached in 2017, while a population of 105,000 could be reached by 2026, representing a total increase over the 2006 population of 76% and 237%, respectively. How the Innisfil Public Library will need to grow depends entirely on the rate and extent of population growth experienced within the Town of Innisfil over the next twenty years.

Various factors were considered in establishing appropriate per capita provision standards that were then applied to the population forecasts to project future needs for library space, collections, Internet workstations, and staffing. Branch size, service population and annual circulation per branch were considered in establishing appropriate service levels for the weekly hours of operation for current and future library facilities.

For a total population of 55,000 a new 12,000 ft² library facility should be provided in the Lefroy settlement area along with a total collection of approximately 137,500 volumes, approximately 55 Internet workstations (total), and approximately 33 full-time employees (FTE). Under this growth scenario, the IPL should initiate a Library Needs Assessment in 2010 to determine the space needs, configuration and timing of a new branch in Lefroy; and how best to serve the needs of Churchill and area residents with library services. The study will specifically consider the appropriateness of, or need for, alternative service delivery models at the Churchill Community Centre with respect to developing a new branch in Lefroy and gradually phasing out the Churchill branch.

For a total population of 105,000, a 20,000 ft² central library integrated with the Multi-Use Recreation Facility and a 14,000 ft² branch located in Innisfil Heights in addition to a 12,000 ft² branch in Lefroy should be provided along with a total collection of approximately 210,000 volumes, approximately 105 Internet workstations, and 60 FTE. In addition to the rationalization of the Churchill branch, this strategy would include the rationalization of the Stroud branch in exchange for a central library integrated with the Multi-Use Recreation Facility.

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1.0 Introduction

1.1 Preamble

The importance of public libraries is identified by several recognized publications such as *Long Overdue* (Public Agenda, 2006), *Realizing Our Full Potential* (Association Resource Centre Inc., 2003), and *Ontario Public Libraries Market Survey* (Market Probe Canada, 2006). These studies and a variety of other sources suggest the following:

- ❖ Libraries are at the heart of a strong, well-informed community;
- ❖ Libraries are accessible and welcoming to all;
- ❖ Libraries provide free, universal and unlimited access to knowledge, culture, and information; and
- ❖ Libraries are more important now than ever before as the power of knowledge translates into greater socio-economic benefits.

Despite the proliferation of electronic media and the Internet in recent years, it is essential to continue to stress the importance of physical library systems. Public libraries are leaders in the adoption of advanced technological applications but, the “virtual library” will never totally replace the actual functions or “human” qualities of a physical library. Public libraries are more than just a source of information - they are integral institutions with far reaching benefits. The Innisfil Public Library should strive to maintain a healthy and responsive library system for these very reasons.

In recognizing the numerous benefits of public libraries, support for the implementation of recommendations and actions contained in this Library Master Plan should be a high priority. The direction provided by the Plan is intended to establish adequate and optimal library space and service levels for Innisfil’s growing community over the next twenty year (2007-2026) planning period.

The Innisfil Public Library has been very proactive in terms of library planning, facility provision and service delivery in recent years. In most areas, they have managed to “stay ahead of the curve”, and it is extremely commendable in times when funding is limited. Their commitment to providing optimal library space and service delivery levels for the Town of Innisfil is embodied in the following points. These points form the Core Directional Goals for the Innisfil Public Library, which stem from the Library Board’s new Strategic Plan.

Innisfil Public Library's Core Directional Goals are to:

- ✓ *Acquire highly skilled staff with the capacity to change as the technology changes and the ability to communicate these skills to our community on a personal and organizational level.*
- ✓ *Operate according to hours which reflect community need and which are based on strategic research.*
- ✓ *Maintain our facilities as fully accessible community gathering places, a “third place” where people can interact socially in addition to finding the materials and information that they require.*
- ✓ *Reach out into our community in order to facilitate partnerships and community interaction creating both personal and organizational awareness of our resources and services.*
- ✓ *Develop a flexible environment in which creativity may flourish without pre-conceived barriers allowing anticipation of the future and quick response to adapt to changing market conditions.*
- ✓ *Secure sufficient funding to accomplish these goals.*

1.2 Purpose

The purpose of the Library Master Plan is to establish directions that will assist the Innisfil Public Library (hereafter referred to as the IPL) in achieving optimal space and service delivery standards over the next twenty years (2007 - 2026) as well as ensuring that adequate financial resources are available to do so. To ensure that the Plan continues to meet the future library needs of Innisfil's communities, the recommendations and actions contained in this Report should be reviewed on a regular basis, and updated in ten years' time, particularly if significant population growth is experienced by the Town during the study period.

There are a number of factors contributing to the need for this study, most notably the possibility of significant population growth over the next twenty years. Other important factors include: heightened expectations for library services from families and individuals migrating to Innisfil from the GTA and other urban centres, and an elevated role for the public library system in terms of providing social, cultural as well as educational opportunities within the community. These and other factors have profound implications on library space and service demands. Preliminary recommendations and actions contained in this Final Master Plan Report represent key findings from a comprehensive planning process and reflect written and verbal feedback provided by Library Staff, the Steering Committee, the Library Board and the library community. Direction provided by

the recommendations and actions identify when, where and to what extent the Innisfil Public Library should grow or recede in order to meet the needs of both current and future Innisfil residents. Final revisions to this document have been guided by input from the Steering Committee, Library Board, as well as library users and staff.

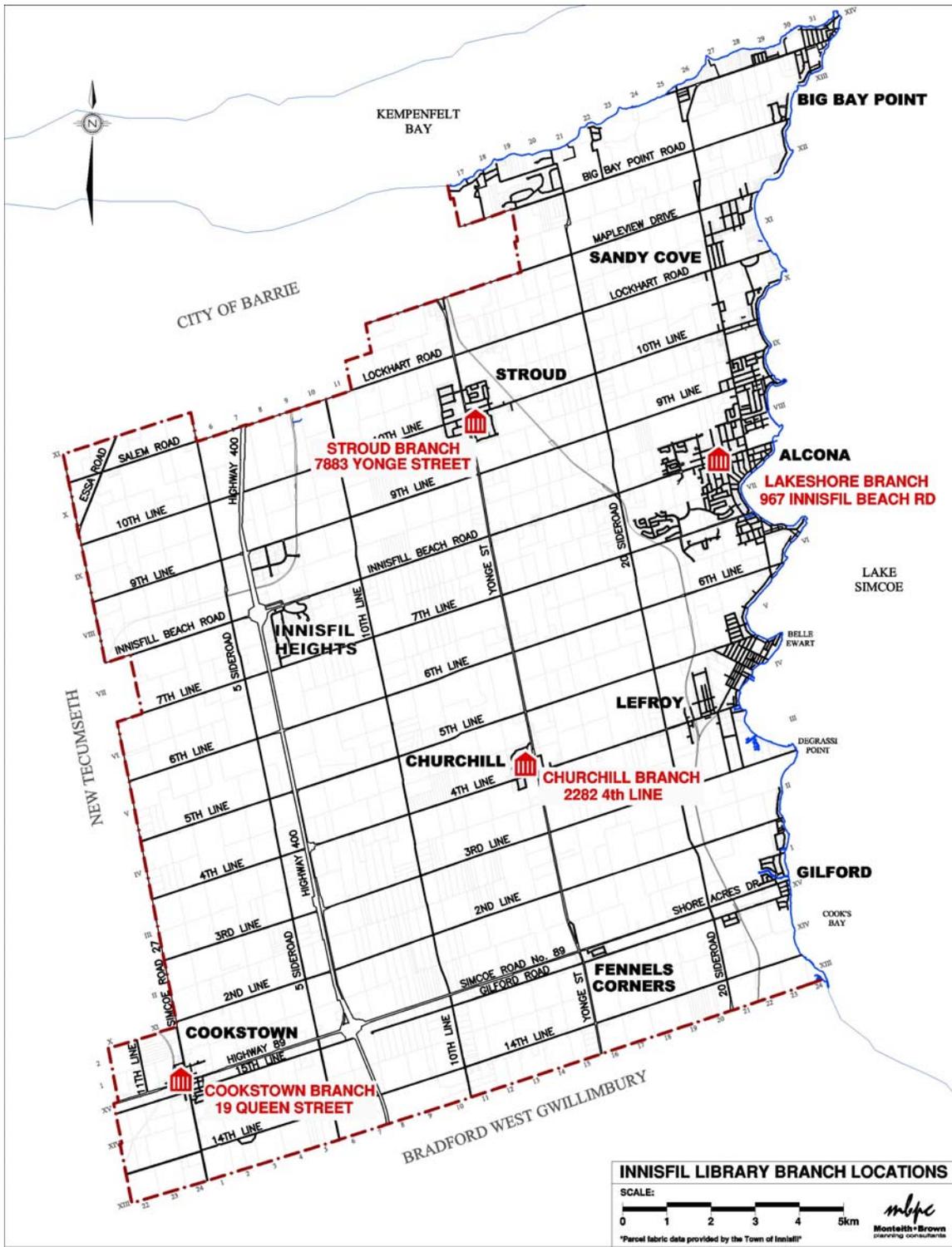
1.3 Context

The Town of Innisfil is over 284 km² in size, located approximately 60 kilometres north of Toronto, directly south of the City of Barrie and west of Lake Simcoe. The Town contains a mix of rural and small urban characteristics as well as a considerable amount of waterfront property. Unique rural characteristics in conjunction with the Town's close proximity to major employment centres via Highway 400 are primary drivers of Innisfil's recent and anticipated residential growth. Innisfil is located next to Barrie - one of Ontario's "emerging urban centres" in which future growth will be directed (*Places to Grow Act*).

The 2006 Census recorded the Town's population at 31,175, an 8.8% increase since 2001. As a result of sustained population growth, Innisfil has become home to a broad range of residents in recent years, and under the Town's Official Plan it is considered a "community of communities" (2003 *Library Strategic Plan*). The Town's rapidly growing population, evolving demographic characteristics and large geographic area represent unique challenges for the Innisfil Public Library in terms of providing optimal service levels and library space in locations that are accessible to both current and future communities.

The Innisfil Public Library system currently consists of four library facilities totaling over 19,100 ft². The Lakeshore facility – the newest and largest of all libraries in Innisfil – is located in the Alcona settlement area and generally serves as the "main" branch of the library system. The other library facilities include Stroud, Churchill and Cookstown. A map on the following page (Figure 1-1) exhibits the location of all existing library facilities.

Figure 1-1: Geographic Location of Innisfil Public Library Facilities



1.4 Study Process

A work plan was specifically designed to achieve the goals and objectives associated with the Innisfil Public Library Master Plan July 2006 Request for Proposal. The following list provides an outline of key tasks undertaken for this study:

1. Background Data Review
2. Demographics/Trends/Best Practices Research
3. Library Staff Survey and Workshop
4. Assessment of Library Facilities, Materials & Staffing Levels
5. Establishment of Strategies, Recommendations & Actions
6. Preparation of the Draft Master Plan
7. Development of a Library Needs Spreadsheet Tool
8. Public Information Centres
9. Preparation of the Final Report

The first 3 key tasks were completed and assembled as a Draft Background Report, submitted to the Steering Committee for review on November 7, 2006. A meeting to discuss the contents of the Report with the Steering Committee was held on November 10 at the Lakeshore Branch.

This Final Draft Master Plan included key steps 4 through 7, building on material contained in the Background Report. The Assessment of Library Facilities, Materials and Staffing Levels and the Establishment of Options and Strategies form a major component of this document. Provision level targets contained in this document have also been employed by the Consultant to develop a Library Needs Spreadsheet Tool. This tool will allow the Library Board to forecast optimal library service levels if Innisfil's future population is different from what is currently anticipated by the Town.

The Draft Master Plan has been presented to the Steering Committee and Library Board for review. With direction from the Steering Committee, the key Options & Strategies from the Plan have been displayed at each of the 4 Innisfil communities where branch library facilities currently exist. Feedback forms from the Public Information Centres as well as written and verbal feedback from the Steering Committee and Library Board have been considered in preparing this Final Library Master Plan Report for the IPL.

2.0 Planning Framework

2.1 Overview

Changes in library usage patterns and resource requirements are based on a number of different factors. To establish a planning framework which addresses most of the factors that influence library space and service levels, the Master Plan involved an assessment of:

- ❖ Socio-demographic factors;
- ❖ Relevant policies, plans and studies;
- ❖ Library trends and best practices;
- ❖ Consultation with Library Staff; and
- ❖ A benchmarking exercise involving comparator libraries (to the extent possible in recognizing that each comparable community may have common as well as unique characteristics).

Findings and specific information associated with each of these steps are presented in the following section.

2.2 Community Profile

Current and future demands placed on a public library system are largely determined by population and several key socio-demographic factors such as population distribution, age composition, education, and ethnicity. This section presents a “community profile” of the Town of Innisfil to better understand specific demands facing the Innisfil Public Library (IPL), at present and over the next twenty years.

2.2.1 *Town-wide Population*

The Town of Innisfil has an area of over 284 square kilometres and contains several urban and rural settlement areas, including Alcona, Churchill, Cookstown, Fennell’s Corners, Gilford, Lefroy, Stroud and a number of cottage areas along Lake Simcoe.

Between 1996 and 2001, the Town of Innisfil was the second fastest growing municipality within Simcoe County (behind only Barrie which grew 31% during 1996-2001). Innisfil’s population jumped from 24,711 to 28,666 during this period, representing a total increase of 16%, which was 10% greater than the rate of growth experienced by the province of Ontario.

2006 Census records a population of 31,175 for the Town of Innisfil, which represents an increase of almost 9% over 2001 population levels. The 2006 Census is slightly lower than, but relatively close to the 2006 population forecast of 32,285 (*Innisfil Growth Management Study*, 2005) utilized in this Plan to project future library service levels. Library need projections are based on the 2006 population forecasts rather than the 2006 Census data in order to account for potential undercounts associated with recent development in the Town of Innisfil. Depending on which 2006 population figure (Census or forecasted) is utilized, over the last ten years, the Town's population has grown by 26% to 30%, resulting in approximately 6,464 to 7,575 more people. By any account, this data indicates that Innisfil has experienced a consistently high rate of growth between 1996 and 2006.

The Town of Innisfil is poised for considerable growth over the next twenty-plus years due to its proximity to both Barrie and Toronto, increased immigration to Southern Ontario, declining household sizes, and recent provincial planning initiatives (e.g., *Places to Grow Act*, *Greenbelt Plan*). A large portion of Innisfil's new residents are expected to come from larger urban centres, bringing with them increased expectations for library services, including facilities that are modern and accessible with state-of-the-art technology and longer hours of operation. However, it is recognized that the Innisfil Public Library needs a Master Plan that is thoughtful and right for Innisfil and not simply a reflection of or a reaction to growth pressures. The degree to which the Town will grow and how this growth will be allocated within the municipality have been the study of numerous growth management and Official Plan-related reports over the past few years and these have been considered in this document.

Presently, the Town's Official Plan indicates that its existing settlement areas have a capacity of 55,000 people. This growth limit is already approved and will be reached "well before 2026" according to the Official Plan.

Notwithstanding the Town's current Official Plan targets, a *Growth Management Study* and *Policy Options Report* prepared by N. Barry Lyon Consultants (November 2005) outlined various scenarios for future growth, much of which requires additional study through the secondary plan process. An amendment to the Official Plan has been initiated in order to update the population targets emerging from the Growth Management Study.

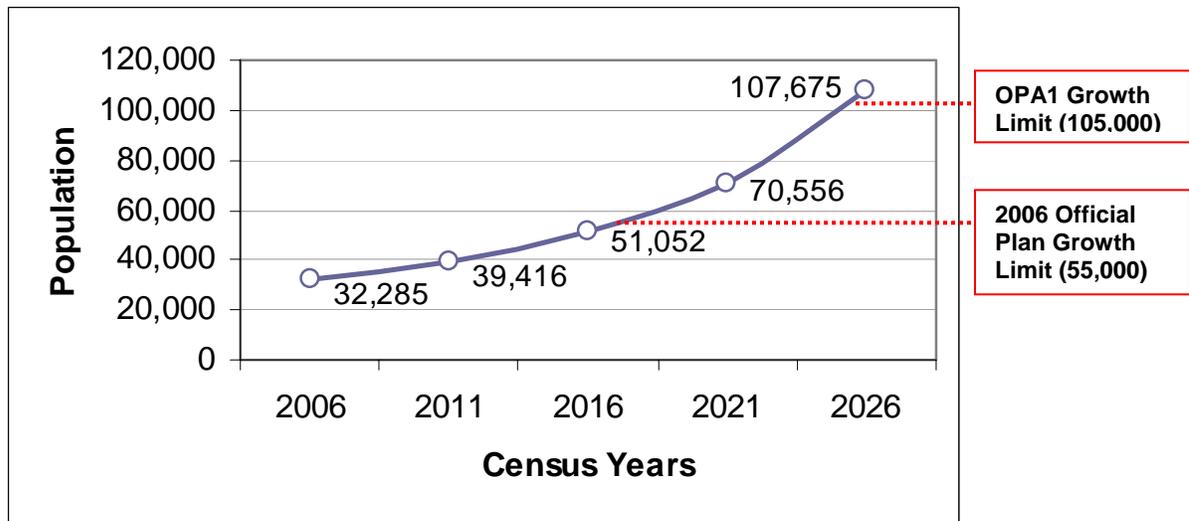
The *Innisfil Growth Management Study* (Lyon, 2005) presented three growth scenarios for the Town – low, reference and high. As indicated in the proposed *Official Plan Amendment No. 1*: "although it is believed that the forecast does not accurately reflect

the pressures facing Simcoe County, in recognition of the need to distribute the growth in the County, and the lack of certainty with respect to the timing and extent of changes to immigration levels, the consultants felt it prudent to be conservative and select the lower growth forecast.” Therefore, for the purposes of this Library Master Plan, the low growth forecast will be utilized to project library space, materials and staffing needs for the 2006-2026 planning period.

Population projections presented in the low growth scenario indicate a 2006 population of 32,285 and a 2026 population forecast of 107,675, a growth of 234% over the next twenty years, or an average annual population increase of nearly 3,800 people. Although this rate of growth may not necessarily be achieved within the first five or even ten years, it is reflective of how the overall growth is expected to gradually “ramp up” during the next twenty years. If the low growth population forecasts are accurate, the Town’s population will reach the 55,000 population limit permitted under the 2006 Official Plan around 2017.

The following figure illustrates the “low scenario” growth projection pattern for the next twenty years based on 5-year (Census year) intervals referred to through the remainder of this study as the “Official Plan Amendment No.1 Growth Scenario”.

Figure 2-1: Town of Innisfil 20-Year Population Projection



Source: Appendix B - Population and Employment Forecast – Innisfil Growth Management Study, November 2005; 2026 target adjusted as per the Town of Innisfil Official Plan Review Policy Directions Report (March 2006)

In many ways, the Town of Innisfil is in a state of “flux” as the Town’s service demands continue to transition from that of a rural community to that of an urban municipality. Innisfil’s population could effectively triple over the next twenty years, and the timing and

funding of adequate library services will be crucial for new residents. Also, as the socio-demographic characteristics of the community continue to become more diverse, the types of services, programs and resources provided by the IPL will need to evolve. As new residents from urban centres continue to move to the Town for its current rural qualities and for future employment opportunities, higher expectations will be placed on all facets of the public library system, especially facility space, layout and design.

2.2.2 Settlement Area Population

The Town's *Official Plan* (2006) indicates that the settlement areas of Alcona, Lefroy and Cookstown still have capacity for population growth within their boundaries and that these areas will accommodate the majority of new growth. It bears mentioning that the vast majority of recent residential growth has occurred in fully serviced urban areas and that residential development in Alcona has accounted for more than two thirds of this growth. The *Official Plan* also indicates that Highway 400 is expected to play an important role by providing an economic corridor for local employment.

If the Town were to achieve a higher growth level in the order of 105,000 people by 2026 (which is nearly double what is permitted by the *Official Plan*), it is expected that settlement area boundaries will need to be expanded. The most current literature indicates that settlement boundary expansion is most likely to occur in Alcona, Innisfil Heights, Sandy Cove, and Lefroy although the timing and extent of the growth in these areas is yet to be determined as it is subject to the approval of secondary plans.

Official Plan Amendment No.1 (which is not yet approved) addresses population targets, expansion areas and phasing based on input received through the Official Plan Review and Growth Management Study processes and through an evaluation of nine growth alternatives. The following table presents:

- the planned additional population (based on the preferred growth alternative being recommended by OPA 1, and subject to confirmation through secondary plans); and
- a potential 2026 population target data (the sum of the existing population – based on 2001 Census data – and planned population).

It bears reiterating that these growth allocations remain preliminary and could change over time due to a number of factors. Data was not readily available for the settlement areas of Stroud or Churchill, although little residential growth is expected for either of these areas. The rate of population growth, the ultimate concentration of growth (which settlement areas), etc. will have to be monitored by the Innisfil Public Library on an on-going basis and this Master Plan adjusted accordingly.

Table 2-1: Town of Innisfil Settlement Area Population – Existing and Planned

Urban Settlement	Planned New Population*** (from OPA 1)	2026 Total Population Target**** (existing + planned)
Alcona*	34,000	44,440
Cookstown	2,100	3,460
Lefroy / Belle Ewart	5,945	8,275
Sandy Cove	8,500	10,987
Innisfil Heights**	27,000	27,120
Other Settlement Areas / Rural Areas	--	approx. 11,000 to 13,000
Total	77,545	105,000 to 107,675

* Includes South and North Expansion Areas – Special Policy Areas 1 through 4

** Includes Expansion Area – Special Policy Areas 1 and 2

*** Planned population data from Official Plan Amendment No.1. Portions of the planned population for Alcona (North and South Expansions), Lefroy, Sandy Cove and Innisfil Heights are tentative to be confirmed through a Secondary Plan study.

**** Existing population estimates derived from 2001 Census of Canada, Dissemination Area Data; approximates are used and are not intended to be an exact indication of current population levels.

Although the aforementioned settlement areas are more likely to accommodate future population growth over the next twenty years, there is also the potential for boundary expansion in Stroud, Cookstown and Gilford. Growth in these settlement areas could potentially result in additional populations of 7,608 in Stroud, 28,170 in Cookstown and 6,601 in Gilford, totalling 42,379 above what has already been proposed.

The anticipated population growth – particularly in Alcona, Innisfil Heights, and to a lesser extent, Sandy Cove, Lefroy and Cookstown – will ultimately create additional pressures on the IPL system within or adjacent to these settlement areas.

2.2.3 Age Composition

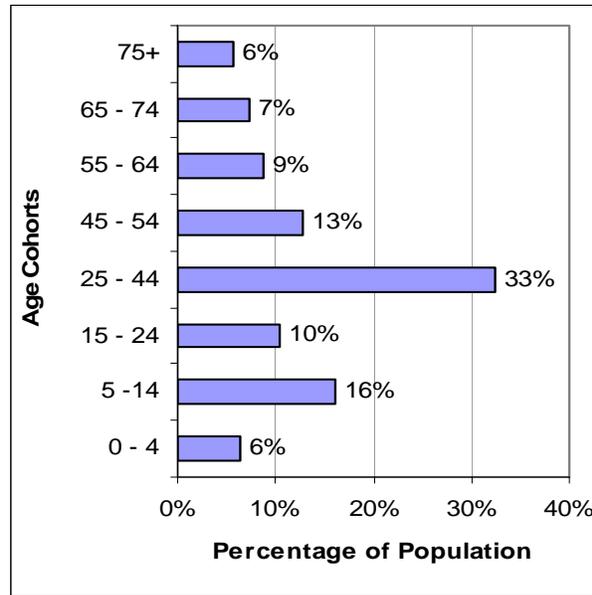
The Town of Innisfil has a relatively youthful age profile, with the largest proportions of the population observed in the school-aged (5-14 years) and middle-aged (25-44 years) cohorts. This pattern indicates that Innisfil is populated by many young families with relatively young children. At the same time, Innisfil is experiencing an aging of the population as the babyboomer population begins to move into the older adult age group.

It is anticipated that the considerable baby boomer population currently residing in Innisfil will continue to live in the Town as they age, while more and more affluent young retirees from urban centres will immigrate to Innisfil's existing retirement communities in the Sandy Cove and Big Bay Point areas. As such, an aging population is expected.

Notwithstanding, the availability of relatively affordable housing (when compared to GTA standards) provided in the Town will likely continue to attract young families as a desirable place to live and raise their children.

Because the young family and young retiree demographic profiles tend to rely quite heavily on library services, the IPL system should expect pressures commensurate with or slightly greater than the significant growth anticipated in the Town over the next twenty years.

Figure 2-2: Age Composition, Town of Innisfil (2001)



Source: Statistics Canada 2001 Census Data

2.2.4 Education

Comparing 2001 Census data for the Province of Ontario and the Town of Innisfil indicated that education levels are generally higher amongst Innisfil’s 20 to 34 age range. Within this age group was a greater percentage with a college certificate or diploma (25.2%) and a university certificate, diploma or degree (11.3%), but a lower percentage with a trades certificate or diploma (13.5%). Conversely, the 45 to 64 age range showed a greater percentage with less than a high-school graduation certificate (30.4%) and a lower percentage with a high school graduation certificate and / or some postsecondary education (25.4%). If young families continue to move to Innisfil, it should be expected that the overall level of education will increase as a result. Greater library usage is generally associated with higher levels of schooling.

2.2.5 Ethnicity

2001 Census data recorded a modest foreign-born population of 3,425 for the Town of Innisfil, representing 12% of the Town’s total population. Despite little statistical change in the Town’s foreign-born population between 1996 and 2001 (Statistics Canada), the IPL’s staff have observed “recognizable changes” within the community during recent years and expect the Town’s population to become more culturally diverse in the future as more and more families immigrate to Innisfil from urban centres. 2006 Census data for this variable is not yet available, but should be examined when it is publicly released. For some higher density urban municipalities surrounding Toronto, proportions of foreign-born residents are near 50% and this percentage is climbing. The IPL has

expressed interest in continuing to be proactive regarding this matter and wishes to be prepared to respond quickly to significant changes that may occur.

Library staff indicated small increases in the multi-cultural population of Innisfil and this trend is expected to become more prevalent in the future. For example, between 1996 and 2001, there was an 80% increase in the visible minority population within the Town of Innisfil (3% of the Town's population is characterized as a visible minority). 2001 Census data identifies a total visible minority population of 750. The minority groups that grew the most during this period were Japanese and Latin American.

As a result of spill over from Barrie, a general lack of affordable housing in the GTA, and a preference toward rural living by many foreign-born families immigrating to Southern Ontario, Innisfil's ethnic diversity is expected to increase considerably over the next twenty years.

2.2.6 Income

The median total income of persons 15 years of age and over for Innisfil residents (\$26,211) was somewhat higher than for all residents of Ontario (\$24,816). Because higher income is often an indicator of higher education, the Town's residents may be familiar with library systems and subsequently place greater demands on the IPL.

2.3 Relevant Policies, Plans & Studies

Relevant policies, plans and studies were reviewed to determine potential opportunities and constraints facing the Library in terms of its ability to provide optimal facility, resource and staffing levels over the next twenty years. Our review of relevant policies, plans and studies included:

- *Township of Innisfil Public Library – Community Needs Assessment Study* (Fox Jones, 1989)
- *Culture, Parks and Recreation Master Plan* (Monteith Brown Planning Consultants, 2002)
- *Cookstown Branch Library & Community Facility Needs Assessment Study* (Monteith Brown Planning Consultants, 2005)
- *Town of Innisfil Recreation and & Other Services Financial Plan: Capital Works Presentation* (Hemson, November 2005)
- *Memoranda regarding the Planning & Design of the Multi-Use Recreation Complex*
- *Federation of Ontario Public Libraries: Ontario Public Libraries Market Survey* (Market Probe Canada, January 2006)

- *Ontario Public Library Guidelines Audit Report – Innisfil Public Library (SOLS, June 16 2006)*
- *Surveys Undertaken by the Innisfil Public Library*
 - *Non-User Survey conducted at Sobeys, June 2004*
 - *Teen Survey Report, September 2005*
 - *Children’s After School Programmes Survey Report, Churchill Branch, Feb 2005*
 - *2005 Proactive Customer Service Training Survey 1 & 2*

Significant findings from this review are integrated throughout the Master Plan where appropriate. A detailed summary of the findings from each document is presented in *Appendix A*.

2.4 Library Trends & Best Practices

This section presents a number of prominent library trends from both primary and secondary sources that may represent both opportunities and challenges for the IPL system. These trends are grouped into themes to help guide library improvements and new development accordingly.

2.4.1 Changing Role of the Public Library

- Although lending continues to be the primary function of public libraries, the trend-setting Benton Report suggests that “the library will become more of a civic integrator and a focus of community information on health, education, government, and other local services”¹.
- In addition to providing a safe, stable learning environment, public libraries have become important gathering places. The library is where new residents often go to become integrated into a new community and where existing residents go to gain companionship, socialize and stay in tune with community information.
- Public libraries have become key partners with all levels of government based on their ability to assist in the delivery of “student success, literacy and learning, innovation, strong communities and a prosperous economy” according to the Ontario Ministry of Culture².
- Greater pressures are facing public library facilities, materials, resources and staff as cutbacks in education funding continue to reduce access to public school

¹ *Buildings, Books, and Bytes: Libraries and Communities in the Digital Age* (The Benton Foundation, 1996)

² *Review of Provincial Support for Public Libraries: Discussion Guide* (Ministry of Culture, August 2006)

libraries and home schooling and home business becomes more prevalent in rural areas, particularly amongst highly educated ex-urban residents³.

Implications: By providing a wider range of services, resources and meeting spaces, public libraries may play a more active role in civic life and meet the changing needs of library users. Library services, programs and spaces will need to respond to the changing demographics, municipal restructuring and financial realities within the community. To meet both current and future library needs, Library Boards should provide regular public consultation opportunities and continue to work closely with local institutions and community organizations to foster strategic partnerships, and provide information resources, programs, assistance and training in a seamless and efficient manner.

2.4.2 Impact of Technology

- Emerging and expanding library technologies are changing how people seek information and how librarians deliver services. E-library initiatives, new or alternate media formats, electronic/online databases, digitization of printed materials, wireless internet access, and automated self-service (check-out) and self-help systems are being integrated into new and to a lesser degree, existing libraries. In some cases, it is not cost effective or even physically possible to introduce advanced technologies into old library buildings.
- Demand for online services, virtual/digital reference services, electronic databases, and e-books will continue to increase along with other technological innovations such as advanced websites that allow registered users to pay fines and place reserves on-line, or computerized drive-through amenities for the drop-off and pick-up of library materials. Allowing users to reliably access electronic information or update account information at any time of the day or night is an extremely important step in providing convenient library service in a fast-paced world where “lack of time” is commonly the greatest barrier to library use.
- Many libraries have successfully implemented a customizable “my library” web page interface to attract and sustain virtual users of all ages, achieve a greater daily presence in the homes of “wired” library users, and effectively market specific library materials to users based on personalized reader’s lists created with a computerized collection management system.

³ The trend toward young, educated families moving from urban centres into rural areas to raise their families is referred to as “New Ruralism” in *Guidelines for Rural / Urban Public Library Systems* by ARUPLO, 2005.

- Modern library users tend to expect a user friendly library environment that allows them to efficiently and conveniently seek out and acquire current, multiple-source information both at the library and from home via high speed Internet in addition to well trained library staff that can assist with advanced information queries or by teaching library users about new technologies.
- The provision of “gaming” systems and programs at public libraries is a growing trend which has become extremely successful in attracting youth. Many studies suggest that gaming is a relatively affordable method for a library to increase its “cool factor” amongst a demographic that has traditionally avoided libraries.

Implications: Without compromising the personalized service that many aging and rural library users have come to appreciate, both rural and urban libraries will need to establish a greater virtual presence to allow more technologically savvy users to access digital information from home and/or within the library. Libraries will continue to adopt self-service check-out technologies to enable a greater number of users to function more autonomously and to free-up staff to personally assist customers throughout the library. Gaming platforms and programs will eventually become commonplace at public libraries in order to attract and maintain a youth contingent. The provision of new technologies can often involve a significant investment which must compete with limited library funding for staffing, materials and space.

2.4.3 Facility Design

- In many communities, smaller, isolated library branches are gradually being succeeded by fewer but larger library branches in prominent central locations (ARUPLO, 2005) that are highly visible, accessible with public transportation, offer expansion capabilities and barrier-free access to all members of the community.
- Library building exteriors, according to the Southern Ontario Library Service⁴, are being designed with much greater attention to beauty, practicality, form and function to heighten their presence as a civic landmark within the community. Attractive landscape materials are increasingly employed at the library entrance in the design of wheelchair accessible ramps and in the creation of memorable outdoor courtyard reading areas that serve as repeat destination points.
- To provide optimal comfort and repeat visits, marketing experts suggest that library interiors should be “one step above your living room”. By providing adequate parking, restrooms that are clean, safe and accessible, as well as an

⁴ 22 *Recent and Enduring Design Trends in Ontario Public Libraries*, June 2004

- area for eating and drinking, libraries are likely to experience more visits, longer visits, and greater borrowing of library materials.
- As a result of the widespread popularity that “super bookstores” such as Chapters and Indigo have had on influencing public expectations, many of the library retail industry’s “ingredients for success” have been employed in public libraries. For example, most new libraries strive to achieve a welcoming, enjoyable atmosphere with plenty of natural light, appealing décor and relaxing colour schemes, comfortable chairs and seating, a gas fireplace, food service amenities, clearly marked signage, information desks and checkout areas in highly visible areas (Southern Ontario Library Service, 2004).
 - Library space is increasingly being integrated with non-library space in multi-use community facilities to improve operating efficiencies and provide added convenience to residents. Including a library in the same building as a recreation centre, municipal office or a school, specifically allows for the sharing of common areas, storage space, programming rooms and facility management services to name a few.
 - In order to accommodate academic researchers, information-seekers, book browsers and readers, facilities are being designed to offer large, comfortable reading and working areas, private and collaborative study rooms, homework centres, an ample supply of Internet workstations, wiring for personal computer use and/or wireless Internet access (secondary sources).
 - Libraries are moving towards flexible, multi-use library space with modular fixtures and ergonomic furniture, wide and uncluttered aisle ways with lower shelving, and a more “open” interior to accommodate changing technologies and various types of functions/events that can enhance revenues and meet evolving community needs (Southern Ontario Library Service, 2004).
 - Libraries are adopting specialized design features to attract all age groups and even non-users to the library. These features range from multi-purpose meeting rooms, designated areas and age appropriate furnishings for children and teens, lower bookshelves for youth and people with disabilities, as well as access to interest-specific materials and technologies (secondary sources).
 - Modern libraries incorporate heritage, art and cultural displays as well as presentation spaces and attractive information areas that promote community learning, dialogue and debate as libraries are expected to help bring rural communities together and play an increasing role in supporting Canada’s cultural and economic interests (Southern Ontario Library Trends Service, 2004).

- Larger library systems typically offer training facilities along with qualified staff that can provide or arrange career training/support for a growing number of small businesses, home-based business and self-employed entrepreneurs within the rural / urban community (secondary sources; ARUPLO, 2005).
- Although the library as a community gathering place necessitates a tolerance for increased noise, designers increasingly separate noisy and quiet areas and/or incorporate acoustic features that absorb sound to minimize the carrying of noisy chatter in order to provide quiet space for undisturbed study in part of the library (Southern Ontario Library Service, 2004).

Implications: As customers continue to demand additional public access computer terminals, working and reading areas, lower shelving units that take up more floor area, training facilities, food service amenities, and civic space for community and social events, libraries will require more internal and external area, resulting in the need for larger library sites and buildings. Rural communities can expect greater public demands for “new age” libraries and amenities due to continued immigration to rural areas by residents from urban centres (ARUPLO, 2005). Once again, libraries struggle to find a reasonable balance of facility, staff and materials.

2.4.4 Collections

- Although the role of public libraries has changed dramatically in recent years, borrowing books continues to be the primary reason for library use. 88% of those who responded to the *Ontario Public Libraries Survey Market Study* (Market Probe Canada, 2006) visited public libraries to borrow books or other collection materials. Despite the proliferation of the Internet and popularity of electronic media, these trends indicate a continued demand for printed materials.
- Following the successful retail model of super bookstores, many libraries now prominently display popular books that can be borrowed by customers. In fact, the demand for popular materials is causing libraries to purchase numerous copies of bestsellers in order to reduce the length of hold lists. The IPL currently offers a “Light Speed Reading” program where members have access to new popular titles for one week without the option of renewal.
- In addition to providing conventional printed materials, libraries are now expected to dedicate approximately 25% of their collection budget to purchase alternate format materials such as talking books, music CD’s, on-line journal subscriptions, movie DVD’s, etc. Usage statistics indicate that “Tumblebooks” (available since December, 2006) and the “Overdrive” program (launched on March 21, 2007) have been enthusiastically received by library customers. Online access to

electronic media is expected to appeal to youth and young, technologically savvy adults of all ages.

Implications: Demands have increased for multiple copies of popular materials while collection funding for Ontario public libraries, according to *Ontario Public Libraries Today* (2005), has been declining significantly since 1990 and is currently at the lowest level ever recorded when expressed in today's dollars. This presents considerable financial challenges for public libraries that are commonly expected to offer conventional printed materials in addition to a variety of e-resources such as e-books, on-line journal subscriptions, audio CD's and DVD's as part of an overall library collection. In some cases, librarians may have to shift financial allocations of traditional collection material for a certain period of time to actually afford the initial investment associated with providing programs to support electronic media. This includes substantial investments in hardware, software, and ongoing IT costs associated with providing, supporting and distributing alternative electronic media formats to library users.

2.4.5 Governance & Support

- Library boards have demonstrated that good governance makes an organization more attractive to donors and potential funding opportunities, facilitates more efficient use of resources, and ensures that significant decisions are in line with the interests of principal stakeholders.
- Libraries have begun to introduce donor recognition areas and monuments within the library or on library property as financial donations from prominent community members and organizations become increasingly important to the future well-being of public library systems.
- Libraries are increasingly seeking out mutually beneficial partnerships with schools, other libraries, municipalities, various information agencies and service providers to provide a wide range of cost effective and complementary programs and services for families as well as individuals of all ages.

Implications: It is important that Library Boards continue to govern in a transparent and accountable fashion to attract financial support from donors. In addition to maintaining a healthy relationship with local decision-makers, Library Boards are encouraged to reach out and foster new partnerships with local service providers and community organizations to provide niche market programming and other potential revenue generating opportunities.

2.5 Consultation

Staff consultation was undertaken to provide greater insight into a range of areas affecting library service levels. The consultation process involved an anonymous survey of library staff and a staff workshop. A total of 16 staff surveys were returned to the consultant and analyzed. The staff workshop was conducted on October 23, 2006 at the Lakeshore branch. Well over 20 staff members attended the workshop to discuss a number of library related topics, including current pressures and trends to future needs and requirements. To respect the identity of staff that provided personal opinions, the results from the Staff survey and workshop do not appear within the Master Plan or as part of the Appendices.

Findings from the staff consultation and highlights from a number of user surveys recently undertaken by the IPL (see Appendix A - Relevant Policies, Plans & Studies) were employed with other inputs to develop a list of key issues and opportunities. These were integrated throughout the Plan where appropriate. Because the IPL has recently undertaken several public consultation initiatives, it was not considered necessary to duplicate their work.

2.6 Benchmarking & Comparator Libraries

The evaluation and establishment of suitable library standards is a multi-step process. When used in conjunction with staff consultation, review of background material and various industry guidelines (contained in this document), “benchmarking” is a useful tool which provides a general comparison to other library systems. However, results from the benchmarking process are intended to serve as a guide that can be applied in a flexible manner, rather than in a rigid manner to maintain and/or achieve desirable library standards by the Innisfil Public Library for the duration of the Study Period. According to the Ontario Ministry of Culture⁵, “Guidelines can provide a framework for library development, assistance to public library planning processes, improved accountability to taxpayers, equity of access to information for the public and secured funding.”

The benchmarking exercise undertaken for this study utilized various data sources, including:

- the 2004 Ontario Public Libraries Survey (collected by the Programs and Services Branch of the Ministry of Culture); data for 2005 is not yet publicly available;
- 2005 statistics collected by the Canadian Urban Library Council; and

⁵ Source: <http://www.culture.gov.on.ca/english/culdiv/library/guidelines.htm>

- “Guidelines for Rural/Urban Public Library Systems” prepared by the Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO) in 2005.

In identifying suitable comparators for the Innisfil Public Library system, the following criteria were considered:

- the community should be similar in population to Innisfil, now or in the future;
- the community should be located in the Greater Toronto Area and/or have a relatively significant commuter population;
- the community should have multiple branch libraries;
- the community should contain a mix of rural and urban lands;
- the community should be a lower-tier municipality (i.e., not a County system); and
- the community should be experiencing some level of population growth.

Notwithstanding the above criteria, it is recognized that there will be unique characteristics associated with any comparator community which must also be considered in the analysis of data and its relevant implications.

Given that the Library Master Plan will have a 20-year horizon and that the Town is poised for significant population growth, the Innisfil Library system was compared against two different sets of library systems:

STREAM 1: Libraries in communities with approximate populations ranging from 30,000 to 50,000 (this generally coincides with the population forecast for Innisfil between 2006 and 2016, which is 32,000 to 51,000); and

STREAM 2: Libraries in communities with approximate populations ranging from 50,000 to 110,000 (this generally coincides with the population forecast for Innisfil between 2016 and 2026, which is 51,000 to 108,500).

The upper population range for library comparators featured in Stream 1 generally coincides with the 55,000 population limit associated with the Official Plan Growth Scenario. Libraries from Stream 1 are often referred to throughout the Plan as “comparable” library systems. The upper population range for library comparators featured in Stream 2 generally coincides with the 105,000 population limit associated with the Official Plan Amendment No. 1 Growth Scenario. Libraries from this stream are often referred to throughout the Plan as “larger” libraries.

Based on these criteria and the specific libraries for which information is available, the following library systems were selected to be used in the benchmarking exercise. Although each community may not meet all of the suggested selection criteria, it was felt

that the identified library systems were similar enough in nature to the Innisfil Public Library system (now or in the future) to allow for a meaningful comparison.

Table 2-2: Libraries comparable to Innisfil in the 2006-2016 period

Library Name	Population Served*	GTA / commuter influences	Number of Library Service Points**	Rural / Urban mix	Lower-tier system (i.e., not County-wide)	Fast Growing Community
Innisfil	31,562	Yes	4	Yes	Yes	Yes
King	19,440	Yes	4	Yes	Yes	Yes
Georgina	43,150	Yes	3	Yes	Yes	Yes
Haldimand County (lower-tier)	44,515	Partial (Hamilton)	6	Yes	Yes	No
Halton Hills	52,275	Yes	2	Yes	Yes	Yes
Caledon	54,400	Yes	7	Yes	Yes	Yes

* The population figures have been compiled by MBPC from approved municipal population reports and, in most cases, are higher than the enumerated population recorded by the Ontario Public Library Statistics reports. All figures are 2004 except for Innisfil, which is 2005 due to the availability of full library data for that year.

** Source: 2004 Ontario Public Library Statistics.

Table 2-3: Libraries comparable to Innisfil in the 2016-2026 period

Library Name	Population Served*	GTA / commuter influences	Number of Library Service Points**	Rural / Urban mix	Lower-tier system (i.e., not County-wide)	Fast Growing Community
Clarington	77,790	Yes	4	Yes	Yes	Yes
Ajax	83,585	Yes	3	No	Yes	Yes
Pickering	90,720	Yes	5	Yes	Yes	Partial
Whitby	108,150	Yes	3	No	Yes	Yes
Cambridge	119,000	Partial	4	Yes	Yes	Partial

* The population figures have been compiled by MBPC from approved municipal population reports and, in most cases, are higher than the enumerated population recorded by the Ontario Public Library Statistics reports. All figures are 2004 except for Innisfil, which is 2005 due to the availability of full library data for that year.

** Source: 2004 Ontario Public Library Statistics.

To gain a better understanding of how the Innisfil Public Library system compares to other libraries and what pressures it may face in the future as a result of growth, the following information was assessed in the benchmarking exercise:

- number of locations / branches
- square footage (total and per capita)
- hours per week
- active cardholders (total and percentage)
- circulation (total and per capita)
- holdings/collections (total and per capita)
- staff – librarians and other (total and per capita)
- Internet/public access workstations (total and per capita)

Entire results from the benchmarking exercise were presented to the Innisfil Public Library Steering Committee on November 7, 2006 (Innisfil Public Library Master Plan Background Report) and are included in Appendix B. Key findings have been integrated throughout this document, specifically within the Needs Assessment Sections.

3.0 Library Facilities Assessment

3.1 Overview

A key objective of the Library Master Plan is to ensure optimal levels of library space and access to library facilities for current and future Innisfil residents. The following assessment considers key findings from the benchmarking exercise, recognized provision standards, demographics and trends research, staff consultation, discussions with the project Steering Committee and a review of background documents to establish appropriate recommendations and actions.

While efforts have been made to determine when and where library needs will be greatest during the 2006-2026 study period based on population projection estimates, the following recommendations should serve as a general guideline. Recommendation timing is intended to reflect the needs of Innisfil's future population. Ensuring that the timing of recommendations is accurate will require close monitoring of Innisfil's population and socio-demographic data as well as regular review and reassessment of the Master Plan.

3.2 Current Library Facilities & Service Levels

The Innisfil Public Library (IPL) currently operates four library facilities. General information regarding the location and size of each library branch is presented in the following table.

Table 3-1: Innisfil Public Library Locations and Size

Branch Name	Address	Community	Current Size (ft ²) *
Lakeshore	967 Innisfil Beach Road	Alcona	11,506
Stroud	7883 Yonge Street	Stroud	4,547
Churchill	2282 4th Line	Churchill	1,784
Cookstown	19 Queen Street	Cookstown	1,326 [^]
Total (all libraries)			19,163

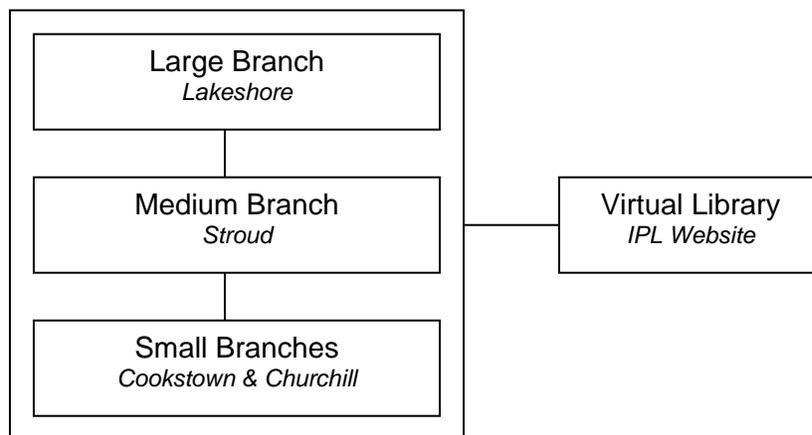
**Source: Cookstown Branch Library & Community Facility Needs Assessment Study – Final Report, MBPC, 2005.*

[^] A 5,645 ft² replacement facility (2005 Cookstown Branch & Community Facility Needs Assessment Study) is expected in 2007. This space only represents the library's allocation of the proposed community facility.

While the size of each library branch varies greatly, the combined space of all four facilities currently totals almost 19,200 ft². In 2007, the Innisfil Public Library's total library space is expected to increase to almost 23,500 ft² with the development of a new community facility in Cookstown which includes over 5,600 ft² of library space.

The Administrators of Rural and Urban Public Libraries of Ontario⁶ identifies five tiers of library branches (deposit stations, small branches, medium branches, large branches, and urban branches) based on facility size, estimated service population, hours of operation, collection holdings, etc. The following diagram illustrates the current IPL facility model based on various branch classifications. Within the system hierarchy, the IPL website also serves a very important role in providing virtual access to the library catalogue and electronic resources as well as allowing customers to hold and renew library materials on a 24/7 basis. The current library facility model will serve as a point of reference for any new facilities and/or expansions to existing facilities recommended in this Plan.

Figure 3-1: Current Library Facility Model



⁶ *Guidelines for Rural/Urban Public Library Systems, 2005*

3.2.1 Lakeshore Branch



The Lakeshore Branch was officially opened on September 4, 2001, following a recommendation for the construction of a new 10,000 ft² library facility in the *Fox Jones Needs Assessment* (1989) and a tremendous amount of effort on behalf of the Library Board and other community organizations in Alcona. This branch was seen as a new facility, with a new collection and a new service mandate.

This branch is located in the Alcona settlement area in the eastern region of the Town. It is the largest library branch in the Town of Innisfil and currently serves as the “main library”. The Lakeshore Branch has 2 meeting rooms, one of which also functions as a children’s programming room and the other a computer training lab. In 1999, the Board had envisioned that the Lakeshore branch would serve as “an ambassador for the municipality” and “a welcoming community gathering place”. Based on community usage and satisfaction levels, it is safe to say that the Lakeshore branch has succeeded in attaining these goals.

In many ways, Lakeshore is a model branch that serves as a civic landmark which fosters a sense of place and community pride. It stands out from other libraries in the Town of Innisfil based on its unique architectural style and landscape design features, which includes an attractive and relaxing outdoor reading garden. With considerable development along the waterfront, this branch is centrally located and is conducive to pedestrian traffic.

The 2006 *Ontario Public Library Guidelines Audit Report* described Lakeshore as “an entirely adequate facility for the community” which is “well thought out, and logically organized”. Only minor accessibility issues with respect to adult shelving, directional signage, as well as interior signage were identified during a recent accreditation review of this branch.

The interior space of the Lakeshore facility is an open concept design which provides a “roomy” spacious environment, but easily conducts noise throughout most of the building. This can be distracting to certain users who expect quiet areas for reading and/or studying.

Of greater concern at this very busy branch is the ability to meet the needs of a growing community. During construction, many delays were experienced and some property issues could not be resolved. The building had to be moved farther west on the site than planned, resulting in a loss of expansion potential. Already parking is at capacity and insufficient for accommodating large events. Limited options for branch and/or parking lot expansion represent a significant issue because potential development in Alcona, Lefroy and Sandy Cove could rapidly “outgrow” the service capacity of the Lakeshore facility.

The Lakeshore Branch currently houses the IPL’s administration, information technology and technical services. These are essential components of the IPL, but could be moved to another location. If a suitable alternate location could be dedicated to these departments in the future, the valuable library space that they currently occupy could be used for other purposes as required.

The following table presents the range of preferred library service levels (*ARUPLO Guidelines, 2005; Ontario Public Library Guidelines, 2003*) for “large” libraries versus actual service levels provided by the Lakeshore branch as of 2005.

Table 3-2: Lakeshore Branch Service Levels

Library Service Areas	Large Branch Service Levels	
	Preferred^^	Actual (2005)
Population Served	10,000 – 35,000	16,744
Branch Size (sq. ft.)	7,000 to 21,000	11,506
Sq. ft. per Capita	0.6	0.69
Weekly Operating Hours	35 to 60	47
Staffing (FTE)	5 – 17*	6.1
Collection	Min. 30,000 volumes; 80-100 print periodicals; 2,500 non-print (A/V)	44,669 volumes (includes periodicals and AV materials) and e-books***
Volumes per capita	3	1.2
Annual Circulation^	80,000 – 250,000	134,077
Annual Circ. Per capita**	5.76 – 11.41	8.0
Internet Workstations^	9 – 28	10

^^ Preferred guidelines for large libraries based on ARUPLO Guidelines, 2005; Ontario Public Library Guidelines, 2003.

^ Standards modified from various library studies.

* One Branch Supervisor with a Master's Degree from an accredited library program for every branch serving more than 10,000; 1 FTE professional librarian assigned to reference; 1FTE professional librarian assigned to children's services (one additional FT qualified library staff is required for every additional 10,000 people).

** 2003 Ontario Public Library Guidelines (range represents different service level targets – one to four).

*** 9,041 e-books are available to all customers via the IPL website.

All of Lakeshore's service levels were within the preferred range except for Internet workstations, which appeared to be somewhat low. Further discussion of Lakeshore's service levels is continued in the following sections of this Plan.

3.2.2 Stroud Branch



The Stroud Branch is located within the Stroud-Innisfil Recreation Centre in the northern region of the Town. Considerable growth in Stroud's collection and programming activities resulted in an internal relocation in 1997. While this change resulted in more space and washrooms, accessibility issues were not addressed and the building's bearing walls prevent direct sight lines.

Since 1997, the following renovations have taken place at the Stroud branch:

- ❖ The book drop was moved to the front lobby;
- ❖ The kitchen was renovated;
- ❖ New furniture and shelving has been purchased almost every year; and
- ❖ The washrooms were made accessible in 2004.

In 2006, Council approved the first phase in a renovation plan that would make the front entrance barrier free and this work has been completed in 2007. Additional work completed in 2007 includes removing part of the bearing wall to improve visibility

between the two main areas. Also funding has been approved to replace the carpet and to reorganize the branch.

Until 2001, the Stroud branch was the Library's "flagship" with higher circulation and membership levels than the Town's three other branches. "When Lakeshore branch opened, Stroud's usage dropped significantly. Over the past five years the branch has improved its position by offering excellent customer service and plenty of parking. The computer and Internet services have encouraged more young people to use the branch but staff's perception is that the membership base is still predominately seniors. (Innisfil Public Library Master Plan *Terms of Reference*, 2006)"

With the development of Lakeshore in 2001, Stroud now ranks as the second largest library branch in Innisfil (4,547 ft²). However, it should be noted that the Stroud branch is less than half the size of the Lakeshore branch and may be considered relatively small by today's standards. Due to increasing demands for Internet workstations and group work areas in public libraries, library floor space across Ontario has increased by 200% between 1990 and 1999 according to a research initiative from the Southern Ontario Library Service entitled *Ontario Public Libraries Today* (2005).

The 2006 *Ontario Public Library Guidelines Audit Report* indicates that Stroud "has worked hard to improve the space and make the library as comfortable as possible", but recognizes that the actual facility "is part of the recreation complex and the original space was not designed for a library".

Through a review of background information, consultation with library staff and discussions with the Steering Committee, the following issues have been identified at the Stroud Branch:

- The entrance is not clearly visible from Yonge Street (Simcoe Road 4 – a major thoroughway), is considered to be "uninviting".
- While Stroud's current location may offer added value to library customers who use the adjacent arena and curling pad, the facility is not entirely water-tight and is considered uncomfortable and/or unattractive by today's standards.
- The remaining concrete block wall contributes to poor sight lines (visibility) throughout the library resulting in concerns about customer safety and library security. One piece has been removed (2007) and some visibility has been achieved, but because this is a weight bearing wall which supports the facility's roof, it is not possible to remove the entire wall for optimal visibility to the children's area from the current front desk.

- Ultimately, the amount of work required to bring Stroud up to a level which meets public expectations may be very expensive.

The following table presents the range of preferred library service levels (*ARUPLO Guidelines, 2005; Ontario Public Library Guidelines, 2003*) for “medium” libraries versus actual service levels provided by the Stroud branch as of 2005.

Table 3-3: Stroud Branch Service Levels

Library Service Areas	Medium Branch Service Levels	
	Preferred ^{^^}	Actual (2005)
Population Served	5,000 – 10,000	6,968
Branch Size (sq. ft.)	3,000 to 7,000	4,547
Sq. ft. per Capita	0.7	0.65
Weekly Operating Hours	25 to 35	47
Staffing (FTE)	2.5 – 5*	4.1
Collection	Min. 20,000 volumes; 40-50 print periodicals; 500 non-print (A/V)	27,670 holdings (includes periodicals and AV materials) and e-books***
Volumes per capita	3 – 4	4.3
Annual Circulation [^]	60,000 – 80,000	69,096
Annual Circ. Per capita ^{**}	4.07 – 12.73	9.9
Internet Workstations [^]	5 – 9	6

^{^^} Preferred guidelines for large libraries based on *ARUPLO Guidelines, 2005; Ontario Public Library Guidelines, 2003*.

[^] Standards modified from various library studies

* One Branch Supervisor with professional accreditation or post-secondary and library training; Excel and/or Library Technician training.

** 2003 Ontario Public Library Guidelines (range represents different service level targets – one to four).

*** 9,041 e-books are available to all customers via the IPL website.

Most of Stroud’s service levels met or exceeded preferred guidelines. Service area levels that appeared to exceed suggested guidelines included weekly operating hours and collections (volumes and AV materials) which resulted in a somewhat high volume per capita level. Staffing levels were at the upper end of the preferred range. The number of Internet workstations provided at Stroud appeared to be near the low end of the preferred range. Because a considerable number of youth use the Stroud branch (both during lunch-break and after school), it is important that adequate access to Internet workstations be provided. Further discussion of Stroud’s service levels is continued in the following sections of this Plan.

3.2.3 Churchill Branch



Although the branch's history goes back to June 1902, the Churchill Branch has undergone a number of significant moves and changes. The current branch, which opened on December 9, 1974, was developed in partnership by the Library Board and Town Council.

Initially the branch was well used by the community, but in spite of many improvements to the library, the Library struggles to improve on circulation or usage. Churchill is a small, stable community. When the new subdivision was built, the area was populated by many young families. Today the demographics have changed and little growth is anticipated.

Although the hours of operation and staffing levels are lower than at the Stroud and Lakeshore branches, the Library Board strives to offer all other services at the same level as the bigger branches. The Churchill branch offers many valuable services to the community not the least of which is its availability for young people. The bus drops children off in front of the library and many of them come in to surf the net, do homework or just hang out until their parents come home.

The Churchill Branch is currently the second smallest library facility in Innisfil. When a new Cookstown branch is constructed in 2007, the Churchill facility will be, by far, the smallest. The size of the Churchill facility (1,784 ft²) is well below minimum guidelines as smaller community branches in Canada now tend to exceed 5,000 ft² (*ARUPLO Guidelines*, 2005). Library trends indicate a move toward larger, more central library branches to accommodate growing demands for Internet workstations and specialized group work areas in public libraries (*Ontario Public Libraries Today*, 2005).

The 2006 *Ontario Public Library Guidelines Audit Report* indicates the branch is “well organized and space is allocated for public computers and a worktable”, although “there is not enough space for children’s tables and chairs”.

Other issues identified at the Churchill branch include:

- Inaccessible washrooms and programming space are located in the basement via a steep set of stairs. The door to the programming space in the basement is kept closed to ensure that all activities can be safely monitored by staff. However, because only one staff member is employed during a typical day shift, it is not physically possible to monitor both the downstairs programming room and the upstairs library space simultaneously. In addition to these limitations, there is only one exit from the basement (evacuation issue) of the Churchill Branch and within the basement is a noisy sump pump.
- Although circulation between 2005 (17,590) and 2006 (18,865) increased, it is noted that the Churchill branch had been adversely impacted by the opening of the new Lakeshore Branch a few years ago and has not fully recovered. However, even with competition from Lakeshore, Churchill’s 2006 circulation is well above the minimum level (8,000 circulations per year) for a library branch as suggested by the ARUPLO Report.
- Despite living closer to the Churchill branch, discussions with library staff revealed that the Lakeshore branch is used by many Lefroy residents. Based on our understanding of current user patterns, the Consultants feel that the Churchill branch may be too remote and too small to support a significant number of new Lefroy residents, especially if they exhibit preferences for modern library facilities and services such as those provided at the Lakeshore Branch.
- Based upon our assessment, there may be a need to provide some level of library service directly in the Churchill community. It may be possible that the Churchill Community Centre could serve as a library depot, homework centre or other alternative service model, in which the library would make available specific, high demand services and collections. For this to happen, the Library

would need to negotiate with the Town’s Parks and Recreation Department. However, this direction should be subject to further study.

- Scheduling staff at the Churchill Branch with its erratic programme attendance is a challenge.

Most of these issues suggest the need to radically improve or rationalize library services currently offered in Churchill.

The following table presents the range of preferred library service levels (*ARUPLO Guidelines, 2005; Ontario Public Library Guidelines, 2003*) for “small” libraries versus actual service levels provided by the Churchill branch as of 2005.

Table 3-4: Churchill Branch Service Levels

Library Service Areas	Small Branch Service Levels	
	Preferred ^{^^}	Actual (2005)
Population Served	1,000 – 5,000	2,637
Branch Size (sq. ft.)	2,500 to 3,500	1,784
Sq. ft. per Capita	0.7	0.68
Weekly Operating Hours	20 to 25	26
Staffing (FTE)	1.0 – 2.5*	1.2
Collection	Min. 10,000 volumes; 10 print periodicals; 350 non-print (A/V);	10,628 holdings (includes periodicals and AV materials) and e-books***
Volumes per capita	3 – 5	3.8
Annual Circulation [^]	20,000 – 60,000	17,590
Annual Circ. Per capita ^{**}	3.71 – 19.76	6.67
Internet Workstations [^]	3 – 5	3

^{^^} Preferred guidelines for large libraries based on *ARUPLO Guidelines, 2005; Ontario Public Library Guidelines, 2003*.

[^] Standards modified from various library studies

* One Branch Supervisor with some post-secondary and/or library training; Excel and/or Library Technician training (may require additional staff if transactions exceed 13 per staff).

** 2003 Ontario Public Library Guidelines (range represents different service level targets – one to four).

*** 9,041 e-books are available to all customers via the IPL website.

Many of Churchill’s service levels were within the preferred range except for weekly hours of operation, branch size and annual circulation. The Churchill branch exceeds suggested standards in the weekly hours of operation service area by 1 to 6 hours. However, Churchill is much smaller than the minimum suggested size guideline of 2,500 ft². In fact, the actual size of the Churchill branch is within the preferred range for “deposit stations” according to the *ARUPLO Guidelines*. Staffing levels as well as annual circulation levels were also at the lower end of the minimum suggested guidelines. Further discussion of Churchill’s service levels is continued in the following sections of this Plan.

3.2.4 Cookstown Branch



The Cookstown Branch was constructed in 1947 and is a raised one-storey brick structure with main level and basement areas that total 1,326 ft². This branch is currently the smallest branch within the IPL system but plans are underway to replace it with a larger, more modern facility.

Issues at the existing Cookstown branch include:

- Cookstown's public entrance, washrooms and basement programming room are not wheelchair accessible and there is no lift/elevator to access different levels of the building;
- Limited parking at the Cookstown branch represents a significant barrier to users who need/choose to frequent the library by car.

A recent study confirmed that the Cookstown area is in need of a larger, more up-to-date branch library as well as additional recreational/community programming space. In response to recommendations presented in the *Cookstown Branch Library & Community Needs Assessment Study* (Monteith Brown Planning Consultants, 2005), the IPL – in partnership with the Town’s Parks and Recreation Department – is currently working toward the provision of a new, larger library branch for Cookstown. Funding for land was acquired in 2005 and funding for a new facility was approved in 2006. The purchase of land was completed in 2007. The new Cookstown facility is expected to be constructed in 2007 and will be approximately 9,000 ft², of which 5,645 ft² will be exclusively library space.

The following table presents a range of preferred library service levels (*ARUPLO Guidelines, 2005; Ontario Public Library Guidelines, 2003*) for “small” libraries versus actual service levels provided by the Cookstown branch as of 2005.

Table 3-5: Cookstown Branch Service Levels

Library Service Areas	Small Branch Service Levels	
	Preferred ^{^^}	Actual (2005)
Population Served	1,000 – 5,000	2,627
Branch Size (sq. ft.)	2,500 to 3,500	1,326
Sq. ft. per Capita	0.7	0.5
Weekly Operating Hours	20 to 25	27
Staffing (FTE)	1.0 – 2.5*	1.9
Collection	Min. 10,000 volumes; 10 print periodicals; 350 non-print (A/V);	14,212 holdings (includes periodicals and AV materials) and e-books ^{***}
Volumes per capita	3 – 5	4.9
Annual Circulation [^]	20,000 – 60,000	30,225
Annual Circ. Per capita ^{**}	3.71 – 19.76	11.5
Internet Workstations [^]	3 – 5	2

^{^^} Preferred guidelines for large libraries based on *ARUPLO Guidelines, 2005; Ontario Public Library Guidelines, 2003*.

[^] Standards modified from various library studies

* One Branch Supervisor with some post-secondary and/or library training; Excel and/or Library Technician training (may require additional staff if transactions exceed 13 per staff).

** 2003 Ontario Public Library Guidelines (range represents different service level targets – one to four).

*** 9,041 e-books are available to all customers via the IPL website.

Many of the service levels provided at the existing Cookstown branch were on par with preferred guidelines. However, an examination of the previous table shows relatively low levels in the areas of size/floor space, resulting in a relatively low per capita provision standard (0.5 ft² per capita), as well as a low service level in terms of the number of Internet workstations provided. These issues will be addressed through the development of the proposed replacement branch. Higher service levels were discovered for weekly hours of operation, in which the Cookstown branch operates in excess of 2 to 7 hours per week. Although within the preferred range, staffing levels

seemed to be near the upper end of the range based on the size of the facility. Further discussion of Cookstown's service levels is continued in the following sections of this Plan.

It is important to note that service levels in Cookstown will need to be increased in most if not all areas to match the preferred guidelines suggested for the new, much larger Cookstown branch. Service levels for the new Cookstown branch may be established and/or evaluated based on preferred guidelines for a "medium" sized branch, similar to the Stroud Branch.

3.3 Current per Capita Space Provision

Although the Innisfil Public Library offered an historic library space provision level of 0.78 ft² per capita in 2001 following the development of the Lakeshore facility (which was over-sized to serve some degree of future growth), the 2006 library space provision levels based on 2006 population projections (*2005 Innisfil Growth Management Study*) have resulted in a current library space provision standard of approximately 0.59 ft² per capita. This decline in per capita space provision levels is directly attributed to considerable population growth experienced by the Town of Innisfil in between 2001 and 2006 and no new library space provision. Space provision levels will continue to drop well below suggested space provision levels in the near future if additional library space is not provided by the Innisfil Public Library.

At present, the Innisfil Public Library is classified as a "large" aggregate unit (near the upper limits of this category - 7,000 to 21,000 ft²) based on the size of all the branches contained within this system (19,163 ft²), but will soon be classified as an "urban" aggregate unit (near the lower limits of this category – greater than 21,000 ft²) with the inclusion of a new 5,645 ft² Cookstown facility. The Innisfil Public Library's current space provision level is almost equal to the 0.6 ft² per capita provision standard suggested for "large" and "urban" aggregate library systems by the *ARUPLO Guidelines*. In solidarity with the *ARUPLO Guidelines* and findings from our benchmarking exercise⁷, we recommend the Innisfil Public Library establish and maintain a space provision level target of 0.6 ft² per capita for the 2006-2026 planning period.

⁷ Smaller library systems provided on average 0.68 ft² of library space per capita, while larger library systems provided on average 0.58 ft² of library space per capita.

3.4 Projected Space Needs

The following projected library space requirements of the Innisfil Public Library are based on a recommended provision level target of 0.6 ft² per capita (*ARUPLO Guidelines, 2005; Ontario Public Library Guidelines, 2003*) and growth forecasts presented in the *Innisfil Growth Management Study* (Lyon, 2005).

As mentioned previously, the designated growth areas currently established in the Town's 2006 Official Plan will permit a population of approximately 55,000, which is anticipated to be reached between 2017 and 2018 according to accepted growth forecasts (*Innisfil Growth Management Study*). If the Official Plan Amendment No. 1 is adopted by Town Council, growth forecasts indicate that Innisfil's population could reach 105,000 sometime between 2025 and 2026. To correspond with the OPA 1, we have projected library space needs for a population of 105,000 in 2026.

Rapid population growth anticipated between 2016 and 2026 will result in a dramatic increase in the amount of library space required by future residents of Innisfil. The following tables are intended to provide a useful "guide" to anticipate the extent of future space needs, but the Innisfil Public Library will need to closely monitor population levels to accurately establish timelines for the planning and development of new library facilities and/or facility expansions.

The following table projects library space needs during the 2006-2026 planning period with both the current and proposed Cookstown branch facilities.

Table 3-6: Projected Space Needs

Census Year	Population*	Library Space Requirements (0.6 ft ² per capita)	Library Space Deficit (ft ²)	
			Based on current space provision (19,163 ft ²)	Based on future space provision with new Cookstown facility** (23,482 ft ²)
2006	32,285	19,371	208	--
2011	39,416	23,650	4,487	168
2016	51,052	30,631	11,468	7,149
2017	~ 55,000	33,000	13,837	9,518
2021	70,556	42,334	23,171	18,852
2026	~ 105,000	63,000	43,837	39,518

* Population data is from the 2005 Innisfil Growth Management Study. Modifications were made to the 2017 projected population of 54,107 (replaced with 55,000 as per the 2006 Official Plan growth limit) and to the 2026 projected population of 107,675 (replaced with 105,000 as per the proposed OPA1 growth limit).

** Library space is expected to increase to 23,482 ft² in 2007 with a 5,645 ft² replacement facility in Cookstown.

If the new Cookstown library facility is developed in the short-term, the Innisfil Public Library will not need to consider the provision of additional library space until 2016. With

a forecasted 2016 population of 51,000, a demand for an additional 7,200 ft² of library space will exist in the Town of Innisfil. As the Town's population approaches the upper growth limits permitted by the 2006 Official Plan (55,000 people in 2017/18), the demand for additional library space would warrant the development of a new branch facility.

The majority of the Town's growth is forecasted for the 2016-2026 period. It is important that the Innisfil Public Library carefully monitor annual growth rates and projections for this period. This will allow the IPL to accurately anticipate future space needs even more accurately and efficiently respond to them with timely planning, design and construction.

In 2021, the population could reach 70,600 which will create a demand for nearly 19,000 ft² of additional library space. By 2026, the demand for new library space could increase to almost 40,000 ft² to serve an expected population of approximately 105,000 – the maximum growth limit permitted under the proposed Official Plan Amendment No. 1.

In twenty years time (2026), the Innisfil Public Library may need to increase its current size by 229% to provide a total of 63,000 ft² of library space for a total Town population of approximately 105,000. The demands for more library space brought on by rapid population growth in 2016, 2021, and 2026, will require the provision of new library facilities and/or expansion of existing facilities. The following sections discuss where and when additional library space should be provided in the Town of Innisfil by the Innisfil Public Library.

3.5 Geographic Distribution of Libraries

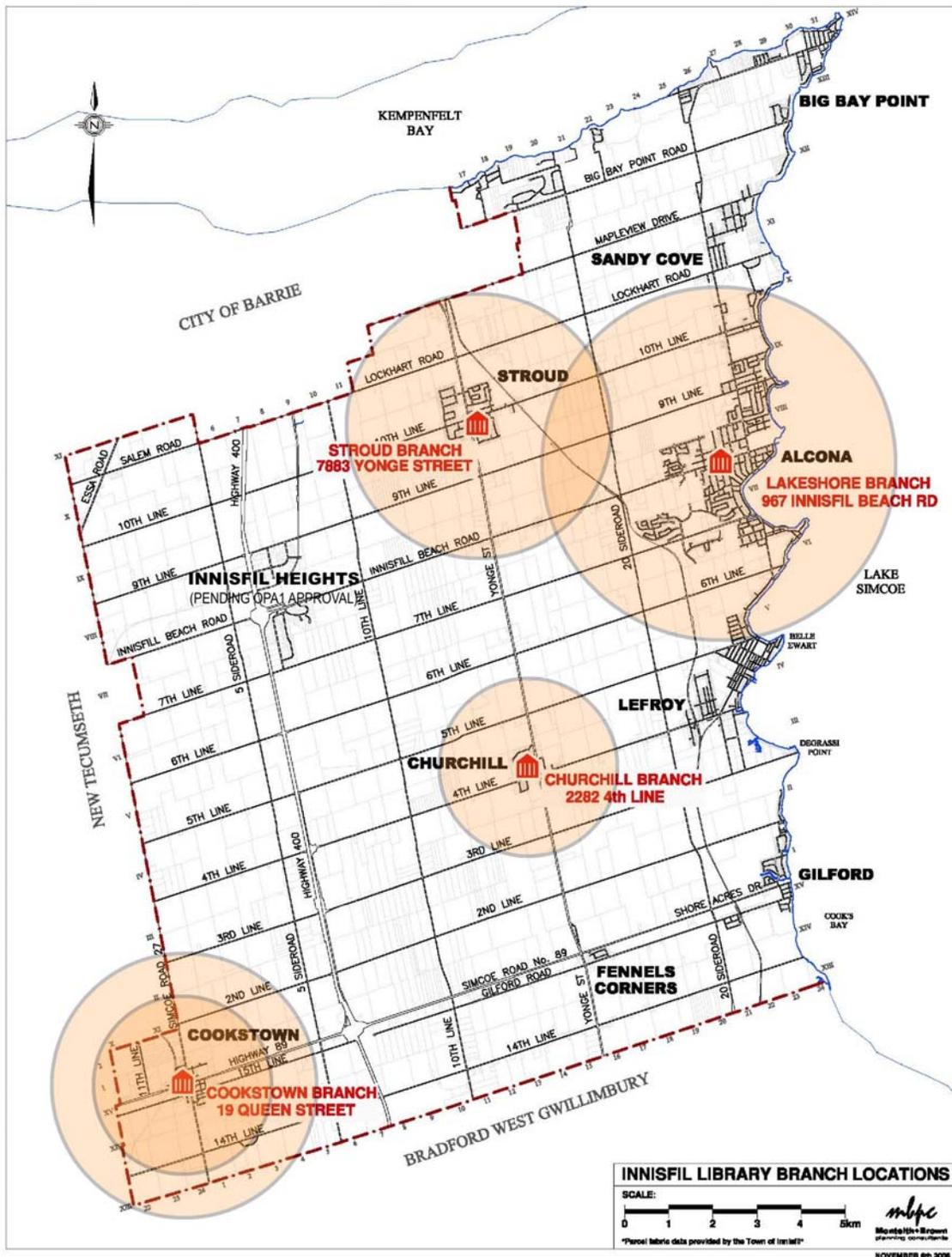
Because there is an expectation that branch libraries be geographically accessible to all residents, issues and opportunities regarding library space allocation and distribution throughout the Town of Innisfil are discussed in the following section.

Various guidelines and library studies suggest residents living in an urban area should not have to travel more than 15 minutes to access an urban library, rural residents should generally be within a 20-30 minute driving radius from a public library (*Guidelines for Rural / Urban Public Library Systems, 2005; Ontario Public Library Guidelines, 2003*). Accessibility is a key issue as greater convenience to a library facility will generally result in greater use by customers. Because children and teens do not have access to automobiles, and often cite lack of transportation as a common barrier to library use, it is important that library facilities be distributed in a way that ensures pedestrian access within larger populated settlement areas.

The analysis involves the application of a 4 km service radius for large libraries (Lakeshore) intended to serve a population between 10,000 and 35,000; a 3 km service radius for medium libraries (Stroud and the new Cookstown facility) intended to serve a population between 5,000 and 10,000; and a 2 km service radius for small libraries (Churchill and the existing Cookstown facility) intended to serve a population between 1,000 and 5,000. These standards have been adopted from previous studies and provide a general understanding of where service gaps or overlaps may exist. A map on the following page illustrates how library service is distributed throughout Innisfil based on the current location of library branches. It is important to recognize that these service radii are targeted to “urban” populations; it is expected that “rural” populations will have longer distances to drive in order to gain library services.

Based on the current distribution of library facilities in the Town of Innisfil, residents of Alcona, Stroud, Cookstown and Churchill have convenient access to library services because facilities are located in these communities. Although access to the Town’s existing library branches may not be as convenient for current residents of other communities (Big Bay Point, Sandy Cove, Lefroy, Gilford and Fennell’s Corners, etc.), for a rural/urban municipality such as Innisfil, these areas are generally considered to be within reasonable service radii for library service. However, as certain Innisfil communities are expected to see increased population growth in coming years (some with fairly substantial growth); the allocation/location of branch library space will require careful consideration and possible changes.

Figure 3-2: Current Library Locations & Approximate Service Areas



With the adoption of 2006 Official Plan growth targets (55,000 population limit), future development in Innisfil will be mostly concentrated along the eastern portion of the Town boundary, with the exception of Cookstown which is located in the south west corner of

the Town. With the adoption of the OPA No.1 growth targets (105,000 population limit), future development will occur to an even greater extent in the eastern portion of the Town in Alcona, Lefroy, Sandy Cove and Big Bay Point in addition to the western portion of the Town in Innisfil Heights and Cookstown. The former growth scenario suggests an ideal distribution pattern of library branches along the lakefront, while the later growth scenario suggests an ideal distribution pattern consisting of a central branch, supplemented by smaller branches at the perimeter of the Town's boundaries within or near communities where considerable growth is expected.

The following table approximates the needs for each of Innisfil's Urban Settlement areas in terms of library size (using a 0.6 ft² per capita standard) and type of library if the OPA1 is adopted and various secondary plans presented in the 2006 Official Plan are approved.

Table 3-7: Future Growth and Library Provision Levels

Urban Settlement Area	Potential 2026 Total Population Target*** (existing + planned)	Approx. Library Needs Per community	
		Size (ft ²)	Type
Alcona*	44,440	26,664	Urban
Cookstown	3,460	2,076	Small
Lefroy / Belle Ewart	8,275	4,965	Medium
Sandy Cove	10,987	10,988	Large
Innisfil Heights**	27,120	16,272	Large
Other Settlement Areas / Rural Areas	approx. 11,000 to 13,000	6,600	n/a

* Includes South and North Expansion Areas – Special Policy Areas 1 through 4

** Includes Expansion Area – Special Policy Areas 1 and 2

*** Existing population estimates derived from 2001 Census of Canada, Dissemination Area Data; approximates are used and are not intended to be an exact indication of current population levels.

By 2026, Alcona's population could increase by 34,000 (in addition to recent growth); Cookstown's population could increase by 2,100 or beyond; Innisfil Heights' population (near the intersection of Innisfil Beach Road and Hwy 400) could reach 27,000; Sandy Cove's population could increase by 8,500; and Lefroy's population could increase by almost 6,000. While it may not be possible to provide library facilities in each of these communities, a significant challenge for the IPL will be to provide both current and future residents with convenient access to adequate library space.

Despite very little growth anticipated in Stroud, Churchill, Belle Ewart, Gilford and Fennell's Corners (2006 Official Plan Section 2.4), the current residents of these communities will continue to expect adequate geographic access to library services.

Current and future library distribution issues include:

- Additional pressures currently being placed on the Lakeshore branch by recent growth in Lefroy as well as continued growth in Alcona.
- A significant lack of access to library facilities by future residents of Innisfil Heights.
- Less convenient access to library facilities by future residents of Lefroy, Sandy Cove, Big Bay Point and by current residents of Gilford and Fennell's Corners.

3.6 Library Development Trends

A typical branch distribution system in Canada includes a central library with branches. With this particular model, the central library provides services to an entire municipality and the branch libraries provide services to residents within local neighbourhoods or communities. The trend in library branch distribution models across North America is to larger, full-service branches and the average size of an urban branch library is increasing. In Canada, a new district or area library now ranges from a minimum of 12,000 ft², whereas new branches in the United States tend to be between 20,000 and 30,000 ft². The 2003 *Ontario Public Library Guidelines* suggests 2,500 ft² as the minimum size for library branch facilities, while the 2005 *ARUPLO Guidelines* indicates that smaller community branches tend to exceed 5,000 ft².

During our benchmarking exercise, we discovered that the average branch size for libraries serving comparable service populations as the Town of Innisfil was approximately 6,500 ft² and it was common to see one branch provided for less than 10,000 people. The average branch size for comparator libraries serving populations between 50,000 and 110,000, however, was approximately 13,000 ft² and each branch tended to serve between 20,000 and 30,000 people.

In the 1990s, because of austerity measures, bottom-line economics, the impact of new technologies and the popularity of super bookstores, several trends in branch libraries emerged across North America. These included:

- Closing smaller neighbourhood branches;
- Merging two or more existing library facilities into a larger facility; and
- Building multi-use facilities that housed branch libraries with non-library facilities, such as community centres and schools.

Another significant trend in library facility development is the recognition that we live in a mobile society where most people travel to a public library by automobile. This is especially true in rural communities such as Innisfil where public transit does not exist.

Even where public transit does exist, very few adults use public transit to access a library and walking and biking is largely restricted to children, resulting in an increase in size and service radius of branch libraries. The corresponding trend is to phase out small neighbourhood branches and move to a model of larger community branches with a greater service radius.

Larger branches in Innisfil's urban settlement areas will be especially important to serve a greater concentration of residents where intensification occurs as a result of the *Places to Grow Act* and other Provincial legislation.

3.7 Discussion of Issues & Options

While Lakeshore is the Town's newest branch, and serves as the Town's main library, it may soon be outgrown by the Alcona community. Furthermore, the Lakeshore community is largely used by current Lefroy residents and this community is expected to experience considerable growth in the next 20 years. While Sandy Cove is largely a private community with a small book borrowing service, future growth of this community is expected to place additional pressure on the Lakeshore branch as well.

The public consultation process identified significant location, structural, and operational issues with the Churchill and Cookstown branches, while the Stroud branch was considered to be a library with stylistic and some structural issues.

The following points summarize some of the challenges and opportunities relating to library facility provision in Innisfil.

- i) As substantiated through previous studies, a new library is needed to serve Cookstown. A new library facility is expected to be developed in 2007.
- ii) There may be a need to rationalize library services in both Churchill and Lefroy. The Lefroy community has experienced considerable growth in recent years but does not possess its own library branch. Despite being somewhat equidistant from the communities of Alcona and Churchill, many Lefroy residents tend to use the Lakeshore Branch, which currently serves a population 16,744 and is nearing capacity, rather than the Churchill Branch which currently serves a population of 2,637. Due to the size, selection and conditions presented by Lakeshore, future residents of Lefroy are likely continue to use this branch rather than Churchill. A substantial amount of future residential growth expected in Lefroy during the study period is therefore likely to result in even greater pressures on the Lakeshore Branch, rather than on the Churchill Branch.

- iii) High usage levels at the Lakeshore branch are placing pressures on library space and parking. Significant population growth is forecasted for Alcona, which will likely create additional service challenges for the existing library site and configuration. Like many larger libraries, the Lakeshore Branch experiences challenges in terms of controlling noise levels, maintaining visibility of all library areas from the front desk, and providing adequate storage space.
- iv) The Multi-use Recreation Facility planned by the Town may offer an opportunity to provide additional library services to the community. This could involve the establishment of a branch, a location for outreach services, or the provision of space for the IPL's Administration, Technical Services and Information Technology Departments.
- v) The Stroud Branch of the IPL is located on lands that are just south of the moratorium lands. Although not currently identified for possible annexation, the possibility of such raises the issue of whether or not significant capital improvements to the library branch are fiscally responsible. Although the Stroud facility is rather well located and in reasonably good condition (with the exception of being "leaky" in areas), the current space was not designed specifically for library use and does not have enclosed programming space or the appearance and comforts of a modern library facility. It has been noted that this particular branch library is "not what people want today" and may not be appropriate for meeting the changing needs of the Town's future residents.
- vi) The IPL does not have a strong presence in the Sandy Cove or Big Bay Point retirement communities. Stroud and to a lesser extent Lakeshore branches presently serve many of the residents from these retirement communities. Discussions with Staff however, indicated a slight decrease in usage at Stroud by retired customers due to decreased mobility, the need to relocate to a retirement home in another community, or mortality. Partnerships, outreach and/or marketing however, may provide opportunities to improve service to these areas, both of which are growing and have unique characteristics.
- vii) Increasingly, libraries are evolving as important community hubs and gathering places for social and cultural activities. While the Lakeshore branch (as well as the proposed Cookstown branch) is designed, in part, to meet this objective (although it is limited by space constraints), the three other IPL branches are not well suited to this role. Additional space and redesigns would be required for the

Churchill and Stroud branches in order for them to accommodate expanded programming and/or serve as community meeting places.

- viii) Additional library space will be required to keep pace with the significant population growth Innisfil has recently experienced and will continue to experience over the next twenty years. Various trends suggest that expansion should take the form of larger libraries, not necessarily more branches.
- ix) A lack of quiet study areas limits both students and older customers from using the library more frequently. Other significant barriers to library use in Innisfil are believed to be a lack of transportation and personal time commitments, however, there is little that IPL can do to resolve these issues.
- x) Approval of OPA 1 and the resultant growth allowances will create significant gaps in library service delivery. If OPA 1 is approved, future residents of Innisfil Heights will have no convenient access to any of Innisfil's library branches. Future Lefroy residents will be slightly outside of the service area radii of both Lakeshore and Churchill, and future residents of Sandy Cove and Big Bay Point will be slightly outside of the service area radius of Lakeshore and Stroud branches. Also the number of new residents in Alcona will soon outgrow the Lakeshore facility, creating a need for alternative library space by Alcona residents and other residents that currently use the Lakeshore branch. Without room to expand the parking or the existing Lakeshore facility, future residents in Alcona, Lefroy and Sandy Cove will need to look beyond the Lakeshore branch to meet their library needs.

On a lesser scale, but still important, is library access for the residents of Gilford and Fennell's Corners. While Gilford appears to have a considerably greater population than Fennell's Corners, neither of these communities is expected to experience significant growth in the future. Based on the current distribution of library facilities in the Town of Innisfil, however, residents of Fennell's Corners must commute approximately 5 km to access the Churchill branch and Gilford residents must commute approximately 8 km to access the Churchill branch or almost 15 km to access the Lakeshore branch. Although these commuting distances are still within 20 km (ARUPLO), they may present a barrier to frequent library use.

3.8 Library Space Provision Strategies, Recommendations & Actions

In order to provide an optimal level of library space, it is recommended that:

- 1. The Innisfil Public Library should establish and maintain a library space provision target of 0.6 ft² per capita for the 2006-2026 planning period.***

The provision of library space is a dynamic process in which a desired target may be achieved for only a short period with proper timing. It is important to recognize that achieving a desired library space provision level will require building facilities in advance of projected population growth. This will temporarily result in a provision level above the desired target, but as a population grows, the desired level will be achieved. With continued population growth, the desired provision level will eventually drop below the desired target, until the next library facility is built. The temporary oversupply and undersupply associated with achieving a 0.6 ft² library space provision target in the Town of Innisfil may be modest due to considerable growth anticipated during the study period.

With a 0.6 ft² per capita space provision target, the Town will require 9,518 ft² of additional library space (once the replacement Cookstown library is developed) for a population of 55,000 (growth limit established by the 2006 Official Plan) and 39,572 ft² for a population of 105,000 (growth limit established by the proposed Official Plan Amendment No.1).

Two strategies have been developed to address additional library space requirements for the very different growth scenarios proposed by the 2006 Official Plan and Official Plan Amendment No.1. Each strategy is intended to provide an optimal level of library space that is geographically accessible to the settlement areas expected to experience future growth under each growth scenario. To account for unknown factors affecting the timing and rates of future growth, Scenario 1 and 2 have been developed in a seamless fashion. In other words, Strategy 2 picks up where Strategy 1 leaves off.

3.8.1 Strategy #1 – 2006 Official Plan Growth Scenario

Strategy #1 – 2006 Official Plan Growth Scenario	Approx. Library Space	Timing
Select and acquire a site in Lefroy for the development of a new (12,000 ft ² minimum) branch.	n/a	2007/08
Undertake a Library Needs Assessment in 2010 to determine the appropriate size, configuration and timing of a new branch in Lefroy; and how best to serve the needs of Churchill and area residents with library services.	12,000 ft ²	2010-2016
If development in Lefroy occurs quickly, an interim branch in leased space should be considered prior to the development of a permanent facility.	n/a	2007-2016
Phase out the Churchill branch when the library needs of the community can be adequately met by an alternate service delivery model in Churchill and/or the proposed Lefroy branch.	-1,784 ft ²	2011-2016
Total	10,216 ft²	
Additional Space Needs by 2017	9,518 ft²	

If the Town's total population is permitted to grow to but not beyond 55,000, the Innisfil Public Library should consider the following recommendations and actions:

2. **Select and acquire an appropriate site in Lefroy in 2007/08 for the development of a new (12,000 ft² minimum) branch.**

In addition to relieving considerable pressures on the Lakeshore branch (which is already nearing capacity and is not capable of being expanded), a new library branch in Lefroy will be necessary in the near future due to considerable growth pressures facing Lefroy and Alcona. Considerably greater pressures placed on the Lakeshore Branch from future residents of the Alcona and Lefroy communities would be far too great.

A new library branch in Lefroy will also provide Churchill residents with a modern alternative to the existing Churchill branch and provide greater access to high quality library services to residents of Gilford and Fennell's Corners. Although these communities are not expected to experience significant growth during the study period, a new library branch in Lefroy would provide all Innisfil communities in the south east part of the Town with optimal access to high quality library services. A new library branch in Lefroy is not expected to impact usage levels at the new branch to be developed in Cookstown.

Actions:

- a) *Undertake a site evaluation to select and acquire land that can accommodate a branch facility of at least 12,000 ft².*
- b) *The site selection criteria should consider a central location that is accessible by pedestrians, parking needs and the potential for future expansion.*

3. Undertake a Library Needs Assessment in 2010 to determine the appropriate size, configuration and timing of a new branch in Lefroy; and how best to serve the needs of Churchill and area residents with library services.

The Churchill Branch seems to meet the immediate needs of a relatively small community, but this facility is far too small to adequately meet the combined library needs or expectations of Churchill and Lefroy residents. The Churchill site may be able to accommodate an expansion, but the location of this branch is within a relatively small community which is not expected to receive significant residential growth like its neighbouring settlement areas.

Actions:

- a) *Establish a new branch in Lefroy between 2010 and 2016 to meet the library space and service needs of the Lefroy and Churchill communities.*
- b) *If development in Lefroy occurs quickly, an interim branch in leased space should be considered prior to the construction of a permanent facility.*
- c) *Phase out the Churchill branch when the library needs of the community can be adequately met by an alternate service delivery model in Churchill and/or the proposed Lefroy branch.*

Undertaking the recommendations and actions presented in Strategy 1 would result in the following service delivery model and library service distribution pattern within the Town of Innisfil (see Figures 3-3 and 3-4).

Figure 3-3: Strategy #1 Service Delivery Model

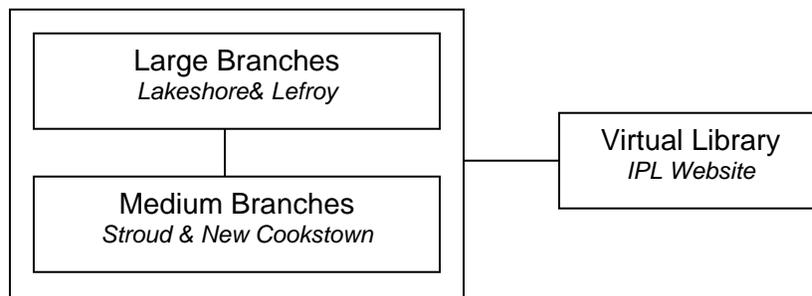
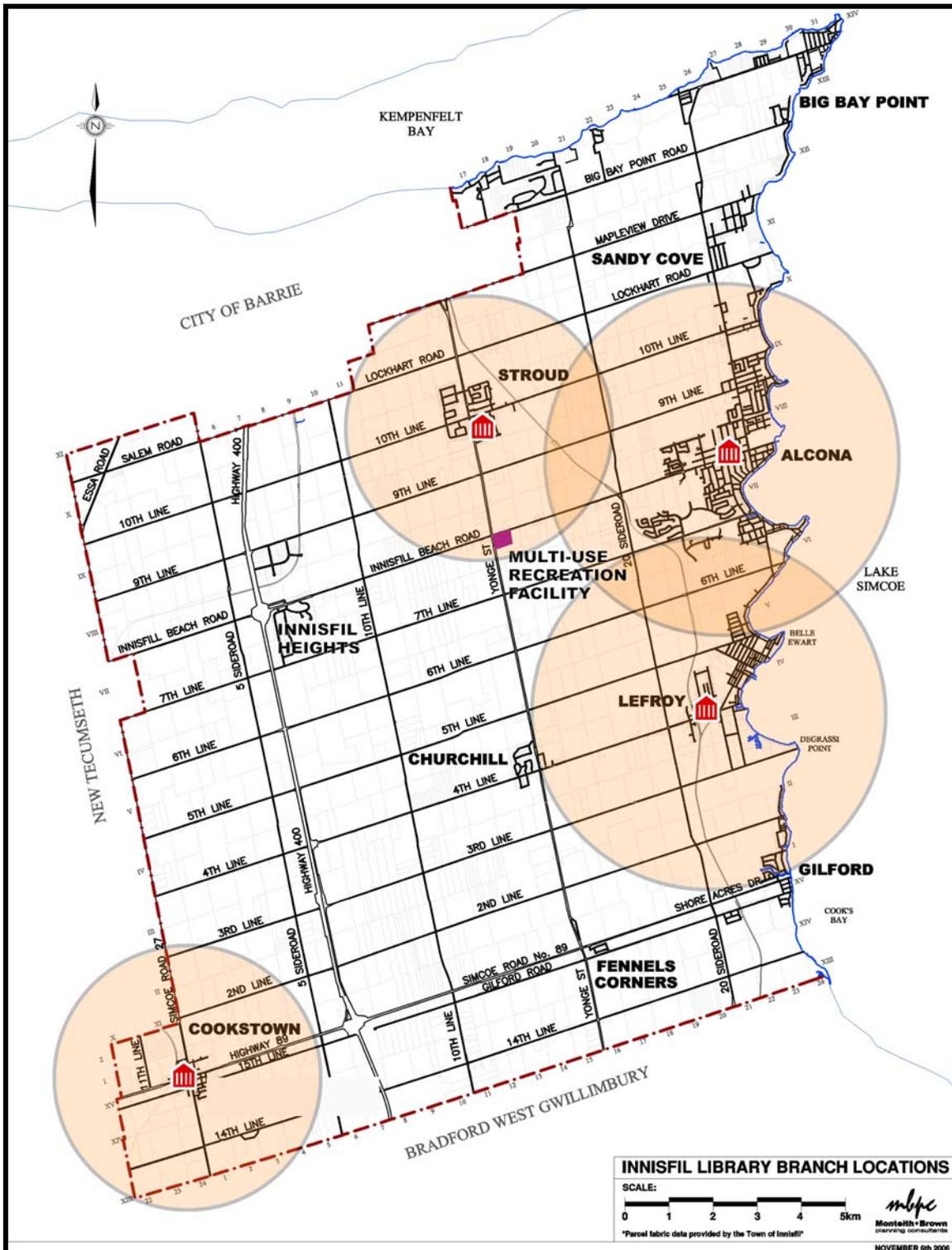


Figure 3-4: Strategy #1 Library Services Distribution Pattern



3.8.2 Strategy #2 - Official Plan Amendment No.1 Scenario

Strategy #2 – Official Plan Amendment No.1 Scenario	Approx. Library Space	Timing
Select and acquire a site in Lefroy for the development of a new (12,000 ft ² minimum) branch.	n/a	2007/08
Undertake a Library Needs Assessment in 2010 to determine the appropriate size, configuration and timing of a new branch in Lefroy; and how best to serve the needs of Churchill and area residents with library services.	12,000 ft ²	2010-2016
If development in Lefroy occurs quickly, an interim branch in leased space should be considered prior to the development of a permanent facility.	n/a	2007-2016
Phase out the Churchill branch when the library needs of the community can be adequately met by an alternate service delivery model in Churchill and/or the proposed Lefroy branch.	-1,784 ft ²	2011-2016
Develop a new Central Library at the multi-use recreation facility site	20,000 ft ²	2021
Phase out the Stroud branch	-4,547	2021
Develop a new branch library in Innisfil Heights	14,000 ft ²	2025
Total	39,669 ft²	
Additional Space Needs by 2026	39,572 ft²	

If the Town's total population is permitted to grow to (but not beyond) 105,000, the Innisfil Public Library should undertake the following recommendations and actions. The first two recommendations for this strategy are identical to those presented in Strategy 1# - Official Plan Growth Scenario. This consideration will enable the Innisfil Public Library to seamlessly transition from Scenario 1 to Scenario 2 if growth occurs at a different rate than projected by this Plan. For convenience, recommendations 2 and 3 from the previous Strategy are repeated.

2. Select and acquire an appropriate site in Lefroy in 2007/08 for the development of a new (12,000 ft² minimum) branch.

Actions:

- a) Undertake a site evaluation to select and acquire land that can accommodate a branch facility of at least 12,000 ft².
- b) The site selection criteria should consider a central location that is accessible by pedestrians, parking needs and the potential for future expansion of the library facility.

- 3. Undertake a Library Needs Assessment in 2010 to determine the appropriate size, configuration and timing of a new branch in Lefroy; and how best to serve the needs of Churchill and area residents with library services.**

Actions:

- a) *Establish a new branch in Lefroy between 2010 and 2016 to meet the library space and service needs of the Lefroy and Churchill communities.*
- b) *If development in Lefroy occurs quickly, an interim branch in leased space should be considered prior to the construction of a permanent facility.*
- c) *Phase out the Churchill branch when the library needs of the community can be adequately met by an alternate service delivery model in Churchill and/or the proposed Lefroy branch.*

- 4. Investigate the feasibility of developing a new 20,000 ft² single storey central library at the new Multi-Use Recreation Facility by 2022.**

Based on the location of the Town's existing and future settlement areas that are expected to receive most of the Town's future residential growth, a central branch located at the Multi-Use Recreation Facility would be accessible by all of Innisfil's current and future residents.

Actions:

- a) *The Innisfil Public Library should initiate discussions with the Town of Innisfil to ensure that a library branch facility can still be accommodated on the site of the Multi-Use Recreation Facility (early drawings identified potential space for a 20,000 ft² single storey building – which could conceivably be expanded to 40,000 ft² with a second storey).*
- b) *In order for this facility to be developed and operational by 2022, the planning and design should be undertaken well in advance.*
- c) *The facility should: be designed to accommodate a second storey (for a total of 40,000 ft²) for the potential expansion of the facility over the long-term if necessary; and be integrated with the Multi-Use Recreation Facility in terms of sharing common spaces, entrances, washrooms, meeting rooms and storage space to maximize library space dedicated to providing library services.*

d) *The Administration, Technical Services and Information Technology Departments currently housed at the Lakeshore branch should be moved to the new facility as soon as possible to free up valuable library space at the Lakeshore branch.*

5. Phase out the Stroud branch in 2022, prior to opening a new central library facility at the Multi-Use Recreation Facility.

Stroud is part of a recreation facility but was not specifically designed for library use and does not generally meet current library expectations by the public. The proximity of a new central library at the Multi-Use Recreation Facility in relation to the Stroud branch, would likely result in a significant decline in usage.

Action:

a) *Phase out the Stroud branch in 2022, prior to the opening of the new Central branch. This will enable the Innisfil Public Library to utilize the materials, computer equipment, furniture, staff, etc. from the Stroud branch at the new Central library.*

6. Develop a new 14,000 ft² branch library in Innisfil Heights by 2025

A branch library of this size is slightly less than what is recommended for a potential population of 27,120⁸ (16,272 ft²) because it is expected that a considerable portion of Innisfil Heights future residents will travel to the proposed central library to access library / recreation services.

Action:

a) *In order for a new library facility in Innisfil Heights to be operational by 2025, the planning and design should be undertaken well in advance.*

Undertaking the Recommendations and Actions presented in Strategy 2 would result in the following service delivery model and library service distribution pattern within the Town of Innisfil (see Figures 3-5 and 3-6 on the following pages).

7. On an opportunity basis, the IPL should work with the Town to acquire land adjacent to the Lakeshore Branch for current and future parking needs.

The provision of additional parking space at the Lakeshore Branch will alleviate current and future pressures, considerably.

⁸ ARUPLO Guidelines suggests 0.6 ft² per capita for large libraries intended to serve populations between 10,000 and 35,000.

Figure 3-5: Strategy #2 Service Delivery Model

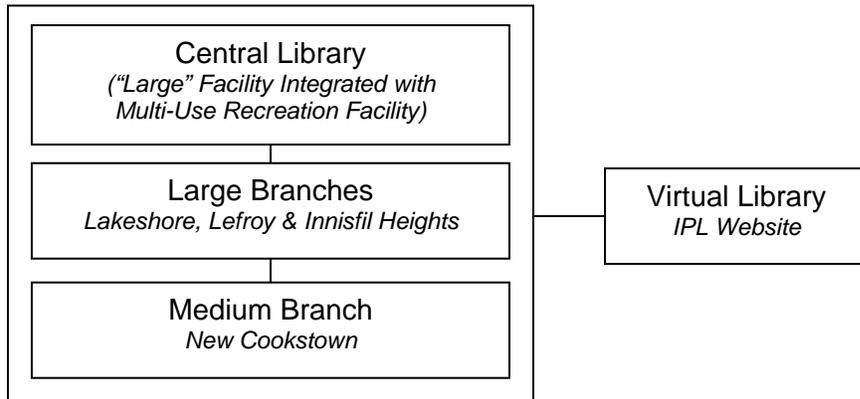
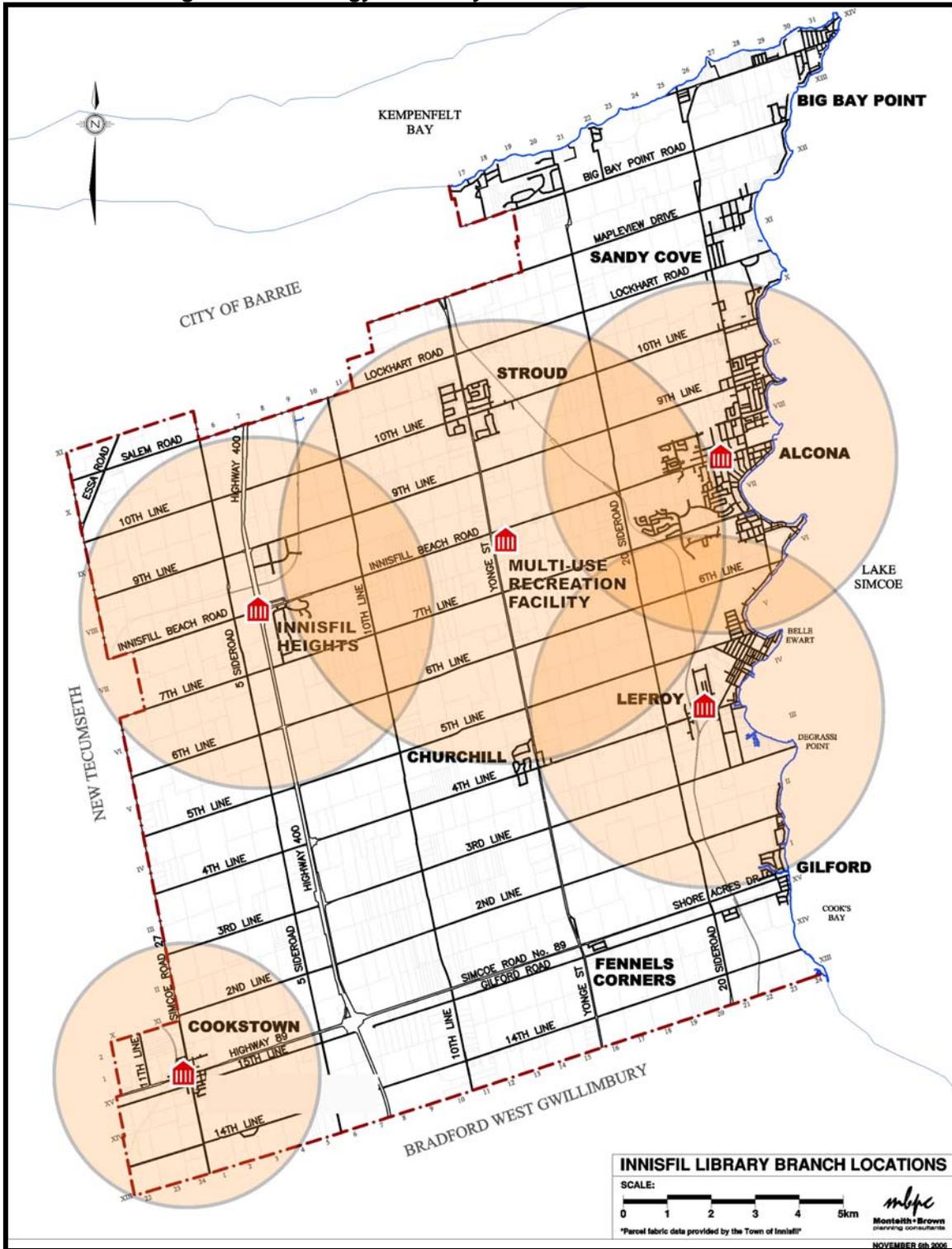


Figure 3-6: Strategy #2 Library Services Distribution Pattern



4.0 Library Materials Assessment

4.1 Overview

This section includes an assessment of library materials as a second key objective of the Master Plan. Collections, circulation, and Internet/public access workstations were examined using key findings from the benchmarking exercise, recommended provision standards developed by recognized library institutions, trends research, staff consultation, discussion with the project Steering Committee and a review of background documents.

While efforts have been made to estimate the timing of population growth as well as address specific challenges and opportunities facing the IPL, the following recommendations are intended to serve as a general guideline. Recommendation timing is intended to reflect the needs of Innisfil's future population. Ensuring that the timing of recommendations is accurate will require close monitoring of Innisfil's population and socio-demographic data as well as regular review and reassessment of the Master Plan.

4.2 Collections

4.2.1 Total Collections

Several publications provide guidance in terms of optimal service collection targets. For example, the *Administrators of Rural/Urban Public Libraries of Ontario (ARUPLO)* recognize that rural/urban library systems often function as aggregate units and have established collection level guidelines that are appropriate for aggregate units if applied with “considerable flexibility”. Guidelines from both *ARUPLO* and the *Ontario Public Library Guidelines (2003)* are employed with consideration to various issues identified previously to establish suitable provision level targets for the Innisfil Public Library between 2006 and 2026.

The aggregate size of all four IPL branches is almost 19,200 ft² currently, and will exceed 23,400 ft² with the new Cookstown branch. The entire IPL system is currently at the upper size limits of what is considered a “large” tier, but will be within the lower limits of an “urban” tier when the new Cookstown branch is developed.

The *ARUPLO Guidelines* suggest 3 volumes per capita for “large” library systems (7,000 to 21,000 ft²), and the *Ontario Public Library Guidelines* suggests a provision standard

between 2.0 and 3.4 volumes per capita (all materials except periodicals) for libraries serving populations between 30,000 and 50,000. In 2005, the IPL provided 3.4 volumes per capita. This provision level may be considered to be more appropriate for a “medium”, rather than a “large” sized aggregate library system according to the *ARUPLO Guidelines*, while it is at the uppermost service level range suggested by the *Ontario Public Library Guidelines*. Based on our analysis of the Library’s current collection, and suggested provision levels, we recommend that the Innisfil Public Library provide approximately 3 volumes per capita until the Town’s population reaches 50,000 (expected 2015/16). This recommended collection provision level considers the development of a new Cookstown branch and IPL’s interest in increasing its collection of electronic resource materials (more about the transfer of historic collection levels to electronic resources will be discussed shortly).

While larger libraries have greater collections, collection levels gradually decline on a per capita basis to meet growing service populations. This may seem counter intuitive at first, but at a certain point, when a collection becomes large enough, it provides a critical mass of core and specialized materials to meet the diverse needs of most public library users. This is often referred to as a collection that has achieved an “economy of scale”. Once a library collection has achieved a critical mass, however, it does not mean that new materials are no longer required. On the contrary, collections of all sizes must be regularly weeded and updated in order to provide current information and be responsive to the evolving needs of library users. Despite a declining per capita provision standard, the Innisfil Public Library’s total collection size will continue to increase due to population growth.

As the Town’s population reaches 50,000, it is reasonable for the provision standard to drop below 3 volumes per capita. The *ARUPLO Guidelines* suggest a provision standard of 2 – 3 volumes per capita for “urban” library systems (greater than 21,000 ft²) and the *Ontario Public Library Guidelines* suggest a range of 2.0 to 2.8 volumes per capita for libraries serving a population of 50,000 to 100,000. Based on our analysis, we recommend that the Innisfil Public Library establish a collection target of 2.5 volumes per capita when the Town’s population exceeds 50,000.

If the Town’s population surpasses 100,000 (expected 2025/26), the Library should consider reducing the provision standard to 2 volumes per capita. However, the core collection must be of a considerable size and include a diverse range of specialized materials to satisfy a wide variety of interest before the provision level is reduced to 2 volumes per capita. Consideration also needs to be given to the geographic distribution of branches in the rural/urban community of Innisfil. A minimum provision level of 2

volumes per capita is generally necessary to maintain collections intended to serve populations greater than 100,000.

Projected collection needs for the 2006-2026 planning period are contained in the following table and based on growth forecasts from the *Innisfil Growth Management Study* (Lyon, 2005) and the recommended provision standards.

Table 4-1: Projected Collection Needs

Census Year	Projected Population*	Recommended Provision Target (volumes per capita)	Total Collection Requirements	Deficit (Based on a current provision of 108,202 volumes**)	Number of new volumes required over a 5-year interval
2006	32,285	3.0	96,855	n/a	n/a
2011	39,416	3.0	118,248	10,046	10,046
2016	51,052	2.5	127,630	19,428	9,382
2017	~ 55,000	2.5	137,500	29,298	n/a
2021	70,556	2.5	176,390	68,188	48,760
2026	~ 105,000	2.0	210,000	101,798	33,610

* Population data is from the 2005 *Innisfil Growth Management Study*. Modifications were made to the 2017 projected population of 54,107 (replaced with 55,000 as per the 2006 Official Plan growth limit) and to the 2026 projected population of 107,675 (replaced with 105,000 as per the proposed OPA1 growth limit).

** "volumes" in this table refers to Total Volumes Held (non-electronic).

Even as the provision standard is reduced from 3.0 to 2.5 and from 2.5 to 2.0 volumes per capita when the forecasted population reaches 50,000 and 100,000 respectively, the collection will still need to increase considerably. At a total population of 55,000 (2006 Official Plan growth limit – expected 2017), the Innisfil Public Library will require a total collection of approximately 137,500 volumes. At a total population of 105,000 (proposed OPA1 growth limit – expected 2026), the IPL will require a total collection of approximately 210,000 volumes. Almost 102,000 more volumes will be required for a total population of 105,000. This represents almost double the total collection held by the Innisfil Public Library in 2005 (108,202).

It is essential that the IPL monitor the Town's population between 2016 and 2026 (especially if OPA 1 is adopted) in order provide collection levels which respond to potentially high levels of growth. If collection levels fall behind during rapid population growth forecast for the Town between 2016 and 2026, it may be extremely difficult for the IPL to recover quickly.

4.2.2 Collection Size & Distribution

The *ARUPLO Guidelines* suggest a minimum of 10,000 volumes (3-5 volumes per capita) for small branches, 20,000 volumes (3-4 volumes per capita) for medium branches, and 30,000 volumes (3 volumes per capita) for large branches. These

guidelines should be used by the Innisfil Public Library as collection targets for current and future branch libraries during the 2006-2026 planning period.

Data provided by the Innisfil Public Library (as of May 2007) indicates that the Lakeshore branch currently has 44,669 holdings (this figure includes print periodicals and AV non-print volumes) whereas Stroud has 27,670 holdings, Churchill has 10,628 holdings, and Cookstown has 14,212 holdings in addition to 9,041 e-books available to all customers through the IPL website. On a branch by branch basis, Stroud and Cookstown both appear to have a surplus of holdings, whereas Lakeshore has a deficit. While distribution is important, inter-library branch courier service exists and the entire catalogue is available to everyone.

Since the Lakeshore facility serves as the Town's main branch (housing administration and IT staff, meeting/training rooms, etc.), a lack of space is likely why this branch appears to have a collection deficit. These findings, however, do not suggest that more space in the Lakeshore branch should be dedicated to collections. In fact, the space in Lakeshore that is not dedicated to collections at this time currently serves an important function since there is not another facility in the Library system that is more appropriate or capable of providing such services. In the future, if another/central library facility were developed to house many of the administrative functions/services currently provided by the Lakeshore branch, it may be appropriate to dedicate more space to collections.

4.2.3 e-Books

As of May 2007, the IPL held 9,041 e-books. E-books can be downloaded from the IPL website by all library members with an Internet connection from home or from all four existing library branches.

The recommended provision levels in this Plan will allow the Innisfil Public Library to continue to provide an optimal level of traditional materials and introduce electronic resources as well. Because the provision of e-books and other electronic resources is a relatively new phenomenon for public libraries in North America (brought about by the proliferation of advanced technologies over the past decade), a recognized guideline to assist in providing an optimal level of electronic resources does not exist at this time. However, we do encourage the Innisfil Public Library to continue to provide electronic resources such as e-books to meet current and future demands.

Until a recognized provision level is established, the Innisfil Public Library may wish to determine future needs by monitoring the usage levels of e-books and other electronic media by library customers on an annual basis. The allocation of funds for electronic

resources should be reflective of usage levels and overall need. The electronic collection needs for a population greater than 50,000 should be assessed by the IPL over time.

If the local demand for e-books increases considerably, the IPL may wish to allocate more financial resources to increasing its electronic resources collection, accordingly. It is extremely important that financial reallocation of a collection budget for electronic resources be done gradually and with extreme caution so as not to impact the provision of traditional (volumes) collection materials. Based on current trends that suggest demand for e-books is growing – but still represent a very small portion of overall circulation – it would not be prudent to include e-books in the recommended provision standards. This assumption should, however, be adjusted over time as library collections and circulation evolves.

4.2.4 Discussion of Issues & Options

- i) Technology and information mediums are changing. Parts of the existing collection (such as VHS tapes and cassettes) are becoming obsolete and need to be replaced by more modern alternative formats such as MP3s, e-books and DVDs. With these changing collection materials comes the issue of providing new, sometimes specialized shelving in addition to allocating display space in prominent locations throughout a library to facilitate usage levels that are commensurate with the expense associated with the purchase of new alternative format collection materials. Both of these issues represent a considerable investment by the public library.
- ii) The price of books and other materials is rising. More funds are required for the acquisition of traditional and alternative collection materials, but like most Ontario Libraries, the IPL collection budget is not increasing at a rate that allows it to keep pace with the rising costs of collection purchases. Not only do customers expect new printed material, but there are increasing demands for alternative format and electronic materials, which can be costly. In some cases, funding allocations may fall short in traditional book acquisition to introduce alternative media programs (such as *Overdrive* and *Tumblebooks* to be introduced by the IPL in 2007).
- iii) There is increasing demand for non-English materials due to changing demographics in the Town. IPL staff has specifically noticed a greater demand for French material in recent years and the IPL hopes to introduce more French language material into the collection. The demand for non-English library

material is expected to become more noticeable as Innisfil becomes more ethnically diverse over time.

- iv) Demand is increasing for large-print non-fiction books, talking books, non-fiction (best sellers), magazines, newspapers, and audio/video materials such as CDs/DVDs and MP3s.

4.2.5 Recommendations on Collections

- 8. The IPL should establish a provision level target of 3 volumes per capita until the Town's population reaches 50,000 (expected in 2015/16).**

This represents a slightly lower target than what the Library is currently achieving (3.4 volumes per capita), but is in keeping with a growing and evolving Library system. The recommended provision target would generally be sufficient for growth limits (55,000) permitted under the Town's current 2006 Official Plan. If the Town's population exceeds 50,000, the per capita collection standard should be reduced accordingly (see the following recommendation).

- 9. The Library's collection level should be reduced to 2.5 volumes per capita for a total Town's population of 50,000 (expected in 2015/16) to 100,000 (expected in 2025/26).**

This collection target should be maintained until the Town's population reaches 100,000 (which could occur as early as 2026 if the Official Plan Amendment No.1 is adopted) and would generally be appropriate for potential growth limits (105,000) permitted under the Official Plan Amendment No. 1. Any reduction in the per capita provision level will place additional demands on a Library's inter-library loan system⁹.

- 10. If the Town's population exceeds 100,000 during the 2006-2026 planning period, the Innisfil Public Library should consider reducing the collection provision level to 2.0 volumes per capita.**

An actual collection level target for a population greater than 105,000 has not been established because this level of growth is currently not permitted and may be beyond the twenty year (2026) scope of this Plan. However, ARUPLO Guidelines suggest that collection provision levels should generally not drop below 2 volumes per capita.

⁹ The 2006 *Ontario Public Library Guidelines Audit Report* suggests that the IPL has a good inter-library loan system in place as the authors of this report commended all library branch facilities for "working together with available resources".

11. Where possible, the number of volumes held at each branch should conform to the minimum guidelines presented by the ARUPLO Guidelines.

The *ARUPLO Guidelines* suggest a minimum of 10,000 volumes (3-5 volumes per capita) for small branches, 20,000 volumes (3-4 volumes per capita) for medium branches, and 30,000 volumes for large branches.

12. The Innisfil Public Library should continue to collect library materials in conformity with the ARUPLO Guidelines.

The *Guidelines* suggest that: at least 20% of the materials purchased should be published within the last 5 years; two-thirds of a branch library collection should generally consist of adult material with one-third consisting of children's and young adult material.

13. Electronic materials should continue to be provided by the Innisfil Public Library based on usage levels and demand.

Although per capita guidelines for the provision of electronic library materials (such as ebooks) do not exist, the *ARUPLO Guidelines* suggests that up to 25% of acquisitions budget should be for alternate formats such as online databases, DVDs, etc. Furthermore, at least 10% of the total collection should be in non-print format.

Actions:

- a) *Usage levels and demand for electronic materials should be monitored by the IPL on a regular basis to determine appropriate electronic collection level targets.*
- b) *When formal guidelines for the collection of electronic materials are established, they should be considered by the Innisfil Public Library.*

14. The IPL should continue to weed all collection materials on a regular basis.

Regular weeding will ensure that collection materials remain relevant and that adequate shelf space may be available for new collection materials.

4.3 Circulation

In 2005, IPL's total annual circulation was 250,988, resulting in an average circulation standard of 8.0 volumes per capita. Comparator libraries with a population of 30,000 to 50,000 (similar to the current population in the Town of Innisfil) presented an average circulation of 5.7 volumes per capita, while comparator libraries serving a population of 50,000 to 100,000 averaged 8.7 volumes per capita. With the IPL achieving circulation

levels similar to those of larger library systems, this suggests that its collections and customer service are fairly well advanced. With continued investment, the IPL's outlook for maintaining high circulation levels into the future is strong.

The Innisfil Public Library allocates prominent library space for the display of popular reading materials, promotes circulation of new materials through reading clubs and programs, and has expressed interest in alerting customers of new materials. The relatively high circulation levels presented by the Innisfil Public Library are most likely attributed to these initiatives.

While there are no true benchmarks for library usage or cardholder statistics, the number of active cardholders is a high-level indicator of the overall quality and public interest in the library system. In 2005, 47% of Innisfil's residents were active library cardholders. The percentage of active cardholders in the Town of Innisfil is quite comparable to the average for larger library systems (48.6%) and much higher than the average for comparably sized library systems serving populations of 30,000 to 50,000 (43.8%). This suggests that there is considerable public interest in the IPL system and that the IPL staff is highly effective in meeting the needs and expectations of most residents.

However, it is important to note that relatively high circulation levels place considerable demands on existing staff. The *ARUPLO Guidelines* suggest that each staff should not be expected to process more than 13 circulations per hour as time is also required for reference work and other duties.

4.3.1 Recommendations on Circulation

15. The Innisfil Public Library should attempt to maintain above average circulation levels for libraries systems serving comparable populations.

Action:

- a) *Continue to actively recruit active library cardholders, display popular materials in prominent locations throughout the library, promote new books through reading clubs, pursue the initiative to inform members of books that may be of interest via email, and consider other means to encourage library usage.*

4.4 Internet/Public Access Workstations

As of 2005, Innisfil Public Library provided 48 public access computer workstations, 40 of which had Internet access. In comparison to other library systems, and as a result of

successful Community Access Grant funding, IPL is a leader in the provision of workstations (1.52 per 1,000 population) and workstations with Internet access (1.27 per 1,000 population) per capita. As the demand for electronic services continues to rise in most jurisdictions, the Innisfil Public Library appears well positioned to respond to this trend.

Comparably sized library systems featured in the benchmarking exercise provided on average 0.85 workstations and 0.53 workstations with Internet access per 1,000 population, whereas larger library systems provided on average 0.77 workstations and 0.63 workstations with Internet access per 1,000 population. It should be noted that there was significant variation in the number of workstations (with and without Internet access) and subsequent per capita provision standards offered by the library systems featured in the benchmarking exercise; this is because each library is likely at a different stage in addressing this emerging need.

The *ARUPLO Guidelines* suggest that every branch serving a population over 2,500 should have at least 3 public access workstations with high-speed Internet access and an additional workstation with Internet access¹⁰ for every 1,300 people. These criteria would result in a provision standard of approximately 0.9 workstations with Internet access per 1,000 population for the IPL based on the current number of branches and the Town's current population. What is recommended by ARUPLO, however, may be indicative of a "status quo" standard derived from relatively low provision standards across the province of Ontario, rather than leading standards established by library systems that have managed to stay ahead of the technological curve (like IPL has). The Innisfil Public Library is very fortunate to have high speed connectivity. Many rural library systems do not have the same access and this limits the usefulness of their computer workstations.

While the *Federation of Ontario Public Libraries Market Survey* by Market Probe Canada (January 2006) reported higher usage of the public library to access the Internet between 2000 and 2005, it is possible that as home computers become more commonplace and Internet service becomes more affordable, fewer people may depend on the public library for this service. This may be especially true in the Town of Innisfil where the median household income is above the provincial average. Since most of Innisfil does not currently have high-speed Internet service, many individuals will continue to rely on the public library for Internet access. However, even those with access to high-speed service look to the library and its trained staff to help navigate the

¹⁰ The ARUPLO Report recommends that all new "public access workstations have high-speed [Internet] access and good quality printers."

Internet. Additionally, many larger families will rely on public library workstations due to the challenges associated with sharing a single home computer.

Because demand for Internet access is still on the rise and that the IPL has worked hard to achieve its current Internet workstation provision standard (and plans on offering an even greater variety of electronic resources than what is already offered to its customers), the IPL should maintain a provision standard which is above the average presented by comparator libraries and the *ARUPLO Guidelines*. By recognizing the Board's future commitment to providing Innisfil residents with emerging electronic resources, it is recommended that the IPL establish a provision standard of 1 Internet workstation per 1,000 population over the long term. This standard may require adjustment as technologies and usage evolves.

The following table forecasts how many Internet workstations should be provided by the IPL using a 1 Internet workstation per 1,000 population provision standard during the 2006-2026 planning period.

Table 4-3: Projected Internet Workstation Needs

Census Year	Population*	Required Internet workstations (1.0 Internet workstation per 1,000 population)	Deficit (current provision of 40 Internet workstations)
2006	32,285	32	n/a
2011	39,416	39	n/a
2016	51,052	51	11
2017	~ 55,000	55	15
2021	70,556	71	31
2026	~ 105,000	105	65

* Population data is from the 2005 Innisfil Growth Management Study. Modifications were made to the 2017 projected population of 54,107 (replaced with 55,000 as per the 2006 Official Plan growth limit) and to the 2026 projected population of 107,675 (replaced with 105,000 as per the proposed OPA1 growth limit).

As the Town's population reaches 55,000 (expected in 2017), the Innisfil Public Library will require a total of 55 Internet workstations, which represents 15 new Internet workstations based on 2005 provision levels. If Official Plan Amendment No.1 is approved, and the Town's population is permitted to grow to 105,000 (expected in 2026), the Innisfil Public Library will require a total of 105 Internet workstations, which represents 65 more than provided in 2005.

Because of rapid population growth expected between 2016 and 2026, it is strongly suggested that the Innisfil Public Library not fall behind in providing new computer workstations.

4.4.1 Recommendations on Internet/Public Access Workstations

16. The IPL should maintain a long-term provision standard of 1 Internet workstation per 1,000 population. Adjustment of this standard may be required as technologies and usage evolves.

Action:

a) *Implementation of the recommended provision standard should occur over a long-term basis. Just because the IPL has a healthy supply and is in a good position for future growth, it is advisable that the acquisition of new computers not stop in the short-term. The IPL should achieve long term targets by acquiring new Internet workstations throughout the 2006-2026 planning period. This may be more desirable than purchasing many computers all at once when rapid population growth occurs in 2016-2026.*

17. The Innisfil Public Library should purchase Internet workstations that will have as much technological “longevity” as possible.

Although this consideration is extremely important because computer technology changes rapidly, it is important to recognize that new Internet workstations are a considerable investment.

Action:

a) *The Innisfil Public Library should continue to pursue funding opportunities to the provision of new Internet workstations. Previously, the provision of new Internet workstations was made possible through successful Community Access Program funding.*

18. As existing systems become outdated, new systems should be introduced to achieve the recommended provision targets.

Actions:

a) *The Innisfil Public Library should continue to offer computers for sale at the end of their useful life cycle as per the Library’s Procurement Policy to allow for the recovery of funds which may be put towards the purchase of new Internet workstations.*

b) *The IPL should gradually replace any workstations without Internet access with workstations that have Internet access.*

5.0 Library Staffing / Services Assessment

5.1 Overview

A third key objective of the Library Master Plan is to ensure that the IPL provides adequate staffing / service levels over the next 20 years. Under the staffing heading we have also included hours of operation and programs/services as these areas relate directly to staffing levels. An examination of these areas was undertaken based on key findings from the benchmarking exercise, recommended provision standards developed by recognized library institutions, trends research, staff consultation, discussion with the project Steering Committee and a review of background documents.

While efforts have been made to estimate the timing of population growth as well as address specific challenges and opportunities facing the IPL, the following information is intended to serve as a general guideline. Recommendation timing is intended to reflect the needs of Innisfil's future population. Ensuring that the timing of recommendations is accurate will require close monitoring of Innisfil's population and socio-demographic data as well as regular review and reassessment of the Master Plan.

5.2 Staffing

The 2006 *Ontario Public Library Guidelines Audit Report* states that the Innisfil Public Library “is well governed and well managed” and provides “very respectable levels of service.” IPL Staff were commended for undertaking initiatives that made a contribution beyond the local communities such as Ildinet and the library's twinning with the Wainfleet Public Library. In addition, the report stated: the IPL system “endorses a level of service that meets or exceeds those set out in the Ontario Public Library Guidelines” and “services are developed in a planned and strategic manner with a view to the future needs of the communities of Innisfil.”

Various accounts and our experience in Library planning indicate that the Innisfil Public Library may be considered a “progressive” library system for its current size. Staff members pride themselves on providing proactive, friendly customer service and technical assistance, as well as internal and external training to other library staff, library volunteers and local school librarians. In comparison to other smaller library systems, front line staff is expected to possess a considerable level of skill and knowledge. Employment opportunities are provided to recent graduates of accredited library programs. In order to maintain this “progressive” service model, which is both highly

desired and now expected by customers, the Innisfil Public Library may require a somewhat higher than average staff complement.

In 2005, the Innisfil Public Library employed approximately 20.8 paid full-time employees (FTE). It should be noted that this figure was adjusted from data provided by the Ontario Public Library Statistics to reflect that the Chief Librarian only works 40% of her time at the library and because two of the Information Technology staff currently housed within the Lakeshore branch are used full time by the Town. The number of full-time employees at the Innisfil Public Library was somewhat higher than the average for comparable library systems (18.4 FTE), but not out of range (between 12.5 and 25 FTE). Innisfil's total paid staff per capita was near the upper range (0.66 FTE per 1,000 residents) of the per capita staffing provision levels for comparable library systems (0.64 total paid staff per 1,000 residents) and larger library systems (0.6 FTE per 1,000 residents). Relatively high levels of staffing may be warranted based on higher expectations placed on staff and to compensate for scheduling challenges at all four branches.

As mentioned previously, the IPL encourages recent graduates from professionally accredited programs to apply for jobs such as Branch Manager, Reference Librarian, Children's Services Librarian, etc., with their system. Senior Staff act as mentors and this arrangement has worked out very well for both parties. The Innisfil Public Library employed 6.2 professional librarians in 2005, whereas the number of professional librarians employed by comparably sized library systems ranged from 2 to 4.3 with the average being 2.8.

Total staffing costs (\$957,000), total operating & capital expenses (\$1,516,715) and staffing costs as a percentage of total expenditures (63%) for the IPL were on almost equal to (or slightly lower than) averages presented by smaller library comparators. Staffing costs per capita (\$30) and staffing costs based on total library space (\$50 per ft²) for the IPL were about 20% higher than averages presented by smaller library comparators.

Because IPL has worked hard to establish a progressive staffing model which supports internal staff training and proactive customer service, future staff needs will be determined using the top tier staffing standard suggested by the *Ontario Public Guidelines*. The benchmark is 0.6 FTE Staff per 1,000 population for a service population of 30,000 to 50,000, 0.57 FTE Staff per 1,000 population for a service population of 50,000 to 100,000, and 0.55 FTE Staff per 1,000 population for a service population greater than 100,000. It should be noted that these standards are above the

average standards presented by comparator libraries from the benchmarking exercise¹¹, but will allow the IPL to continue to maintain high customer service levels and internal training provided by a healthy staff complement.

The following table forecasts how many full time staff should be employed by the IPL over the next twenty years using these standards.

Table 5-1: Projected Staffing Needs

Census Year	Population*	Recommended provision target (staff per 1,000 population)	Number of FTE required	Deficit (based on a current allocation of 20.8 FTE)
2006	32,285	0.6	19	n/a
2011	39,416	0.6	24	3
2016	51,052	0.57	31	10
2017	~ 55,000	0.57	33	12
2021	70,556	0.57	40	19
2026	~ 105,000	0.55	58	37

* Population data is from the 2005 Innisfil Growth Management Study. Modifications were made to the 2017 projected population of 54,107 (replaced with 55,000 as per the 2006 Official Plan growth limit) and to the 2026 projected population of 107,675 (replaced with 105,000 as per the proposed OPA1 growth limit).

The previous table suggests that that the Innisfil Public Library is well positioned for significant population growth as it presently has a sufficient staffing complement. A total 33 full-time or 12 additional full-time staff will be required for a total Town population of 55,000 (2006 Official Plan growth limit). For a total Town population of 105,000 (Official Plan Amendment No.1 growth limit), the Innisfil Public Library will require a total full-time staff complement of 58, or an additional 37 full-time staff over 2005 levels.

Potentially rapid growth anticipated in the second half of the planning period will place significant demands on staffing. It is extremely important for the Innisfil Public Library to provide adequate staffing levels to meet future population levels. The Innisfil Public Library will need to monitor population levels to determine how many new staff will be require to maintain an adequate level of service.

5.2.1 Discussion of Issues & Options

A recent article¹² provides many reasons why librarians (and public libraries for that matter) are irreplaceable, “despite their perceived obsolescence in the digital age”. The article argues that technology is actually reinforcing the validity of librarians for several

¹¹ The average staffing provision standard for small libraries was 0.43 FTE per 1,000 residents and 0.49 FTE per 1,000 residents for large libraries.

¹² Will Sherman (2007). *33 Reasons Why Libraries and Librarians are Still Extremely Important*. DegreeTutor.com. <http://www.degreetutor.com/library/adult-continued-education/librarians-needed>

reasons. It suggests that librarians “are the best fit to educate people about the web” and “must be the ones to cross over into the Internet to make information more easily accessible”. Librarians often assist students with homework (this is certainly the case in the Town of Innisfil) and should also be recognized for improving students test scores. The information contained in this article presents strong support for the provision of adequate staffing levels at the Innisfil Public Library.

As the Library’s services expand and become more complex, new types of staffing positions may be required. For example, the Library does not have a staff member dedicated to communications (e.g., promotion, marketing) and this was identified as a significant issue during the consultation phase. Also, the new Cookstown facility will be larger and possibly open longer than the previous branch, ultimately requiring additional staff. Although a limited budget is a primary factor for not hiring more staff at this time, more staff may be needed in the future for outreach, programming, and collection development as well.

By employing a relatively high number of library graduates from accredited professional programs, the IPL is meeting a number of recommendations presented in the ARUPLO Report. The Report recommends a greater percentage of staff (one-third of all system wide staff) with accredited library education and training to address the growing impact of technology on public libraries and to meet the increasing public expectations on branch library staff. Despite being greater than other comparator libraries, the number of accredited professional librarians employed by the IPL meets these recommendations. Further to these recommendations, it is believed that all professional librarians are utilized on a system-wide basis and the IPL has an accredited professional librarian at the central office / administration system level.

5.2.2 Recommendations on Staffing

19. In order to achieve optimal staffing levels, the Innisfil Public Library should employ a minimum staffing target of 0.6 FTE staff per 1,000 population for a service population of 30,000 to 50,000, a staffing target of 0.57 FTE staff per 1,000 population for a service population of 50,000 to 100,000 and a staffing target of 0.55 FTE for a service population greater than 100,000.

Actions:

- a) *Employ enough full-time staff to meet optimal service levels based on the rate of future growth in the Town.*

b) *Continue to monitor the Town's population to accurately determine and project required staffing levels using the recommended provision targets. Projected staffing needs featured in this section should be used as a guideline and updated regularly.*

20. *The Innisfil Public Library should continue to establish a pool of part time temporary staff that are capable of working at any branch at any time in order to cover full time staff during sick leave, vacation, training, etc.*

21. *Where possible, the Innisfil Public Library should continue to employ one-third of its total staff as professionally accredited librarians without exceeding the average staffing budget of comparable library systems.*

Action:

a) *The Innisfil Public Library should encourage employment of recent graduates and mentorship of students.*

22. *The Innisfil Public Library should continue to hire staff that has expertise in the various programming activities and technological expertise required by library users.*

Programming continues to be a considerable attraction for library users and staff that can assist in providing innovative programming to customers bodes well for continued library usage. Staff with technological expertise will be required to manage electronic resources and teach others (staff and library users) how to use new computer hardware and software.

23. *The Innisfil Public Library should continue to offer and encourage opportunities for continuing education and training of library staff.*

Training/education opportunities can include in-house programs, financial support for enrolment in the Library Technician program, attendance at library conferences, training programs or events, etc.

Action:

a) *Strive to allocate 2.5% of the Library's total base budget for continuing education and staff training (ARUPLO Guidelines).*

24. *The Innisfil Public Library should hire a full-time specialist to look after marketing, advertising, communication, public relations, etc. A central role of*

this position should be to raise the profile of the IPL in order to attract new users and improve awareness amongst existing customers.

Action:

- a) Hire a full-time staff for this position in the short term (between 2007 and 2011).

5.3 Hours of Operation

Lakeshore and Stroud branches are both open 47 hours per week and have identical weekly operating schedules. Both branches are currently open five days per week, but closed on Monday and Sunday. The Cookstown branch is open 27 hours per week while the Churchill branch is open 26 hours per week. Both Cookstown and Churchill have similar weekly operating schedules in that both branches are open 4 days per week, but closed on Monday, Friday and Sunday. The weekly operating schedule for each Innisfil Public Library branch is presented in the following table.

Table 5-2: Weekly Hours of Operation

Day	Lakeshore	Stroud	Cookstown	Churchill
Monday	Closed	Closed	Closed	Closed
Tuesday	10am – 9pm	10am – 9pm	1pm – 7pm	1pm – 7pm
Wednesday	10am – 9pm	10am – 9pm	10am – 8pm	1pm – 8pm
Thursday	10am – 9pm	10am – 9pm	1pm – 7pm	1pm – 7pm
Friday	10am – 5pm	10am – 5pm	Closed	Closed
Saturday	10am – 5pm	10am – 5pm	10am – 3pm	10am – 5pm
Sunday	Closed	Closed	Closed	Closed
Total (per week)	47 hours	47 hours	27 hours	26 hours

To some degree, the operating hours for each branch are influenced by the physical size and service population of each facility. The *ARUPLO Guidelines* suggest a preferred range of weekly operating hours for branches of different sizes and service populations. The following table compares the weekly hours of operation for each branch in the Innisfil Public Library system with the preferred range for each branch based on its size and service population.

Table 5-3: Evaluation of Weekly Hours of Operation

Branch	Branch Type	Current Weekly Hours	Preferred Range*	Assessment
Lakeshore	Large	47	35-60	Within range
Stroud	Medium	47	25-35	Exceeds max. range by 12 hours
Cookstown	Small	27	20-25	Exceeds max. range by 2 hours
Churchill	Small	26	20-25	Exceeds max. range by 1 hours

* Preferred range of weekly hours determined by branch size (*ARUPLO Guidelines, 2005*).

** The new Cookstown branch expected to be developed in 2007 will represent a medium sized facility with a preferred range of 25-35 hours per week.

When combined, all four branches of the Innisfil Public Library operate a total of 147 hours per week. Lakeshore is well within the preferred range, while Stroud, Churchill and Cookstown exceed the recommended range to varying levels. Cookstown is open 2 hours above the suggested maximum range, Churchill is open 1 hour above the suggested maximum range and Stroud is open 12 hours above the suggested maximum range.

It is important to note that Stroud's hours of operation have been maintained at historical levels and were not altered after Lakeshore opened. While Stroud may have warranted more hours when it once served as the Town's main library, Lakeshore has since supplanted its role. Given that the Lakeshore branch has nearly double the circulation than Stroud (with a smaller collection), it is fair to suggest that its hours of operation are not a barrier and, may in fact be excessive.

Results from the benchmarking exercise¹³ indicate that the hours of operation for the Innisfil Public Library branches (26 to 47 hours per week for an average of almost 38 hours per service point) is similar to the hours of operation provided by comparable library systems (30 to 50 hours per week with the average being almost 37 hours per service point). On a per capita basis however, the Innisfil Public Library provides a greater level of service than most comparator libraries¹⁴.

At present, the service levels provided by the Innisfil Public Library are below those of larger library systems between 35 and 55 hours per service point per week with the average being just over 46 hours per service point. As the Town's population continues to grow, the hours of operation provided by the Innisfil Public Library may need to be increased to levels that are similar to larger library systems.

It is important to recognize that the Town of Innisfil will likely contain a significant commuter population. Because commuters cannot easily pick-up books during traditional daytime hours, the Innisfil Public Library may wish to consider extending the hours of operation at one branch or ideally at a central library in the future. The consultation process revealed considerable interest in extending the hours of operation at the Lakeshore branch. Extending public library hours into weeknight evenings and/or on weekends offers a "retail" type operating model which provides much greater flexibility and convenience to busy individuals and commuters alike.

¹³ Results from the benchmarking exercise reflect 2006 hours (150 hours per week).

¹⁴ The Innisfil Public Library provided 4.8 hours per week per 1,000 population, while the average for comparable library systems was 3.8 hours per week and 1.8 hours per week for larger library systems.

The *ARUPLO Guidelines* suggest that libraries must be made accessible if they are going to meet an enhanced mandate by providing government services, a public access computing centre, and a community gathering place. In fact, the Report states that “the hours of operation, including virtual hours have to begin to approximate a 24/7 model if they are going to meet public expectation.”

5.3.1 Discussion of Issues & Options

In recognition of the unique needs of the Innisfil community, appropriate provision standards (based on branch size and service population) have been utilized to project potential service levels needs. In addition to this, the current service levels provided by each branch were assessed. Our overall estimates suggest that the Innisfil Public Library is operating at a service level appropriate for a population of approximately 50,000. Based on rapid growth expected in the Town, however, adjustments to the current level of service may be required as early as 2016.

Despite having an adequate supply of hours system-wide, the hours of operation currently provided by the Innisfil Public Library may not be ideal for some residents, including students and the growing commuter population. Since “time” represents the single biggest barrier to library use, accessible library hours are extremely important, especially to library systems that wish to provide enhanced services (and serve as a community gathering place).

Without compromising important services and programs required by library users throughout day, the Innisfil Public Library may wish to consider modifying the current operating schedules at some branches. The consultation process revealed growing interest in extending the hours of operation at the Lakeshore Branch into the evening and on weekends - often referred to as the “high point” in retail. Much like the retail world, closing a public library prior to 7pm does not allow potential users to come home from work, eat, and spend time with their family, etc. before heading out to the library to use various services or borrow new materials. It would seem logical at this point in time to provide the greatest hours of operation at the Lakeshore branch because this facility currently serves as the Town’s main library and supports the greatest wage levels. In order to accommodate this without significantly affecting the Library’s staffing budget, a shift of hours from the Stroud branch to the Lakeshore branch is recommended.

If a new Central Library is developed, it should offer more hours than any other branch in the Library system. For example, a 20,000 ft² central library is classified as a large branch (which should operate toward the upper end of 35-60 hours per week), but on the verge of being an urban branch (which should operate 65 or more hours per week).

Current and future library branches should operate an appropriate number of hours per week based on their size and service populations established in the *ARUPLO Guidelines*. Large branches between 7,000 and 21,000 ft² that are developed during the 2006-2026 planning period should generally operate between 35 and 60 hours per week.

The Innisfil Public Library currently has a website which allows virtual users to access the library catalogue (including electronic data bases and journals) and to place holds on desired library materials on a 24/7 basis. As high speed internet access becomes available to future residents living in the Town of Innisfil, the Library should expect much more activity on its website. It will be important for the website to continue to provide user-friendly functions required by future users and be visually appealing as well. The consultation process revealed interest in greater interactive capabilities such as blogs, and marketing of the library and its services through a “my library” website interface that users can customize and maintain as a home page on their personal computers. Between hours of operation and virtual access to a website, public libraries must begin to approximate a 24/7 model to meet the expectations of future library users (*ARUPLO Guidelines*).

5.3.2 Recommendations on Hours of Operation

The total weekly hours provided by the Innisfil Public Library in the future will depend on how many facilities and the size of each facility being operated. The *ARUPLO Guidelines*, which generally coincide with the *Ontario Public Library Guidelines*, provide appropriate targets for weekly branch operating hours. These targets are reflected in the following recommendations based on the library development scenarios established earlier in the Plan.

25. Adjust the hours of operation to approximately 35 hours per week at the Stroud branch and 59 hours per week at the Lakeshore branch (for a total of 84 hours per week between the two branches).

The consultation process revealed considerable interest in extending the hours of operation at the Lakeshore branch (the Town’s busiest branch by far) to accommodate a growing commuter population and more students. Making library services more accessible by extending the hours of operation (preferably at a central library or a main branch) and providing more services on-line is congruent with recent trends. Guidelines and usage levels suggest that the Stroud branch has the greatest surplus of weekly operating hours.

Action:

- a) *Extend Lakeshore hours by four hours on Friday evening from 10am-5pm to 10am-9pm and by 7 hours on Sunday or Monday from 10am-5pm on a trial basis.*

26. Establish reasonable operating hours for the new Cookstown branch, with consideration to the fact that it will be within a multi-use facility. This may exceed the suggested operating guidelines of 25-35 hours per week (ARUPLO Guidelines) for medium-sized branches.

5.4 Various Library Services

Issues and opportunities associated with various library services were identified during the consultation, or background review phases. They are discussed in the following section in no particular order of importance.

5.4.1 Discussion of Issues & Options

- Part of an ongoing customer service plan that includes roving staff in the library, involves staff wearing “Ask Me” buttons. The buttons help customers recognize library staff and are intended to break down the “I don’t want to bother you” barrier that so often exists. Unlike name tags, the “Ask Me” buttons do not compromise the personal security of staff.
- The “Ask a Librarian” service offered by the Innisfil Public Library is also considered very successful. It is a way for customers who are unable to visit the branch to receive online reference assistance and forms part of the Library’s 24/7 “this Library never closes” marketing program.
- Today’s children are one of the first generations that are “born with the chip” and tend to spend a considerable amount of time after school and on weekends at the Innisfil Public Library. Staff has observed that many of the young children who use the library are highly attracted to computers and quickly absorb digital information that has been presented in a simple, straight forward “bits and bytes” format. Clearly this interest in computers by children and youth is an opportunity to promote useful computer research skills to this age group.

While at the library, children and youth interact in a safe, social atmosphere and routinely ask staff for assistance with homework. The Innisfil Public Library hopes to generate interest and develop long-lasting relationships with children

and youth by attracting them to the library with computers, Internet access and homework assistance.

- There is a growing need for wireless Internet access as library customers continue to become more technologically savvy. Providing wireless Internet in the Library branches may help attract more post-secondary and secondary school students with their own personal laptops and help alleviate pressure for public access computers.
- The consultation process identified a considerable need for self-checkout technologies in order to provide staff with opportunities to rove the library and additional time for other duties. In addition, self-service checkout technology is simple and easy to use and will allow time-pressed users to charge their own materials if staff are busy, rather than waiting to be served by staff. Despite its many advantages, it is important to recognize that many older customers may not be familiar with self-service checkout technology and may continue to require staff assistance.
- Many libraries offer an enhanced mandate by providing government services and employment resources. Providing these services at a public library is extremely important to the business community, individuals looking for employment and/or retraining opportunities and those concerned about their long-term health. Currently, the Innisfil Public Library provides the Employment Resource Centre, which generates a considerable amount of use.

5.4.2 Recommendations on Various Library Services

27. Introduce self-checkout technology and security devices to prevent unchecked books from leaving the library at Lakeshore, Stroud, the new Cookstown branch and any other new branches developed during the 2006-2026 planning period.

Self-service technology has been recommended at the branches where time-sensitivity of library users may be the greatest. This will allow users to check out books by themselves which will in turn, free-up staff for other library duties and allow staff to provide more roving assistance to users throughout the library. Churchill and its collection are too small to justify self-service checkout technologies and the necessary security devices.

28. Given the importance of access to the Internet, convenience for library customers and the availability of affordable technologies, wireless Internet service should be provided at all existing and future branches of the IPL system.

The consultation process revealed considerable interest in the provision of wireless Internet service. This service will allow library users to access Internet service from their own personal laptop computers within the library. It is conceivable wireless Internet service would attract more students and entrepreneurs to the library, and create a considerable draw for youth.

29. Update the Innisfil Public Library website to appeal to a greater number of virtual users, including teens, tech savvy adults and seniors.

Major improvements to the site may take the form of a customizable “my website” to create a greater presence in the homes of potential users, encourage increased usage of library resources (especially electronic resources), create a virtual IPL community that is informed of various library events and activities, allow users to pay fines securely on-line, etc. Many of these features complement the new collection management system being introduced by the Innisfil Public Library.

Actions:

- a) *The Library must analyze the Town’s demographics on a regular basis and respond accordingly through its various services, including the IPL website.*
- b) *Continue to provide a dedicated section of the web-page for teens and children. Ensure that they are updated regularly and are developed as much as possible with input from prospective users.*
- c) *Consider dedicating sections of the web-page for adults and seniors as well, each with appropriate notices and events of library activities, lists of appropriate reading materials offered by the Library, and links to other websites that may be of interest.*
- d) *Provide options that allow resizable text for individuals with visual impairments.*
- e) *Generate input and feedback on library matters by providing on-line survey opportunities.*

30. Maintain adequate business, employment and health-based resources for entrepreneurs, business owners, and other members of the community.

Most individuals cannot afford to purchase current statistical information required to develop a financial plan / marketing strategy for business interests, grants, etc. More individuals are turning to public libraries for access to information on employment listings, retraining opportunities, resume development, interview skills, etc. Health related information is also of growing interest to an increasing number of well-educated adults and seniors.

31. Assess the need for additional services for seniors and individuals with various disabilities.

This may include the provision of visual aids such as magnifying glasses, reading lights, or Kurzweil technologies; canvas handbags for seniors to tote books around the library; desks and chairs placed throughout the library for seniors to set their books and rest; and wheelchair(s) that may be used within the library, etc. These and other considerations for seniors and older adults can be found in the *Canadian Guidelines on Library and Information Services for Older Adults* (Canadian Library Association, 2002).

32. Consider extending outreach services to local retirement communities.

The consultation process revealed considerable interest in partnering with the Sandy Cove retirement community to provide outreach services.

5.5 Programming

The Innisfil Public Library currently provides a wide variety of programming opportunities in all four branches. Age specific programs provided at each branch are presented in the following table:

Table 5.5: Programming offered by current branch libraries

Age Groups	Lakeshore	Stroud	Churchill	Cookstown
Preschool (0-5)	Wee Ones; Toddler Tales; Preschool Storytime; Drop-in Storytime	Preschool Storytime; Family Storytime; Toddler Tales; Wee Love Books.	Churchill Family Storytime	Preschool Storytime; Wee Love Books; Toddler Tales
Children (6-12)	Acting Out; Book Magic; Clickstream; Glitz, Glam & Gigabytes; Homework Hangout; Movies; The Zone.	Book Nook; Book Magic; Glitz, Glam & Gigabytes; Movies; Homework Hangout.	Churchill Board Game Club; Book Magic; Movies	Book Magic; Movies
Youth (13-18)				
Adult (19-64)	Desperate Housewives; Book Club	Book Club; Writer's Group		Cookstown Book Circle
Senior (65+)				

Between all four branches, there are many preschool programs and a good number of children's programs. With a programming focus on preschoolers and children, the number of youth, adult and senior programs offered by the Innisfil Public Library is limited. In support of this assessment, the consultation process indicated a significant need for teen programs and adult programs.

Like many other communities, there is considerable teen apathy and disinterest in the library. One of the reasons for this may be the lack of dedicated youth programming staff at the Lakeshore branch where the population and need are greatest. In order to reach out and establish life-long relationships, many public libraries are providing unique library space as well as opportunities and activities that appeal specifically to youth. Some of the recent initiatives that have been used to draw youth into other public libraries have been quite successful. These include:

- ❖ Dedicated youth space with appropriate furnishings and youth-oriented artwork;
- ❖ Access to high quality computers with Internet access, graphic and multi-media software, and web-site development tools;
- ❖ Contemporary and popular books and materials such as magazines, CDs and videos. *ARUPLO Guidelines* suggest at least 5% of the annual additions be for teens;
- ❖ Opportunities for teens to be involved with the library through paid work, community service and volunteer opportunities; and
- ❖ Teen programming such as writing workshops, readings by authors that have produced popular youth literature, film nights, music/performing events, and gaming.

A number of youth-oriented initiatives have already been undertaken by the Innisfil Public Library. However, the Library will need to meet the demands of many more youth as young families with children continue to move to the Town of Innisfil. The Innisfil Public Library should attempt to stay in tune with the needs of future youth to ensure that adequate service levels are provided.

Adult book clubs and computer programs have been somewhat well attended in the past; however, it is always a challenge to attract adults with busy work and family schedules. Innovative adult learning opportunities that have been well attended at other libraries may also improve participation levels at the Innisfil Public Library if offered in the future. Considerable interest was expressed by Library staff for a guest speaker series and general interest workshops (e.g., gardening, eBay navigation, tax return assistance, database/Internet research methods). These are just a few examples that may be considered for adult programming by the Innisfil Public Library.

Like other public libraries in Ontario, the Innisfil Public Library provides limited programming specifically for seniors. A primary reason for this is because most Ontario public libraries do not have budget allocations for seniors programming, services or collections. However, the issue of serving seniors is a pressing one according to a report called *Serving Seniors* (SOLS, 2004). Seniors generally constitute a significant portion of active cardholders in public libraries and are one of the fastest growing population groups in Canada. This “aging population” is expected to continue well into the future across Canada and in the Town of Innisfil.

Seniors are considered to have similar needs as other adults unless they have physical impairments, but may require programming at different times than adults. In order to mirror the activity patterns of seniors, seniors programming should be offered during the afternoon, or morning, but generally not in the evening. Examples of public library programs offered specifically for seniors include:

- ❖ Senior’s story hour
- ❖ Cybercamp for seniors
(basic Internet and email courses)
- ❖ Music programs
- ❖ Gardening seminars
- ❖ Book clubs
- ❖ Painting classes
- ❖ Income tax for seniors
- ❖ Living with arthritis / health concerns;
safe use of medication
- ❖ Gentle exercise
- ❖ Old fashioned strawberry social
- ❖ Safety and self-protection / identity
theft; identifying fraudulent offers

In providing more senior, adult and youth programs at the Innisfil Public Library, the Library should consider opportunities for partnering with outside community service agencies where needs exist and mandates are aligned. In their expanded role as a community meeting space, many library systems are becoming increasingly involved in the direct or indirect delivery of services such as ESL, employment resources, adult literacy programs and children’s programs through various partnerships. However, where a program or service is being offered by another organization in an affordable and accessible manner, the library should assess its role so as not to become a competitor. In particular, there is a continued need to coordinate programming with the Town’s Parks and Recreation Department to mitigate gaps and duplications.

Although the Library’s new *Strategic Priority* document is very preliminary, it indicates that new partnerships should be established with the Board of Education, Chamber of Commerce, community organizations such as the local Health Unit, as well as community partners. The IPL would like to establish its future mandate by

understanding the roles and responsibilities of relevant stakeholders in the Town of Innisfil.

5.5.1 Recommendations on Programming

33. The IPL should work with other service providers in the community to provide core programs that fit a market niche but do not overlap with programs being offered elsewhere.

34. Continue to provide core programming for preschoolers and children.

The Innisfil Public Library currently provides adequate programming levels for preschoolers and children. These levels should be maintained.

Actions:

- a) *Continue to monitor the participation of existing programs and provide feedback opportunities for improvements.*
- b) *New programming should be developed with input from users and parents.*

35. Ensure that adequate programming is provided for youth.

Although the Innisfil Public Library suffers from teen apathy like many other public libraries, the current levels of programming should be increased. The following actions should be considered to encourage greater library usage by local youth.

Actions:

- a) *Continue to survey youth to determine program needs.*
- b) *Actively involve youth in the decision making process for youth programming and library planning/design to increase interest and stewardship of the library.*
- c) *Delegate an experienced staff member who has responsibility for the provision of library programs and services to teens.*
- d) *If and when the service population for the entire library system reaches 100,000, the Innisfil Public Library should employ a professional librarian with training in services to teens.*
- e) *Monitor the participation of future programs and provide feedback opportunities for improvements.*

36. Ensure that adequate programming is provided for adults and seniors.

Actions:

- a) *Assess the demand for providing special interest lectures or workshops for adults or seniors.*
- b) *Primarily schedule adult programs during the evening and senior programs during the afternoon or morning.*
- c) *Monitor the participation of future programs and provide feedback opportunities for improvements.*

6.0 Summary of Recommendations & Implementation Strategy

6.1 Overview

The following section provides a summary of recommendations and actions presented previously in this Master Plan. They are grouped into library specific categories to provide a “checklist” for the Innisfil Public Library Board. To assist with the important task of implementing the recommendations and actions contained in this Plan, this section also provides estimates and guidance regarding capita development costs and optimal timing, where applicable.

The Master Plan attempts to balance resources and strategically allocate them to needs that would meet deficiencies or projected demands. Since many of the recommendations reflect per capita provision standards, the Library Board will be able to optimize the use of development charges to the greatest degree possible. However, alignment to community input, trends, demand projections and recommended service standards may mean that the proposed facility timing and funding does not fully coincide with the Town’s 2005 Development Charges. As such, the recommendations of the Master Plan will be implemented as funding and opportunity permit and may require adjustment should population growth occur at a different rate and/or geographic area of the Town.

6.2 Capital Cost Estimates

The Town’s 2004 *Development Charges Background Study* provides current information for capital costs associated with the development of the New/Expanded Cookstown Facility. To estimate the capital costs associated with the development of the new library branches recommended in this Plan, the capital costs for Library Buildings (\$200/ft²) and Furniture and Equipment (\$60/ft²) which excludes computer workstations will be combined for a total costs of \$230/ft². It is important to note that this capital cost estimate is exclusive of land (which is valued at \$300,000/ha). Through current development charges, an annual amount of \$43,800 is available to the Innisfil Public Library for collection materials during the 2003-2014 planning period. Based on the average cost of all collection units held by the Innisfil Public Library between 1999 and 2003, approximately \$26 per unit was established to estimate the capita costs associated with projected collection needs. All projected estimates are based on 2007 dollars, unless otherwise noted. However, costs for certain construction materials could escalate considerably in the coming years and the Library Board should account for these factors in its annual long-term budgeting.

With any estimate it is expected that a more comprehensive financial analysis will be undertaken prior to implementing each recommendation in order to ensure that the budget accurately reflects the level of investment required. Similarly, it is important to

note that the actual size of the proposed buildings – which will be confirmed through subsequent feasibility studies – could increase or decrease depending on shifting standards, trends, public input, and local needs.

It is possible that some recommended facilities may require land acquisition. In these cases, land acquisition should take place as soon as possible to avoid the potential impediments of land availability and market price appreciation. Should these facilities be built on existing Town-owned lands or in combination with other facilities, some cost efficiencies will be realized.

6.3 Implementation Schedules

The projected timing and estimated total costs of implementing the Master Plan’s recommendations and actions are shown on the tables. These should serve as Implementation Schedules for the Innisfil Public Library Board.

LIBRARY SPACE

Recommendation	Pg.	Action(s)	Timing	Implementation
1. The Innisfil Public Library should establish and maintain a library space provision target of 0.6 ft² per capita for the 2006-2026 planning period.	46		2006-2026	<u>\$10-11.5 million</u> (represents the total capita costs for the three new library facilities proposed)
2. Select and acquire an appropriate site in Lefroy in 2007/08 for the development of a new (12,000 ft² minimum) branch.	47	a) Undertake a site evaluation to select and acquire land that can accommodate a branch facility of at least 12,000 ft ² . b) The site selection criteria should consider a central location that is accessible by pedestrians, parking needs and the potential for future expansion.	2007/08	Time required by the Board and/or Consulting costs.
3. Undertake a Library Needs Assessment in 2010 to determine the appropriate size, configuration and timing of a new branch in Lefroy; and how best to serve the needs of Churchill and area residents with library services.	48	a) Establish a new branch in Lefroy between 2010 and 2016 to meet the library space and service needs of the Lefroy and Churchill communities.	2010-2016	<u>\$ 2.5-3.0 million</u> for a 12,000 ft ² library facility, plus Consulting costs for a detailed Library Needs Assessment Study.
		b) If development in Lefroy occurs quickly, an interim branch in leased space should be considered prior to the construction of a permanent facility.	2007-2016	Costs associated with leasing, acquisition of new materials, equipment, staffing, etc.

LIBRARY SPACE

Recommendation	Pg.	Action(s)	Timing	Implementation
		c) <i>Phase out the Churchill branch when the library needs of the community can be adequately met by an alternate service delivery model and/or the proposed Lefroy branch.</i>	2011-2016	Operational savings by closure. Resale of land may generate revenue.
4. Investigate the feasibility of developing a new 20,000 ft² single storey central library at the new Multi-Use Recreation Facility by 2022.	51	a) <i>The Innisfil Public Library should initiate discussions with the Town of Innisfil to ensure that a library branch facility can still be accommodated on the site of the Multi-Use Recreation Facility (early drawings identified potential space for a 20,000 ft² single storey building – which could conceivably be expanded to 40,000 ft² with a second storey).</i>	2007/08	<u>\$4.5-5.0 million</u>
		b) <i>In order for this facility to be developed and operational by 2022, the planning and design should be undertaken well in advance.</i>	2019-2022	Additional costs for feasibility study and architectural plans.
		c) <i>The facility should: be designed to accommodate a second storey (for a total of 40,000 ft²) for the potential expansion of the facility over the long-term if necessary; and be integrated with the Multi-Use Recreation Facility in terms of sharing common spaces, entrances, washrooms, meeting rooms and storage space to maximize library space dedicated to providing library services.</i>	2026+	Costs associated with a second storey addition beyond scope of study period. Development and operational efficiencies gained by being integrated with the Multi-Use Recreation Facility.
		d) <i>The Administration, Technical Services and Information Technology Departments currently housed at the Lakeshore branch should be moved to the new facility as soon as possible to free up valuable library space at the Lakeshore branch.</i>	2022	Minor moving costs involved.
5. Phase out the Stroud branch in 2022, prior to opening a new central library facility at the Multi-Use Recreation Facility.	52	a) <i>Phase out the Stroud branch in 2022, prior to the opening of the new Central branch. This will enable the Innisfil Public Library to utilize the materials, computer equipment, furniture, staff, etc. from the Stroud branch at the new Central library.</i>	2022	Operational savings. Resale of land may generate revenue.
6. Develop a new 14,000 ft² branch library in Innisfil Heights by 2025.	52	a) <i>In order for a new library facility in Innisfil Heights to be operational by 2025, the planning and design should be undertaken well in advance.</i>	2022-2025	<u>\$3.0-3.5 million</u>
7. On an opportunity basis, the IPL should work with the Town to	52		2006-2026	Costs will depend on size of land and surrounding

LIBRARY SPACE

Recommendation	Pg.	Action(s)	Timing	Implementation
<i>acquire land adjacent to the Lakeshore Branch for current and future parking needs.</i>				property values at time of purchase.

COLLECTIONS

Recommendation	Pg.	Action(s)	Timing	Implementation
8. <i>The IPL should establish a provision level target of 3 volumes per capita until the Town's population reaches 50,000 (expected in 2015/16).</i>	60		2006-2015/16	Costs dependant on the number of new materials acquired.
9. <i>The Library's collection level should be reduced to 2.5 volumes per capita for a total Town's population of 50,000 (expected in 2015/16) to 100,000 (expected in 2025/26).</i>	60		2015/16-2025/26	Costs dependant on the number of new materials acquired.
10. <i>If the Town's population exceeds 100,000 during the 2006-2026 planning period, the Innisfil Public Library should consider reducing the collection provision level to 2.0 volumes per capita.</i>	60		2026+	Costs dependant on the number of new materials acquired.
11. <i>Where possible, the number of volumes held at each branch should conform to the minimum guidelines presented by the ARUPLO Guidelines.</i>	61		Ongoing	n/a
12. <i>The Innisfil Public Library should continue to collect library materials in conformity with the ARUPLO Guidelines.</i>	61		Ongoing	n/a
13. <i>Electronic materials should continue to be provided by the Innisfil Public Library based on usage levels and demand.</i>	61	a) <i>Usage levels and demand for electronic materials should be monitored by the IPL on a regular basis to determine appropriate electronic collection level targets.</i> b) <i>When formal guidelines for the collection of electronic materials are established, they should be</i>	Ongoing	The cost of electronic materials varies greatly.

COLLECTIONS

Recommendation	Pg.	Action(s)	Timing	Implementation
		<i>considered by the Innisfil Public Library.</i>		
14. The IPL should continue to weed all collection materials on a regular basis.	61		Ongoing	No costs anticipated - undertaken by staff.

CIRCULATION

Recommendation	Pg.	Action(s)	Timing	Implementation
15. The Innisfil Public Library should attempt to maintain above average circulation levels for libraries systems serving comparable populations.	62	a) <i>Continue to actively recruit active library cardholders, display popular materials in prominent locations throughout the library, promote new books through reading clubs, pursue the initiative to inform members of books that may be of interest via email, and consider other means to encourage library usage.</i>	Ongoing	Minor costs associated with marketing and promotional materials. Development of materials undertaken by proposed marketing personnel.

INTERNET/PUBLIC ACCESS WORKSTATIONS

Recommendation	Pg.	Action(s)	Timing	Implementation
16. The IPL should maintain a long-term provision standard of 1 Internet workstation per 1,000 population. Adjustment of this standard may be required as technologies and usage evolves.	65	a) <i>Implementation of the recommended provision standard should occur over a long-term basis. Just because the IPL has a healthy supply and is in a good position for future growth, it is advisable that the acquisition of new computers not stop in the short-term. The IPL should achieve long term targets by acquiring new Internet workstations throughout the 2006-2026 planning period. This may be more desirable than purchasing many computers all at once when rapid population growth occurs in 2016-2026.</i>	Ongoing	By the end of the study period, it is anticipated that the IPL will require approximately 65 new Internet workstations. This figure does not account for the replacement of existing or outdated workstations throughout the study period.
17. The Innisfil Public Library should purchase Internet workstations that will have as much technological "longevity" as possible.	65	a) <i>The Innisfil Public Library should continue to pursue funding opportunities to the provision of new Internet workstations. Previously, the provision of new Internet workstations was made possible through successful Community Access Program funding.</i>	Ongoing	The cost of computers varies greatly and will continue to change as technology evolves.

INTERNET/PUBLIC ACCESS WORKSTATIONS

Recommendation	Pg.	Action(s)	Timing	Implementation
18. As existing systems become outdated, new systems should be introduced to achieve the recommended provision targets.	65	a) <i>The Innisfil Public Library should continue to offer computers for sale at the end of their useful life cycle as per the Library's Procurement Policy to allow for the recovery of funds which may be put towards the purchase of new Internet workstations.</i>	Ongoing	May result in some cost recovery for the provision of new Internet workstations.
		b) <i>The IPL should gradually replace any workstations without Internet access with workstations that have Internet access.</i>	Ongoing	Most workstations at the IPL have Internet capabilities.

STAFFING

Recommendation	Pg.	Action(s)	Timing	Implementation
19. In order to achieve optimal staffing levels, the Innisfil Public Library should employ a minimum staffing target of 0.6 FTE staff per 1,000 population for a service population of 30,000 to 50,000, a staffing target of 0.57 FTE staff per 1,000 population for a service population of 50,000 to 100,000 and a staffing target of 0.55 FTE for a service population greater than 100,000.	69	a) <i>Employ enough full-time staff to meet optimal service levels based on the rate of future growth in the Town.</i> b) <i>Continue to monitor the Town's population to accurately determine and project required staffing levels using the recommended provision targets. Projected staffing needs featured in this section should be used as a guideline and updated regularly.</i>	Ongoing	It is anticipated that the IPL will require a total of 60 FTE by 2026, which represents approximately 39 more FTE than provided by the IPL in 2005.
20. The Innisfil Public Library should continue to establish a pool of part time temporary staff that are capable of working at any branch at any time in order to cover full time staff during sick leave, vacation, training, etc.	70		Ongoing	Minimal costs to advertise for substitute positions via the IPL website and local papers.
21. Where possible, the Innisfil Public Library should continue to employ one-third of its total staff as professionally accredited librarians without exceeding the average staffing budget of comparable library systems.	70	a) <i>The Innisfil Public Library should encourage employment of recent graduates and mentorship of students.</i>	Ongoing	In 2005, the IPL employed 6.2 professional librarians and dedicated 64% of its total operating budget to staffing.

STAFFING

Recommendation	Pg.	Action(s)	Timing	Implementation
22. The Innisfil Public Library should continue to hire staff that has expertise in the various programming activities and technological expertise required by library users.	70		Ongoing	Careful recruitment and selection of staff with expertise required. Minor increase in staff salary may be required.
23. The Innisfil Public Library should continue to offer and encourage opportunities for continuing education and training of library staff.	70	a) <i>Strive to allocate 2.5% of the Library's total base budget for continuing education and staff training (ARUPLO Guidelines).</i>	Ongoing	May result in increased expenditures on staff training. 2004 statistics indicate a staff training budget of \$5,876 (0.4% of the total operating budget)
24. The Innisfil Public Library should hire a full-time specialist to look after marketing, advertising, communication, public relations, etc. A central role of this position should be to raise the profile of the IPL in order to attract new users and improve awareness amongst existing customers.	70	a) <i>Hire a full-time staff for this position in the short term (between 2007 and 2011).</i>	2007-2011	Costs included as part of library budget dedicated to staffing. Hire when additional staff is warranted.

HOURS OF OPERATION

Recommendation	Pg.	Action(s)	Timing	Implementation
25. Adjust the hours of operation to approximately 35 hours per week at the Stroud branch and 59 hours per week at the Lakeshore branch (for a total of 84 hours per week between the two branches).	74	a) <i>Extend Lakeshore hours by four hours on Friday evening from 10am-5pm to 10am-9pm and by 7 hours on Sunday or Monday from 10am-5pm on a trial basis.</i>	2007-2009	No net change in staffing costs – overall hours between the two branches remain the same.
26. Establish reasonable operating hours for the new Cookstown branch, with consideration to the fact that it will be within a multi-use facility. This may exceed the suggested operating guidelines of	75		2007-2008	Longer operating hours will result in increased staffing costs.

HOURS OF OPERATION

Recommendation	Pg.	Action(s)	Timing	Implementation
<i>25-35 hours per week (ARUPLO Guidelines) for medium-sized branches.</i>				

VARIOUS LIBRARY SERVICES

Recommendation	Pg.	Action(s)	Timing	Implementation
<i>27. Introduce self-checkout technology and security devices to prevent un-checked books from leaving the library at Lakeshore, Stroud, the new Cookstown branch and any other new branches developed during the 2006-2026 planning period.</i>	76		2007-2010 (existing branches)	Capital costs associated with the purchase, installation and operation. Reuse equipment from Stroud at Central or Innisfil Heights facilities if possible for costs savings.
			2016, 2022, and 2025 (new branches)	
<i>28. Given the importance of access to the Internet, convenience for library customers and the availability of affordable technologies, wireless Internet service should be provided at all existing and future branches of the IPL system.</i>	77		2007-2026	Initial and ongoing costs associated with providing wireless service.
<i>29. Update the Innisfil Public Library website to appeal to a greater number of virtual users, including teens, tech savvy adults and seniors.</i>	77	<ul style="list-style-type: none"> a) <i>The Library must analyze the Town's demographics on a regular basis and respond accordingly through its various services, including the IPL website.</i> b) <i>Continue to provide a dedicated section of the web-page for teens and children. Ensure that they are updated regularly and are developed as much as possible with input from prospective users.</i> c) <i>Consider dedicating sections of the web-page for adults and seniors as well, each with appropriate notices and events of library activities, lists of appropriate reading materials offered by the Library, and links to other websites that may be of interest.</i> c) <i>Provide options that allow resizable text for individuals with visual impairments.</i> d) <i>Generate input and feedback on library matters by</i> 	2006-2026	Commitment by Board members and/or staff in assessing demographic changes on a regular basis. No additional costs if updating of the current website is done in-house by library staff, time and expertise permitting. Costs associated with professional web-design. If desired, professional web-design should allow IPL staff to regularly update information easily.

VARIOUS LIBRARY SERVICES

Recommendation	Pg.	Action(s)	Timing	Implementation
		<i>providing on-line survey opportunities.</i>		
30. Maintain adequate business, employment and health-based resources for entrepreneurs, business owners, and other members of the community.	77		Ongoing	Cost for such materials should be included in annual collection purchase. Apply for grants where possible.
31. Assess the need for additional services for seniors and individuals with various disabilities.	78		Ongoing	Minimal costs anticipated if undertaken by staff – user survey forms available from the library or on-line survey option.
32. Consider extending outreach services to local retirement communities.	78		Ongoing	Time required by proposed marketing / communication personnel.

PROGRAMMING

Recommendation	Pg.	Action(s)	Timing	Implementation
33. The IPL should work with other service providers in the community to provide core programs that fit a market niche but do not overlap with programs being offered elsewhere.	81		Ongoing	Time required by proposed marketing / communication personnel.
34. Continue to provide core programming for preschoolers and children.	81	a) <i>Continue to monitor the participation of existing programs and provide feedback opportunities for improvements.</i> b) <i>New programming should be developed with input from users and parents.</i>	Ongoing	Minimal costs anticipated if undertaken by staff – user survey forms or on-line survey option for parents and children.
35. Ensure that adequate programming is provided for youth.	81	a) <i>Continue to survey youth to determine program needs.</i>	Ongoing	Minimal costs anticipated if undertaken by staff – user survey forms or on-line survey option for youth.

PROGRAMMING

Recommendation	Pg.	Action(s)	Timing	Implementation
		<i>b) Actively involve youth in the decision making process for youth programming and library planning/design to increase interest and stewardship of the library.</i>	Ongoing	No additional costs anticipated.
		<i>c) Delegate an experienced staff member who has responsibility for the provision of library programs and services to teens.</i>	2007-2010	May be an existing staff or a new staff member that is hired in the near future.
		<i>d) If and when the service population for the entire library system reaches 100,000, the Innisfil Public Library should employ a professional librarian with training in services to teens.</i>	2025-2026	Costs included as part of library budget dedicated to staffing. Hire when additional staff is warranted.
		<i>e) Monitor the participation of future programs and provide feedback opportunities for improvements.</i>	Ongoing	No net cost increase.
36. Ensure that adequate programming is provided for adults and seniors.	82	<i>a) Assess the demand for providing special interest lectures or workshops for adults or seniors.</i>	Ongoing	Minimal costs anticipated with annual user survey forms or on-line survey option.
		<i>b) Primarily schedule adult programs during the evening and senior programs during the afternoon or morning.</i>	Ongoing	No net cost increase – part of staff responsibilities.
		<i>c) Monitor the participation of future programs and provide feedback opportunities for improvements.</i>		

MONITORING

Recommendation	Pg.	Action(s)	Timing	Implementation
37. The IPL should implement a system for the regular monitoring of the Master Plan.	95		Ongoing	Time required by the Board.

UPDATING

Recommendation	Pg.		Timing	Implementation
38. The IPL should implement a system for the regular review and updating of the Master Plan.	96		Ongoing	Time required by the Board.
39. The Plan should be reviewed annually by the IPL as part of the capital and operating budgeting process.	96		Annually (2006-2026)	Time required by the Board and staff.
40. At least every five (5) years, the IPL should undertake a comprehensive review of the Master Plan to reconfirm the Plan's directions, recommendations, and priorities.	96		2011, 2016, 2021, and 2026	Time required by the Board, staff and/or Consulting costs

6.4 Potential Funding Sources & Considerations

Although the estimated capital costs, as projected, present considerable financial challenges, there are also a number of potential opportunities available to mitigate them; some that are met within the Town's control and others that are contingent on external factors.

In implementing the recommended capital projects, the Innisfil Public Library has access – or potentially has access – to a number of funding sources which may include:

- Development Charges;
- Financial arrangements with public, not-for-profit and/or private sector partners;
- Government grants/programs;
- Reserve funds; and
- User fees

More specifically, the Innisfil Public Library has some level of control over capital expenditures through the utilization of those mechanisms and options mentioned previously.

6.5 Development Charges

The library facilities recommended in this Master Plan are eligible to receive funding through the Development Charges (DC) Act, which covers 90% of growth-related capital based on historic service levels; the remaining 10% is typically financed by the municipality through a combination of reserve funds, tax dollars, fundraising, and/or surcharge (user fee reserve). Although many of the recommendations in this Plan focus on the provision of new facilities, funding limitations apply primarily to replacement facilities and initiatives that represent a new level of service, particularly those that are non-growth related.

As indicated above, development charge rates are based on historic levels of service (a 10-year period) and are collected on new building construction and redevelopment projects. Therefore, the funds are closely linked with population and employment growth. Like many municipalities, however, development charges for library services are collected from residential development in the Town of Innisfil. In cases where a municipality has not kept pace with population growth, service levels will decline and so too will the per unit development charge fund in future years. This can result in a situation where certain capital projects are under-funded, especially if the desired service level is greater than what was delivered over the historic period in which the DC's were calculated. On the other hand, with the addition of each new facility the service level is enhanced and there is increased opportunity for future funding from development charges.

The *Development Charges Background Study* (Hemson, 2004) for the Town of Innisfil indicates a 10-year average historical service level of \$138.85/capita for Libraries. DC's collected from residential development in the Town of Innisfil during the 2004-2013 period DC's will be committed to paying down outstanding debt associated with over-sizing the Lakeshore branch to meet future needs, developing the new Cookstown Branch, and providing materials and furniture & equipment. The total discounted growth-related net capital costs and related interest cost to be included in the development charge calculation is approximately \$2.27 million. The DC's indicate that "the Town of Innisfil and the Library Board has shown, by way of the capital plan to continue to construct library infrastructure to maintain existing service levels with support from property taxes and other non-development charge funding sources." The Library services growth-related capital cost is fully allocated to residential development and yields an unadjusted (and adjusted since the Lakeshore branch excess capacity is included in the 2003-2014 DC calculation) cost of \$254.54/capita.

6.6 Monitoring & Updating the Plan

6.6.1 Monitoring the Plan

The Master Plan is a long-range strategic planning document. It will guide decision-making related to library investments in the Town for the foreseeable future. With any document that utilizes a long-term planning horizon, the further into the future that projections are made, the more difficult it becomes to ensure accuracy. As a result, there is a need for the recommendations contained in this Plan to be reviewed periodically to ensure that they continue to represent current realities, responsive to the changing needs of the community.

Trends change and often unforeseen factors emerge which create unanticipated increases or decreases in usage and which, in turn, may impact substantially upon facility provision. Continued monitoring of the library usage levels and overall population growth is necessary to identify significant changes and to relate the changes to corresponding impacts on the facility provision recommendations contained in this Plan. As a result, the direction of the Plan may need refocusing from time to time.

To properly monitor the Plan, some additional tasks are required, including the monitoring of usage levels. Ongoing tracking of recommendations should also be the responsibility of staff. Tracking should include status updates at the discretion of the Library Board. The following recommendation is intended to assist in keeping the Master Plan current and community responsive during the 2006-2026 study period.

37. The IPL should implement a system for the regular monitoring of the Master Plan.

6.6.2 Updating the Plan

Through the monitoring of usage levels and qualitative considerations, adjustment of resource allocations, and political shifts, it is possible that certain components of the Plan will require updating. Updating the Plan requires a commitment from the Library Board, staff and the public. An appropriate time for an update of the Plan is during the annual budgeting process. The following steps may be used to conduct an annual review of the Master Plan early on in the budgeting process.

- 1) Review of the past year (recommendations implemented, capital projects undertaken, success/failure of new and existing initiatives, changes in participation levels, issues arising from the public and community groups, etc.).
- 2) Issues impacting the coming year (anticipated financial and operational constraints, political pressures, etc.).
- 3) Review of the Plan for direction regarding its recommendations.

- 4) Staff identification of recommendations to be implemented in the short-term. Due to implications identified during steps #1 and #2, the output of this task may result in the identification of projects or timing that do not correspond with the recommendations of this Plan.
- 5) Prioritization of short-term projects and determination of which projects should be implemented in coming year based upon criteria established by staff (e.g. financial limitations, community input, partnerships/funding potential, etc.).
- 6) Preparation of a Board report. If Board recommendations and priorities differ significantly from those contained in the Master Plan, the report should detail the reasons for the new direction. If Board recommendations support those established in the Plan, the report should explain how their recommendations conform to the direction of the Plan.
- 7) Communication to Council regarding the status of projects, and projects to be implemented in the coming year.
- 8) Budget revisions as necessary.

The following recommendations are intended to ensure that the Master Plan is updated continually to meet the needs of current and future residents.

- 38. *The IPL should implement a system for the regular review and updating of the Master Plan.***
- 39. *The Plan should be reviewed annually by the IPL as part of the capital and operating budgeting process.***
- 40. *At least every five (5) years, the IPL should undertake a comprehensive review of the Master Plan to reconfirm the Plan's directions, recommendations, and priorities.***

APPENDICES

- Relevant Policies, Plans & Studies – APPENDIX A**
- Benchmarking & Comparator Libraries – APPENDIX B**
- Presentation Board Comment Sheet – APPENDIX C**

APPENDIX A – Relevant Policies, Plans & Studies

Relevant policies, plans and studies were reviewed to determine potential opportunities, and constraints facing the Library in terms of its ability to provide optimal facility, resource and staffing levels over the next twenty years. This section presents key findings from the following documents:

- *Township of Innisfil Public Library – Community Needs Assessment Study* (Fox Jones, 1989)
- *Culture, Parks and Recreation Master Plan* (Monteith Brown Planning Consultants, 2002)
- *Cookstown Branch Library & Community Facility Needs Assessment Study* (Monteith Brown Planning Consultants, 2005)
- *Town of Innisfil Recreation and & Other Services Financial Plan: Capital Works Presentation* (Hemson, November 2005)
- *Memoranda regarding the Planning & Design of the Multi-Use Recreation Complex* (Innisfil Public Library Board, 2005)
- *Federation of Ontario Public Libraries: Ontario Public Libraries Market Survey* (Market Probe Canada, January 2006)
- *Ontario Public Library Guidelines Audit Report – Innisfil Public Library* (SOLS, June 16 2006)
- Surveys Undertaken by the Innisfil Public Library
 - *Non-User Survey conducted at Sobeys*, June 2004
 - *Teen Survey Report*, September 2005
 - *Children’s After School Programmes Survey Report*, Churchill Branch, Feb 2005
 - *2005 Proactive Customer Service Training Survey 1 & 2*

Township of Innisfil Public Library – Community Needs Assessment Study

(Fox Jones, 1989)

This study provided a 10-year strategic plan designed to improve Library services for the two library branches (Stroud and Churchill) within the system at the time. The primary finding in the report was: “the Public Library in Innisfil has far too little space, far too small a book collection, and is drastically under funded.” In addition to this finding the report also indicated that what space the library does have is “fundamentally unsuited to library use, and would require massive alterations and additions to bring it up to standard, which alterations would probably not be cost effective.” The Board implemented many of the study recommendations and completed its ten year plan with the construction of the Lakeshore Branch in 2001. This period was a challenging one due to changes in technology and information requirements, the amalgamation process in 1991 and years of economic turbulence. The Study was recognized for playing a major role in the library system’s current “good standing”.

APPENDIX A – Relevant Policies, Plans & Studies

Culture, Parks and Recreation Master Plan

(Monteith Brown Planning Consultants, 2002)

Library facilities were included in the scope of this study at a very high level as part of the Town's Cultural realm. It was found that library usage was the 2nd most popular activity of household survey respondents. Although 65% of the survey respondents indicated that the library is meeting their needs, the public consultation process revealed various concerns and issues regarding the need for more programs, Sunday hours, better lighting, a larger Cookstown Branch, and more Library resources. According to the Library Board, a key recommendation from this study is:

“That the Town enter into discussions with the IPL Board to investigate the potential for relocating the Cookstown Branch Library to a larger site suitable for a new branch library and shared multi-purpose for library, Town and community usage.”

Cookstown Branch Library & Community Facility Needs Assessment Study

(Monteith Brown Planning Consultants, 2005)

Based on the understanding that a new building in Cookstown will be required to serve library as well as local parks and recreation needs, this Study explored the community's service expectations as well as potential partnerships with local user groups through consultation with stakeholders and the general public. A facility concept was developed, suggesting that a 9,000 sq. ft. building would be suitable to meet local needs for the next 20 years (to 2026); the facility included 5,645 sq. ft. of exclusive library space, as well as 3,355 sq. ft. for a shared community multi-purpose space. The IPL notes that the provision of a new Library which provides some form of “community space” is very important for Cookstown. A comprehensive strategy that includes site selection and financing details has allowed the Town to move to the next stage in the library/community facility construction process. According to the Library Board, funding for land was acquired in 2005 and property negotiations are almost complete; funding for the building was approved in 2006 and an RFP for a project manager closed at the beginning of July.

Town of Innisfil Recreation and & Other Services Financial Plan: Capital Works

(Presentation - Hemson, November 2005)

At the present time, the expected capital expenditure on library services between 2004 and 2015 is \$5,059,910, of which \$4,180,000 is to be paid in long-term financing. This expenditure represents 7.6% of the Town's total capital expenditures during this period.

APPENDIX A – Relevant Policies, Plans & Studies

A portion of Residential Development Charges will support the expansion of library infrastructure within the Town.

The Town has identified an “extensive capital program” over the period of 2004-2015, which includes development of the Multi-Use Recreation Facility (MURF). The long-term debt for capital expenditures on the MURF (\$24,900,815) represents 45% of the Town’s forecasted long-term debt during this period.

Based on debt limits for municipalities established by the Province (25% of own source revenues), the Town has sufficient debt capacity to accommodate the forecast and needs over the 2005-2011 period, but debt capacity limits are exceeded in 2012 and remain a concern in subsequent years. One of the options recommended by the authors of this presentation was to “review and modify, as necessary, the timing of capital works”.

The considerable long-term debt incurred by the construction and operation of the MURF may adversely impact the planning and development of other community projects in the short term such as a new library should this be deemed necessary. If a new library and/or changes to the library system are recommended in this Master Plan, the IPL will have to work within the financial realities of the Town.

Memoranda regarding the Planning & Design of the Multi-Use Recreation Complex (Innisfil Public Library Board, 2005)

On March 18, 2005, the IPL Board wrote a letter to the Town of Innisfil Mayor and Council requesting “that consideration be given to the inclusion of a library services as part of the new Recreation complex.” A reply to the IPL Board by MHPM Project Managers dated July 12, 2005 states “we will be directing our Prime Consultant to include as part of the master plan for the [new Multi-Use Recreation Complex] site, a location for a potential 20,000 square foot addition to the design for future library purposes that will have direct internal linkage to the central lobby” and “as part of the approved schematic design, space allocation for a Library book drop centrally located in the lobby for easy access to the public.”

Federation of Ontario Public Libraries: Ontario Public Libraries Market Survey (Market Probe Canada, January 2006)

This study involves a comparison of library market survey results from 2000 and 2005. In response to key findings from the study, the authors presented a list of recommendations; most of which relate to electronic materials and services. These

APPENDIX A – Relevant Policies, Plans & Studies

recommendations have been paraphrased or summarized below and should be considered when setting new directions for the Innisfil Public Library:

- Expand the definition of library use to include a growing number of on-line users
- Use the library's positive reputation as a broad-based public institution to gain support for new programs and facilities
- Continue to introduce electronic materials while recognizing the importance of the library building as a focal point
- Find new ways to encourage more use of Internet services
- Employ websites as a marketing tool to drive library visits and use of services
- Encourage use of electronic resources such as e-books and e-research technical information as these represent a huge opportunity for library growth
- Make electronic resources accessible to users to encourage more library visits
- Develop new and innovative ways to add value to Internet services and help residents use the Internet
- Continue to cater to young people's needs, attempt to build on their positive perceptions, and involve them with youth-focused services and activities.

These findings suggest libraries need to engage in greater marketing of services, resources, programs, and the actual library facility, while staffing skill sets have dramatically changed and must continue to evolve as library customers require various levels of assistance with constantly advancing technology.

Surveys Undertaken by the Innisfil Public Library

Non-User Survey conducted at Sobeys, June 2004

A total of 31 non-users participated in the survey to provide some indication of how they perceive the level of service offered by the IPL. The survey found that most respondents "were quite surprised to learn about the wide variety of services offered", and concludes "the obvious areas which need to be promoted to a much greater extent...are access to databases through the library website, e-books, and services such as sale of fire permits, garbage tags and dog licences, small business and employment assistance, homebound service, drop-in story times and movies." IPL notes that the municipal services offered by the IPL constitute a significant draw for library visits.

APPENDIX A – Relevant Policies, Plans & Studies

Teen Survey Report, September 2005

The purpose of this survey was to understand the desires and needs of community members between 13 and 18 years of age and the role the library plays in their lives. Survey results represent a sample of 155 high school students that ranged in age from 13 to 20. The results of the survey revealed the following:

- The majority of Innisfil's teens "hardly ever" visit the IPL and when they do visit, it is predominately the Lakeshore branch.
- The primary purpose for a visit to the library is to borrow materials for school, and the type of resources used and borrowed most often are books.
- Of those respondents who "never" visit the library, a lack of time was cited as the primary deterrent.
- In terms of programming, the majority of teens would prefer to attend a rap battle, movie, and/or beauty workshop.
- The preferred time for programs is weekday evenings, followed by Saturday afternoons.

Based on these results, it was recommended that:

- The IPL continues to purchase library materials that support the high school curriculum and to continue promotion of the Assignment Assistant website.
- A beauty workshop should be implemented for the spring of 2006, and that the IPL works with Nantyr Shores and/or ICE Corps to offer a "rap battle".
- A "Teen Movie Night" should be re-instated, with an intense focus on advertising at the high school and via the 40 email addresses received through the survey.

The IPL has already implemented many of the recommendations from this report.

Children's After School Programmes Survey Report, Churchill Branch, Feb. 2005

The purpose of the survey was to determine the types of programs that parents desired, and the dates and times that were most convenient in response to decreasing attendance in children's programs at the Churchill Branch. The survey was distributed and completed by randomly selected parents with children between the ages of 5 and 12 who visited the branch.

APPENDIX A – Relevant Policies, Plans & Studies

The results of this survey revealed the following:

- Preferred times for programs at Churchill are Wednesdays from 5-6 p.m., followed by Thursdays from 5-6 p.m.
- The greatest attendance would likely result from a Board Game Club and the Book Magic/Nook program, followed by a Drama Club.

2005 Proactive Customer Service Training Survey 1 & 2

On two occasions in 2005, library customers were asked to rate the IPL's branch performance in six areas using a scale of 1 (lowest) to 10 (highest). The following table presents the average "percentage of 10 responses" from both surveys regarding satisfaction with a number of different services.

Survey Questions	Churchill	Cookstown	Lakeshore	Stroud	Average
Meeting and greeting you	73%	79%	86%	90%	82%
Making you feel appreciated & welcome	82%	82%	89%	88%	85%
Finding out your wants and needs	83%	85%	86%	84%	85%
Really hearing what you said	77%	84%	92%	88%	85%
Assisting with your wants & needs	82%	88%	93%	89%	88%
Assisting you and inviting you back	86%	84%	91%	92%	88%
Totals	81%	84%	90%	89%	86%

** Tenths of 0.5 or greater rounded up to the next greatest whole number*

Based on the aggregated survey results shown above, the library received high marks in all areas and all branches. The highest satisfaction ratings were given for the Lakeshore branch, with Churchill receiving the lowest overall scores. The overall low average for "Meeting and greeting you" was really indicative of low scores from Churchill and to a lesser degree, Cookstown. The Churchill branch, also received a lower than average score for "really hearing what you said" when compared to other branches. Churchill's relatively low scores in these customer service areas may be reflective of different expectations of Churchill branch users in addition to the limited number of staff that is typically assigned to operate this branch. Overall, the IPL system received the highest average ratings for "assisting with your wants and needs" and "assisting you and inviting you back".

APPENDIX B – Benchmarking & Comparator Libraries

The evaluation and establishment of suitable library standards is a multi-step process. When used in conjunction with staff consultation, review of background material and various industry guidelines (contained in this document), “benchmarking” is a useful tool which provides a general comparison to other library systems. However, results from the benchmarking process are intended to serve as a guide that can be applied in a flexible manner, rather than in a rigid manner to maintain and/or achieve desirable library standards by the Innisfil Public Library for the duration of the Study Period. According to the Ontario Ministry of Culture¹, “Guidelines can provide a framework for library development, assistance to public library planning processes, improved accountability to taxpayers, equity of access to information for the public and secured funding.”

The benchmarking exercise undertaken for this study utilized various data sources, including:

- the 2004 Ontario Public Libraries Survey (collected by the Programs and Services Branch of the Ministry of Culture); data for 2005 is not yet publicly available;
- 2005 statistics collected by the Canadian Urban Library Council; and
- “Guidelines for Rural/Urban Public Library Systems” prepared by the Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO) in 2005.

In identifying suitable comparators for the Innisfil Public Library system, the following criteria were considered:

- the community should be similar in population to Innisfil, now or in the future;
- the community should be located in the Greater Toronto Area and/or have a relatively significant commuter population;
- the community should have multiple branch libraries;
- the community should contain a mix of rural and urban lands;
- the community should be a lower-tier municipality (i.e., not a County system); and
- the community should be experiencing some level of population growth.

Notwithstanding the above criteria, it is recognized that there will be unique characteristics associated with any comparator community which must also be considered in the analysis of data and its relevant implications.

Given that the Library Master Plan will have a 20-year horizon and that the Town is poised for significant population growth, the Innisfil Library system was compared against two different sets of library systems:

¹ Source: <http://www.culture.gov.on.ca/english/culdiv/library/guidelines.htm>

APPENDIX B – Benchmarking & Comparator Libraries

STREAM 1: Libraries in communities with approximate populations ranging from 30,000 to 50,000 (this generally coincides with the population forecast for Innisfil between 2006 and 2016, which is 32,000 to 51,000); and

STREAM 2: Libraries in communities with approximate populations ranging from 50,000 to 110,000 (this generally coincides with the population forecast for Innisfil between 2016 and 2026, which is 51,000 to 108,500).

The upper population range for library comparators featured in Stream 1 generally coincides with the 55,000 population limit associated with the Official Plan Growth Scenario. Libraries from Stream 1 are often referred to throughout the Plan as “comparable” library systems. The upper population range for library comparators featured in Stream 2 generally coincides with the 105,000 population limit associated with the Official Plan Amendment No. 1 Growth Scenario. Libraries from this stream are often referred to throughout the Plan as “larger” libraries.

Based on these criteria and the specific libraries for which information is available for, the following library systems were selected to be used in the benchmarking exercise. Although each community may not meet all of the suggested selection criteria, it was felt that the identified library systems were similar enough in nature to the Innisfil Public Library system (now or in the future) to allow for a meaningful comparison.

Libraries comparable to Innisfil in the 2006-2016 period

Library Name	Population Served*	GTA / commuter influences	Number of Library Service Points**	Rural / Urban mix	Lower-tier system (i.e., not County-wide)	Fast Growing Community
Innisfil	31,562	Yes	4	Yes	Yes	Yes
King	19,440	Yes	4	Yes	Yes	Yes
Georgina	43,150	Yes	3	Yes	Yes	Yes
Haldimand County (lower-tier)	44,515	Partial (Hamilton)	6	Yes	Yes	No
Halton Hills	52,275	Yes	2	Yes	Yes	Yes
Caledon	54,400	Yes	7	Yes	Yes	Yes

* The population figures have been compiled by MBPC from approved municipal population reports and, in most cases, are higher than the enumerated population recorded by the Ontario Public Library Statistics reports. All figures are 2004 except for Innisfil, which is 2005 due to the availability of full library data for that year.

** Source: 2004 Ontario Public Library Statistics.

APPENDIX B – Benchmarking & Comparator Libraries

Libraries comparable to Innisfil in the 2016-2026 period

Library Name	Population Served*	GTA / commuter influences	Number of Library Service Points**	Rural / Urban mix	Lower-tier system (i.e., not County-wide)	Fast Growing Community
Clarington	77,790	Yes	4	Yes	Yes	Yes
Ajax	83,585	Yes	3	No	Yes	Yes
Pickering	90,720	Yes	5	Yes	Yes	Partial
Whitby	108,150	Yes	3	No	Yes	Yes
Cambridge	119,000	Partial	4	Yes	Yes	Partial

* The population figures have been compiled by MBPC from approved municipal population reports and, in most cases, are higher than the enumerated population recorded by the Ontario Public Library Statistics reports. All figures are 2004 except for Innisfil, which is 2005 due to the availability of full library data for that year.

** Source: 2004 Ontario Public Library Statistics.

To gain a better understand of how the Innisfil Public Library system stacks up and what pressures it may face in the future as a result of growth, the following information was compared and assessed in the benchmarking exercise:

- number of locations / branches
- square footage (total and per capita)
- hours per week
- active cardholders (total and percentage)
- circulation (total and per capita)
- holdings/collections (total and per capita)
- staff – librarians and other (total and per capita)
- Internet/public access workstations (total and per capita)

Notes on the benchmarking data:

1. All data represents the 2004 calendar or fiscal year, except for Innisfil (which is 2005 due to the availability of up-to-date library statistics) and Whitby (which is 2005 to take in the new Central Library that was built in 2004; the source of this is the 2005 CULC library statistics).
2. The source of all library statistics (except for population, square footage, and data for the Innisfil and Whitby public libraries) is the 2004 Ontario Public Libraries Survey (collected by the Programs and Services Branch of the Ministry of Culture); data for 2005 is not yet publicly available.
3. The population figures have been compiled by MBPC from approved municipal population reports and, in most cases, are higher than the enumerated population recorded by the Ontario Public Library Statistics reports.

APPENDIX B – Benchmarking & Comparator Libraries

4. Data pertaining to library square footage was taken from the 2005 CULC report for library systems in Ajax, Pickering, Whitby, and Cambridge; other libraries were contacted directly to obtain this information.
5. This data provides a snapshot in time. As such, it does not account for proposed service level changes and facility construction. For example, Haldimand County built new branches in late 2004 and 2005 that have increased their supply by nearly 8,000sf; Halton Hills is planning the development of a 33,000sf library; Clarington has plans to develop a larger Newcastle branch library; and Innisfil has plans to build a larger Cookstown branch.

Active Cardholders

BENCHMARKING - ACTIVE CARDHOLDERS	Number of Active Cardholders	% of population that are active cardholders
Innisfil	14,759	46.8%
King	9,272	47.7%
Georgina	16,198	37.5%
Haldimand County (single-tier)	15,262	34.3%
Halton Hills	15,306	29.3%
Caledon	37,531	69.0%
AVERAGE - smaller systems	18,714	43.8%
Clarington	31,126	40.0%
Ajax	44,838	53.6%
Pickering	52,141	57.5%
Whitby	68,852	63.7%
Cambridge	35,857	30.1%
AVERAGE - larger systems	46,563	48.6%

There are no true benchmarks for library usage or cardholder statistics, however, it is a high-level indicator of the overall quality and public interest in the library system.

Based on 2005 statistics, 47% of Innisfil's population is an active library cardholder. This is generally on par with the average of the other benchmarking communities, although there is dramatic variation between library systems (with Cambridge and Halton Hills having a 30% capture and Caledon and Whitby both being over 60%). It can be generally inferred from the data that the Innisfil Public Library is attracting a reasonable number of cardholders and that, as the community grows, the proportion of cardholders has the potential to grow.

APPENDIX B – Benchmarking & Comparator Libraries

Facility Locations & Square Footage

BENCHMARKING - LIBRARY FACILITIES	Number of Library Branches Including Main Library	Population per Library Location	Total Square Footage of Library Facilities	Average Square Footage per Library Facility	Square Footage per capita
Innisfil	4	7,891	19,163	4,791	0.61
King	4	4,860	17,370	4,343	0.89
Georgina	3	14,383	36,000	12,000	0.83
Haldimand County (single-tier)	6	7,419	32,404	5,401	0.73
Halton Hills	2	26,138	15,700	7,850	0.30
Caledon	7	7,771	42,850	6,121	0.79
AVERAGE - smaller systems	4.4	9,717	28,865	6,560	0.68
Clarington	4	19,448	37,565	9,391	0.48
Ajax	3	27,862	40,600	13,533	0.49
Pickering	5	18,144	45,000	9,000	0.50
Whitby	3	36,050	60,000	20,000	0.55
Cambridge	4	29,750	65,175	16,294	0.55
AVERAGE - larger systems	3.8	25,223	49,668	13,071	0.52

Each of the benchmarking communities selected have multiple library branches, ranging from 2 in Halton Hills to 7 in Caledon. In the smaller communities, it is common to see one branch provided for less than 10,000 people, whereas the larger communities tend to provide one branch for 20,000 to 30,000 people.

The average branch size for smaller communities is around 6,500 square feet and 13,000 square feet for larger communities. The average in larger communities is likely affected more dramatically by the existence of a larger Main Library, which is more common in urban municipalities (e.g., Whitby).

In terms of overall square footage, the Town of Innisfil is providing approximately 0.61 sq. ft. of library space per capita, which is equal to a common industry standard, but less than the average for the smaller library systems (0.68 sq. ft. per capita); this average would be even higher if it were not for the deficit in Halton Hills (0.3 sf/capita), which is currently planning for a larger branch one of its settlement areas. There is more consistency among the larger library systems, which are closer to 0.58 sq. ft. per capita. With each of these communities experiencing some degree of growth pressures, it is possible that they are challenged in meeting the commonly targeted standard of 0.6 sq. ft. per capita.

The ARUPLO Report identifies five tiers of library buildings, each with its own targets for size, service population, hours of operation, holdings, etc. This report offers the following observations:

- For small and medium branch libraries (intended to serve populations of 10,000 or less), a space provision of 0.7 sq. ft. per capita is offered as a guideline.

APPENDIX B – Benchmarking & Comparator Libraries

- For large and urban branch libraries (intended to serve populations of 10,000 or more), a space provision of 0.6 sq. ft. per capita is offered as a guideline.
- By way of the report’s definitions, the Churchill and Cookstown libraries could be characterized as “small branches”, although the Churchill and Cookstown facilities are slightly undersized according to the definition. The Stroud branch is a “medium” branch, and the Lakeshore branch most accurately fits the description of a “large branch”.
- For basic library services, it is suggested that people should be required to drive less than 30 minutes (20 kilometres) to reach the nearest public library service outlet. All Innisfil residents are clearly within a 20 km radius of one of IPL’s four library branches.

Hours of Operation

BENCHMARKING - HOURS OF OPERATION	Total weekly hours of operation	Average Weekly Hours per Service Point	Hours per Week per 1,000 Population
Innisfil	150	37.5	4.8
King	148	37.0	7.6
Georgina	150	50.0	3.5
Haldimand County (single-tier)	199	33.2	4.5
Halton Hills	100	50.0	1.9
Caledon	212	30.3	3.9
AVERAGE - smaller systems	161.8	36.8	3.8
Clarington	188	47.0	2.4
Ajax	148	49.3	1.8
Pickering	174.5	34.9	1.9
Whitby	146.5	48.8	1.4
Cambridge	218.5	54.6	1.8
AVERAGE - larger systems	175.1	46.1	1.8

There is considerable variation in the hours of operation in other public library systems, ranging from 30 to 50 hours per branch. Hours of opening are largely influenced by the type and size of each library branch. For instance, small branches with limited populations are typically open less than larger libraries in urban areas. An examination of hours per week per 1,000 population shows that Innisfil is generally on par with many smaller library systems, although it is ahead of Halton Hills and lagging behind King Township. As the Town grows, it can be expected that the ratio of hours per capita will drop to a range of approximately 2 hours per every 1,000, but that the number of hours per branch will increase.

The ARUPLO Report suggests that:

- Public libraries operate in an increasingly 24/7 environment
- The single biggest barrier to library use is time

APPENDIX B – Benchmarking & Comparator Libraries

- Library hours of operation, including virtual hours have to begin to approximate a 24/7 model if they are going to meet public expectations
- Small branches are generally open 20 to 25 hours per week. The Churchill and Cookstown branches are open 29 and 27 hours per week, respectively.
- Medium branches are generally open 25 to 35 hours per week. The Stroud branch is open 47 hours per week, which is considerably more than is recommended by the ARUPLO Report.
- Large branches (e.g., Lakeshore) are generally open 35 to 60 hours per week. The Lakeshore branch is open 47 hours per week.

Internet/Public Access Workstations

BENCHMARKING - PUBLIC ACCESS COMPUTERS	Public Access Computer Workstations	Public Access Computer Workstations per 1000 residents	Number of Public Computer Workstations with Internet Access	Public Access Computer Workstations with Internet Access per 1000 residents
Innisfil	48	1.52	40	1.27
King	23	1.18	23	1.18
Georgina	40	0.93	21	0.49
Haldimand County (single-tier)	24	0.54	15	0.34
Halton Hills	19	0.36	8	0.15
Caledon	75	1.38	46	0.85
AVERAGE - smaller systems	36.2	0.85	22.6	0.53
Clarington	77	0.99	77	0.99
Ajax	53	0.63	53	0.63
Pickering	70	0.77	60	0.66
Whitby	--	--	72	0.67
Cambridge	84	0.71	41	0.34
AVERAGE - larger systems	71	0.77	60.6	0.63

As of 2005, Innisfil Public Library provided 48 public access computer workstations, 40 of which had Internet access. In comparison to other library systems, IPL is a leader in the provision of workstations, with 1.52 per 1,000 population (1.27 workstations with Internet per 1,000 population per capita). Demand for electronic services continues to rise in most jurisdictions and Innisfil Public Library appears well positioned to respond to this trend.

The ARUPLO Report suggests that:

- Every branch that serves a population over 2,500 should have at least 3 public access workstations with high speed access and an additional workstation per 1,300 population. Innisfil Public Library currently exceeds this standard, however, service reductions are not recommended.

APPENDIX B – Benchmarking & Comparator Libraries

Circulation & Collections

BENCHMARKING - CIRCULATION & COLLECTIONS	Annual Circulation	Annual Circulation per Capita	Circulating Volumes Held (total)	Circulating Volumes Held per Capita
Innisfil	250,988	8.0	108,202	3.4
King	154,979	8.0	62,875	3.2
Georgina	194,942	4.5	93,913	2.2
Haldimand County (single-tier)	316,262	7.1	163,830	3.7
Halton Hills	322,167	6.2	98,292	1.9
Caledon	233,738	4.3	108,899	2.0
AVERAGE - smaller systems	244,418	5.7	105,562	2.5
Clarington	593,237	7.6	161,821	2.1
Ajax	636,442	7.6	171,895	2.1
Pickering	1,007,161	11.1	198,967	2.2
Whitby	858,094	7.9	188,865	1.7
Cambridge	1,065,269	9.0	272,425	2.3
AVERAGE - larger systems	832,041	8.7	198,795	2.1

Circulation of library materials at the Innisfil Public Library is strong, with an average of 8.0 volumes per capita in 2005 (a total of 250,988). This ranks higher or on par with several other library systems, but slightly below that exhibited by Cambridge and Pickering. There had been steady growth in circulation figures for the IPL over the years, however, the expansion of electronic services and materials is beginning to have a noticeable – although unquantifiable – impact on overall circulation.

In 2005, the IPL had a collection of 108,202 volumes for an average of 3.4 volumes per capita. This standard is in the range recommended by the ARUPLO Report (see below), but is higher than all benchmarked library systems with the exception of Haldimand County. The average for smaller library systems is 2.5 volumes per capita and 2.1 volumes per capita for larger library systems. Rapid population growth and the pervasiveness of electronic resources (including the increasing budget allocations for such) are likely having significant implications on the ability of most library systems to meet the recommended target of 3 volumes per capita.

The ARUPLO Report suggests that:

- In general, two-thirds of a branch library collection should consist of adult material with one-third consisting of children's and young adult material.
- A standard for the minimum number of non-book items in stock should include multiple formats.
- At least 20% of the materials purchased should be published within the last 5 years.
- 25% of acquisitions budget should be for alternate formats (e.g., online databases, DVDs).

APPENDIX B – Benchmarking & Comparator Libraries

- At least 10% of the total collection should be in non-print format.
- Each branch should generate a minimum of 8,000 circulations per year
- Small branches should hold a minimum of 10,000 volumes, medium branches 20,000 volumes, and large branches 30,000 volumes.
- Holdings of 3-5 volumes per capita is reasonable for small branches, declining to 3 volumes per capita for large branches.

Staffing

BENCHMARKING - STAFFING	Professional Librarians	Professional Librarians per 1000 residents	Library Technicians	Library Technicians per 1000 residents	Total Paid Staff	Total Paid Staff per 1000 residents
Innisfil	6.2	0.20	2.7	0.09	23.4	0.74
King	2.6	0.13	1.6	0.08	12.5	0.64
Georgina	2.0	0.05	1.0	0.02	14.1	0.33
Haldimand County (single-tier)	2.0	0.04	3.9	0.09	17.3	0.39
Halton Hills	4.3	0.08	7.2	0.14	25.0	0.48
Caledon	3.0	0.06	2.0	0.04	23.3	0.43
AVERAGE - smaller systems	2.8	0.07	3.1	0.07	18.4	0.43
Clarington	4.0	0.05	5.6	0.07	30.8	0.40
Ajax	4.0	0.05	2.0	0.02	33.6	0.40
Pickering	12.1	0.13	12.4	0.14	54.3	0.60
Whitby	6.0	0.06	--	--	53.5	0.49
Cambridge	16.2	0.14	0.0	0.00	61.5	0.52
AVERAGE - larger systems	8.5	0.09	5.0	0.04	46.7	0.49

The Innisfil Public Library has more professional librarians and total paid staff per 1000 population than any of the 10 benchmarked communities. Even on a staff per square foot basis, Innisfil has a higher staff ratio than all comparators with the exception of Halton Hills (which is a vastly undersized library system that is planned for expansion). This may be partly a reflection of the number of hours and branches offered by the IPL. A more detailed review of the conditions, pressures and needs of the Innisfil Public Library system is required in order to understand the rationale for staffing levels. There does not appear to be any significant difference in staffing (on a per capita basis) between small and large library systems.

The ARUPLO Report suggests that:

- A greater percentage of staff with accredited library education and training (e.g., EXCEL) is required to address the growing impact of technology on public libraries, a better educated user group and increasing public expectations of branch library staff.
- At present, one-third of all system-wide staffs are accredited professional librarians.

APPENDIX B – Benchmarking & Comparator Libraries

- Each library system should have an accredited professional librarian at the central office / administration system level.
- All professional librarians should be utilized on a system-wide basis.
- A library system is encouraged to allocate 2.5% of its total base budget for continuing education and training of staff. These training/education opportunities can be in-house programs, financial support for enrolment in the EXCEL program, or attendance at library conferences, training programs or events).

APPENDIX C – Presentation Board Comment Sheet

A self-administered survey was presented to residents of the Town of Innisfil; the survey was available at each branch as part of the circulation of the Library Master Plan (which including presentation display boards). The survey was also available on-line. As of November 1st, 2007, a total of 100 surveys had been analyzed. The following is a summary of the qualitative findings derived from the surveys.

- The following chart identifies the communities in which respondents live, the libraries they use most often, and respondent's age.

Place of Residency	# of Respondents
Stroud	46
Big Bay Point	13
Cookstown	9
Rural	8
Lefroy	7
Alcona	7
Innisfil Heights	4
Churchill	3

Library	# of Respondents
Stroud	80
Cookstown	9
Lakeshore	7
Churchill	4

Age Group	# of Respondents
Under 16	8
17 to 25	1
26 to 40	9
41 to 55	27
56-65	23
65+	31

- Respondents were generally pleased with the information presented on the display boards and indicated that the Master Plan was comprehensive. Concerns were expressed regarding the length of time the display boards were available for viewing.
- A well supported recommendation is the development of a central library in Cookstown. Additionally, respondents identified that they were pleased with recommendations regarding computers/technology, extended hours of operation, additional staff, and the focus on youth.
- The most common response when asked what recommendations should be changed or modified was to remove the recommendation to close the Stroud Branch Library. Those requesting that this recommendation be removed stated that the Stroud Branch Library is very accessible to seniors and students and provides for a “small-town” feel.

APPENDIX C – Presentation Board Comment Sheet

- Other suggested modifications to the recommendations included: extending hours of operation, providing book delivery for shut-ins, and not closing the Churchill Branch Library.
- Certain respondents identified the concern that the location of the new library will create transportation barriers for many members of the community, particularly seniors and youth.
- Overall, it is apparent that the closing of any branch library is met with opposition. For the Stroud Branch Library, this opposition was voiced by a large number of survey respondents and was clearly an issue that “got the community together” as the majority of survey returns were from Stroud and areas. It is important to recognize that the closure recommendation is a long-term strategy that would need to be re-evaluated over time, including assessing usage trends, population growth, impact of new library facilities, etc. As such, although we believe that the current recommendation is sound, we also believe that this recommendation may be changed or modified over time depending upon the outcome of the monitoring noted above.