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November 2nd, 2016

Mayor Strathdee and Council
Town of St. Marys
175 Queen Street East,
Mail: P.O Box 998,
St. Marys, ON. N4X 1B6
Phone: 519-284-2340

Dear Mayor Strathdee and Council:

It is with great pleasure that we present to you our final report for Library Space and Service Needs Study of St. Marys Public Library. The team of LGA Architectural Partners and Lighthouse Consulting Inc. were awarded a contract, funded by a Trillium Foundation grant, in April 2016 to perform a Library Services and Facilities Needs Study in summer 2016.

We have enjoyed getting to know your unique community through our visits to the town for tours, focus groups, interviews and surveys. After an intensive process of consultations, we present to you here a vision for the St Marys Public Library as a key service provider to your community. Our findings show that the library is a well-run and dynamic library, that is a high demand from the community for more program and services. To address the community needs and ensure the library's success in the present and future, three key points were identified:

- To comply with accessibility requirements and maintain collection and services the library requires more usable floor space for programs, storage, and workspace.
- There is pent-up demand for programs for youth, adults, and seniors
- The presence of SMPL as an anchor tenant in the downtown is crucial to a revitalized downtown.

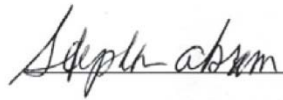
The vision, outlined here, will form the first building block in successfully transforming the library. The next steps will be to secure funding for the building project, whereas some operational recommendations have only small cost implications and can be implemented sooner.

Thank you for the opportunity to engage with the St. Marys community and library to do this important work for SMPL, St Marys, and your public.

Sincerely,

A handwritten signature in black ink, appearing to read 'Janna Levitt', with a stylized, cursive script.

Janna Levitt, Partner
BA, B. Arch. OAA FRAIC
LGA Architectural Partners

A handwritten signature in black ink, appearing to read 'Stephen Abram', with a cursive script.

Stephen Abram, Principal
MLS, FSLA
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St. Marys Public Library Library Space and Service Needs Study

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St Marys Public Library

Library Space and Service Needs Study

Table of Contents

- 1 Executive Summary
- 2 Process Summary
- 3 Recommendations
- 4 Proposed Scheme Plans

Appendices

- A Leadership Focus Groups Report
- B Online Survey Report
- C Community Focus Group Report
- D Staff Focus Group Report
- E Peer Group Statistics Report
- F Trends Report - Opportunities for Innovation & Community Growth and Engagement
- G Facilities Report
- H Functional Program
- I Existing Facility Plans
- J Costing Report of Proposed Scheme

1 . Executive Summary

This executive summary attempts to bring together the considerations and process of the consulting engagement with St. Marys Public Library and the process of community engagement.

Process

Several meetings, focus groups, presentations, and meetings were held with community residents, students, Town Council, Library staff and the Library Board. A dozen reports and drafts were created including a community & teen Focus Groups report, the report on the results of the meeting with Town Council and Library Board / senior management as well as meetings with library staff. We also completed a successful online survey of the community and Perth South. This is a tested approach, combining in-person focus groups with an online survey, which generates community discussions around the community's real needs while allowing for hot-button issues to be collected and reported. Combined with the high-level strategy and leadership perspectives we heard a lot of contextual and strategic information for the future of St. Marys and the St. Marys Public Library. As we often find, there were a number of opportunities that were identified in the open-ended comments too that were beyond the scope of this project - but this is good fodder for future library management consideration.

Themes

Overall our St. Marys/Perth South residents who participated were very supportive and very passionate about the role of the library in their community. One major theme was "MORE" – more books, more programs, more promotion, more learning, and more integration with other community services. They were passionate about their town and the quality of life there. They were worried about the decline in the downtown and the status of the heritage buildings and streetscape. They are very passionate about the heritage portion of the current library. They always saw a role of the library to be a key player in increasing the local vitality of St. Marys.

A selection of themes arose from these consultations and there was much overlap in these themes. The themes were the launch point for our steering committee discussions and underpinned our considerations for the ultimate recommendations aligning with community and town leadership perspectives:

- The library as a learning, social and cultural institution that contributes to quality of life in Town.
- Partnership opportunities for programing, employment and economic support for community growth.
- Pent up demand for programming with more programming non-business hours for kids and seniors and additional programming for teens, adults and males.
- Barriers in existing facility's logistic and workflow as well as with accessibility, safety, programming and access to technology.
- The importance of the library services and the heritage Carnegie building as the main downtown anchor.

Existing Facilities Limitations

There are many issues here identified by the staff that mirror the notes in our walk-around report. These include the elevator, the entrance, lighting, washrooms, HVAC, hot water supply, storage space, electrical issues, basement dampness, cleaning storage, kitchen, AODA compliance, and more. The key issue that staff were concentrated on is the lack of several program spaces that allowed them to build successful program initiatives that are repeatable and have an impact. The maintenance issues with the new wing and old wing were mentioned often (roof leaks, icing, windows rotting, lack of proper windows in the heritage portion, no hot water, bad sinks, electricity fails when more than one appliance is plugged in, sink holes, elevator, access, bike racks, and more). While the community's critique of the facilities was primarily around the second floor attic space (lack of windows, difficult access), it is clear that the need for more books, programs, and other requirements to address many of the obstacles noted by staff to optimize the existing floor space and to supplement it. The existing facility size also presents a challenge for future growth. Using North-American per-capita standards we observed the following space needs for St. Marys:



Recommendations

LGA and Lighthouse Consulting Inc. have crafted a range of recommendations that address the shortcomings in the Master Plan that create barriers to success in achieving both St. Marys goals and the continuing success of the St. Marys Public Library. The recommendations of this study cover the topics of facilities, program and service portfolio, and management and strategy. Given the challenges with the existing facility and the needs identified in the study, a restoration of the heritage building and a construction of a new addition to replace the outmoded existing addition is required. In terms of programming, the findings point to specific needs in senior, adult, teen and kids populations and a number of potential partnerships with other social and cultural institutions in the town.

The complete recommendations are described in section 3 of this report with plans illustrating the concepts are found in section 4.

Costing

Concept drawings were prepared to demonstrate how the current library can be transformed to meet the current and future needs identified in our consultations and research phases of the study. A restoration of the heritage building portion and a major renovation of the existing addition proved the most cost-effective way to resolve the existing conditions such as accessibility to upper level and incorporating additional programming (indoors and outdoors) space. Altus Group prepared an Order of Magnitude Estimate included in Appendix J that was based on the Drawings, outline specifications, photos, and discussions.

Due to the conceptual or "pre-design" phase of the drawings, a 15% 'Design and Pricing' contingency is included in the estimate to account for future unknowns. Additional typical contingencies such as escalation costs and construction contingencies are also included. The estimates include all the "hard" costs for the proposed project. HST is not included in the construction estimate. "Soft" costs such as moving, consultant fees, development charges, etc. are also not included. These would form part of the Project Budget.

The total estimated cost including contingencies is \$5.25 million. This cost includes repair to a number of existing facility maintenance items that require addressing in the near future. These include: replacing existing non-compliant elevator, replacing all windows in both heritage and addition portions that are in a state of disrepair, waterproofing of basement to resolve moisture issues, and replacing existing roof to address ice-damming, among others. Refer to attached appendix J for further details.

2 . Process Summary

The team of LGA Architectural Partners and Lighthouse Consulting Inc. were awarded a contract, funded by a Trillium Foundation grant, in April 2016 to perform a Library Services and Facilities Needs Study in summer 2016.

The full results of these studies are captured in the appendices of this report.

The process was designed for maximum community input as well as strong input from leading voices in the community, including the Town Council the St. Marys Public Library Board and the Library CEO and staff. The process involved an intense week of community focus groups, staff meetings, a Town Council meeting, and a meeting of the SMPL Library Board. It also involved an online survey administered from late June to July 31, 2016. This is a tested approach – combining in-person focus groups with an online survey - that generates community discussions around the community’s real needs while allowing for hot-button issues to be collected and reported.

Three public focus groups were held in the week of July 18th, 2016. These groups were held outside the library to create an independent atmosphere. Invitations were extended through e-mail, telephone and a notice on the SMPL website. A wide range of residents participated and there were rich conversations and the panels were very engaged in the future of the library system and its role in the vitality of St. Marys. Below is a summary of the dates and locations of the three community focus groups:

- Monday, July 18th, Noon, Pyramid Community Centre
- Tuesday, July 19th, 11:30 AM, Pyramid Community Centre
- Tuesday, July 19th, 7 PM, Pyramid Community Centre

One St. Marys Town Council session was set up as a focus group process and was held on July 19th, 2016. The meeting was an official meeting of Town Council which began with a short presentation of the context for the consulting study for the SMPL Master Plan and its relationship to the parallel strategic planning activities done by the CEO, Shannan Sword. The meeting was attended by all of Town Council.

On July 18, 2016, we met with the SMPL Library Board (which has Council representation including the Mayor).

Our goal was to discuss the future of the library facility and its role in the vitality of St. Marys and other Town priorities as well as the Councillors’ and Board’s vision for their community legacy. We also probed on issues related to community strategic challenges aligned with the portfolio of services offered by SMPL.

There are many issues identified by the staff that mirror the notes in our walk-around report. These include the elevator, entrances, lighting, washrooms, HVAC, hot water supply, storage space, basement “creepiness”, AODA compliance, cleaning storage, kitchen, and more. The key issue that staff were concentrated on is the lack of several program spaces that allowed them to build successful program initiatives that are repeatable and have an impact. The maintenance issues with the new wing and old wing were mentioned often.

LGA and Lighthouse Consulting also toured the Town of St. Marys as well as the library building and created a report of issues and opportunities that needed to be addressed.

LGA, Lighthouse Consulting and the project steering committee (Shannan Sword, Cole Atlin, and Rebecca Webb) reviewed the reports of the community engagement activities, staff, board and town feedback, and the facilities reviews. We then reviewed the summary of the themes that arose in the processes. The themes were used as a launch point for our steering committee discussions and are the foundation of a community-driven and leadership-driven set of recommendations.

The themes from the SurveyMonkey poll were:

- Heritage
- Culture
- Social Isolation
- Events
- Parking and Transportation
- Location and Facilities
- Digital Needs
- Programs
- Outreach
- Competition
- Marketing
- Collections
- Hours
- Partnerships and relationships within the municipality and with other social clubs and cultural institutions.
- Demographics
- Accessibility
- Teens
- Seniors
- Adults
- Pent Up Demand for Programs
- Barriers

The themes from the Council and Board were:

- Downtown revitalization
- Growing use of current facilities (i.e. PRC)
- Community Hubs
- Culture & Heritage
- Business, Employment and Economic Support – Community Growth
- Culture and Tourism/Trails
- Joint Facilities
- Integrated Strategies
- Teen Engagement
- Seniors and other Adults
- Demographic Change, Population Growth, Tax Base Growth
- Partnerships
- Relationships with Schools
- Community Expectations (vs. Tax, Revenue base)
- Libraries as Learning Institutions, Adult Learning
- Quality of Life and attractiveness for immigration of young families
- Distance and Walkability
- The Role of Libraries
- Libraries as Learning Institutions
- Libraries as Social Institutions
- Libraries as Cultural Institutions
- Digital and Innovation Experience and Training Hubs
- Libraries as Partners
- Quality of Life

The staff themes were more directly library-oriented and focused on facilities and services in the large part.

Staff Themes:

- Infrastructure
- Logistics & Workflow
- Programs and Services
- Accessibility and Safety
- Technology
- Partnerships and Competition

Lastly, LGA and Lighthouse Consulting developed specifications and needs assessments for the SMPL facility. These drove the creation of draft program diagram which led to discussions and ultimately to the concept drawing for the changes to the SMPL facility.

These recommendations and drawings follow.

3 . Recommendations

These are the draft recommendations for consideration as of August 17, 2016.

St. Marys Public Library is a well-run and dynamic library. It is limited by inadequate space that is configured poorly to meet its strategic goals for engaging the St. Marys and Perth South communities. There is great opportunity to enhance St. Marys in terms of learning, social engagement, quality of life, town attractiveness, downtown revitalization, economic and tourism development, culture, and more.

St. Marys Public Library is likely the major attractor of residents to the downtown. With over 50,000 physical visits per year to the library, regular and popular programs and events, as well as a committed promotional activity through their website, Facebook presence and other social media, SMPL generate a reason to come downtown. Additionally, their allied activities with the Adult Learning Centre attract more visits on the other end of the main street strip. Libraries are proven as cultural generators in Ontario communities and anchor many small town walking, cycling, and driving strategies to attract residents to town hubs such as St. Marys' main street. With the creation of municipal facilities further from the downtown, there are fewer reasons to go downtown for standard visits and the social and programmatic nature of SMPL is the major attractant. Investing in this institution will create value-add for other strategies and a foundation to grow from.

Facilities

1 Heritage Building restoration

Recommendation: The heritage portion of the St. Marys Public Library is a wonderful community asset. As part of the master plan the heritage building is in great need of restoration. St. Marys should investigate the range of grants available for 'green' renovations and heritage restoration. This should include heritage-sensitive restoration of the windows to do away with the leaks and replace them with windows that meet current standards of insulation to reduce heating and cooling costs. It should also include the re-opening of the skylight in the roof and the widow's walk feature. This ties to making the attic space more convivial and useful as a small cultural and larger programming space. The 4 rooms on the ground floor should be restored to their former glory and used for people-spaces. The high ceilings and commodious sizes are ideal for reading, community and program spaces. There are sadly used now as book stack spaces that negates their beauty and usefulness and the stacks do not meet current standards.

2 Old addition re-build.

Recommendation: The exterior envelope of 30+ year-old addition (construction completed in 1988) is comprised primarily of windows which are failing and need to be replaced. Its roof is likewise failing and in need of replacement. The existing addition does not have a basement and its structure does not allow for addition of a second storey. HVAC and electrical issues are inadequate and there are issues with AODA compliance. It is more cost-effective and efficient to rebuild the addition than to add to it. For these reasons, and given the need for additional space the study has identified, only the addition should be demolished and replaced with a new addition of a similar footprint that includes a second floor and a basement. This addition could be built in steel structure to allow for a large, flexible open

floor plan that would serve the library for years to come. A simple, contemporary addition would be a wonderful complement to heritage Carnegie building both aesthetically and programmatically.

3 Reading garden

Recommendation: There should be a stronger relationship to the memorial garden and park-like space adjacent to the library. This is the primary entrance to SMPL but it does not relate well to the programming needs for events and kids. It is a valued community asset downtown and there should be a door leading to the reading garden and games board that exits from the library. This would allow for safe outdoor programs for all ages.

4 Parking, Signage and Access

Recommendation: Parking is an issue for the library users since there is no dedicated library parking lot and this is very unusual for town libraries. The full-time use of two prime parking spots by police vehicles by the heritage entrance should be reviewed and considered for library patron and disabled access. The very under-used parking lot associated with the Bell building next door should be considered for regular library patron use to accommodate more traffic to the library and downtown. Access from this lot into the Reading Garden and Library should be considered. Negotiations for this access should be undertaken as part of the downtown revitalization plans and the role of the SMPL as the major attractor of residents to the town core.

Recommendation: Signage needs to be addressed from Queen Street and over the entrance door. The library is too invisible from the street for new residents for the only entrance that is AODA accessible, stairless, and easy for strollers and walkers.

Recommendation: Bicycles are a major mode of transportation for teens in St. Marys which lacks public transit. The bicycle rack should be expanded, made more prominent and placed on a concrete pad with a walkway. This would encourage more teen use.

5 Storage & Basement

Recommendation: Needed storage of supplies, coats, strollers, programming equipment, book trucks, and extra chairs and tables is wholly inadequate and uses up valuable public space while creating eyesores for patrons and staff. A dry basement should be added under the new wing accessible by a modernized AODA compliant elevator that can provide a direct route to the old basement for heavy supplies and remove them from sight when not needed. The heritage basement should be evaluated for dryness and water and mould-proofed for better use for storage.

6 Technology

Recommendation: There is inadequate technology in the SMPL for community needs and by provincial standards comparisons. There is a need for a computer access area – separated from children’s computer access. This would be for adults and teens as well as support training activities which need to be upgraded and co-programmed with the Adult Learning and Employment Centres.

7 Books and Display

Recommendation: The hard copy collection is too small for a community of St. Marys' size which is currently addressed by resource sharing with other libraries. The current shelving does not provide easy browsing, doesn't support face-out displays and is not AODA compliant. It creates confusion as to where the full collection access is. The collection needs to be expanded and two new book stack groups need to be created on a new second floor over the new wing as well as in the basement of the new wing with light wells.

8 Flexible program spaces

Recommendation: The best space for programs is in the heritage spaces. The four rooms on the Carnegie library main floor should be dedicated to programs. One should be dedicated to technology programs and digital maker-space activities to attract teens, adults, more males, business-people, and others. Another space should be a great open room for programs. The other two can be dedicated to recreational reading, book clubs and smaller community conversational and social programs. Quiet reading spaces could be accommodated in the book stack areas on the second and basement (with light wells) areas while kids and pre-school programs could have a dedicated space close to the outdoor reading garden.

Recommendation: A major restoration of the attic space in the heritage building should restore it to beauty and create a flexible space that can accommodate larger meetings, cultural programming, and events like cooking programs and demonstrations, business programs, and crafts. This small performance facility could accommodate musicians, author readings, poetry slams, and community events and more. It can be a beautiful space (including the hidden skylight) the community is proud of while also having elevator, washroom and kitchen/servery access. The renovated space can be a source of revenue for the library and an event destination in the downtown while restoring it to its past glory for better heritage and community service.

Programs and Services Portfolio

9 Seniors engagement

Recommendation: St. Marys has a higher than average age profile. This group is a key group in the demographics of St. Marys and the library programs for them well. They are often into volunteerism and programming for them needs to be made available in the evenings as well as the day.

10 Adult engagement

Recommendation: Adults of working age are under-served in St. Marys. This area of programming needs more effort and needs to attract more than Moms and Kids. A focus on singles, couples, and men would be to encourage more programs and activities that appeal to them and to create spaces for their needs. Such things as technology access, maker

spaces, wine and beer tastings, cooking and more can improve the quality of life and neighbourliness in St. Marys.

11 Teen engagement

Recommendation: If there was one group that everyone was worried about it was the teens – including the teens themselves. There is too little to do for them in St. Marys, despite great recreational facilities. There is an opportunity to create spaces that are NOT associated with school or sports where they can hang out, learn, relax, and be safe. Homework Helper programs are a start but STEM and STEAM (Science, Technology, Engineering, Art, and Math) programming through Maker Spaces are a major successful trend. St. Marys Public Library needs to dedicate space that is teen friendly, safe, and programmed to deliver value to that age cohort.

12 Pre-school and kids engagement

Recommendation: This is a real strength of St. Marys Public Library. That said, the spaces are inadequate. Pre-schoolers and the early grades need safe spaces to play and learn. Story hour in front of a busy circulation desk is not optimal. Lack of easy access to the reading garden is a lost opportunity. Too few computers for kids negates the collaborative nature of play and technology. SMPL must create a separate space for kids that allows for stroller parking, Parents/Caregivers to be nearby, and access to appropriate reading and digital sources/games that create learning year-round.

13 Cultural activities

Recommendation: In addition to the attic space being re-imagined as a performance/event/program venue, the SMPL needs to integrate its collections and programs to support or encourage all cultural activities in Town.

14 Tourism activities

Recommendation: Some libraries are jumping on the community hub strategies linked to local trails and culture walks. St. Marys already lends fishing equipment and this is great. There is an opportunity for SMPL to link itself to a number of activities in Town that support tourism and would allow it to grow with all of the attendant benefits of that.

15 Employment and Adult Learning

Recommendation: The library space and the Adult Learning space (and partnerships with the Employment Centre) need to anchor the Downtown service corridor. This requires cooperation and scheduling and the concept that the program and computer spaces need to be planned as one service dynamic without regard to organizational barriers. This is to revitalize downtown foot traffic as well as to create an economic and employment program that benefits the needs of St. Marys residents.

16 Supporting local business

Recommendation: The library needs a program to align with the key needs of St. Marys businesses. While this includes employment training strategies, it also includes ensuring

that key business and social/cultural institutions and recreational sites / programs are promoted to St. Mary's residents and beyond. The library can create programming to promote awareness of chefs, inns, stores, spas, museums, and recreational services in the library and start to create a community source of social engagement as well as tourism awareness.

Recommendation: One key strategy is for the library to create and maintain a major Community Calendar connected to social media delivery systems. In this way, all activities for residents and visitors could find them in one place to look and have them pushed to them according to their interests. While the Town is working on this the SMPL should be a major partner and contributor to the calendar and the calendar should be promoted from the SMPL website and social media presences.

17 Technology and Internet access

Recommendation: Internet access is a key issue for St. Marys' residents and the library is a key player in ensuring that St. Marys residents have access there. The library's technology foot print is too small and it needs more space for technology use and training. For obvious reasons it is wise to create a separate space for kids and teens/adults. It is a major trend in libraries that STEM skills and employment skills development are cost-effectively supported by public libraries as both learning and entertaining training.

Recommendation: The library needs space for BYOD – Bring Your Own Device. With the presence of iPad based schools in the town as well as many people requiring Wi-Fi for their smartphones, tablets and laptops, SMPL must accommodate these users of the library's connectivity and peripherals.

18 Other Opportunities

There were a number of comments in the focus groups that should be captured here.

- a. The Mercury Theatre space that has been closed for many years is an opportunity and provides a cultural space that sits in size between the Attic in SMPL and the Pyramid Centre.
- b. The Town Hall auditorium is largely used by the Stone Town Players and has been recently restored.
- c. The Pyramid Centre facilities are under-used and causing a drain on the town financially.
- d. The basement of the library could extend the basement space at Town Hall with a simple tunnel and renovation like that done in Town Hall.
- e. If the Bell building moved out that would be a great place for more parking and a Farmer's Market space associated with the Town centre and downtown revitalization.
- f. There are empty store spaces on Queen Street that could serve as temporary library space while any construction/renovations and restorations take place while continuing to attract residents downtown.

Each of these ideas is outside the scope of the Library Master Plan but are provided here as fodder for thinking since they align with the programs considered by SMPL and

SMPL would be well-advised to collaborate on joint strategies, promotion and programming.

Management and Strategy

19 Adult Learning Centre integration – anchors on either end of Downtown strip.

Recommendation: The Adult Learning Centre, which is part of and under the direction of the SMPL Library Board and CEO, should be more tightly integrated on planning and programming activities with the SMPL. SMPL should cross-license online adult learning courses (such as Lynda.com and Gale Courses) for both entities and cross-market the opportunities to develop employable skills to Perth South and St. Marys residents. Adult Learning services are a great way to maintain and develop a solid workforce, help local business, get people off of social assistance, attract government funds, and help to maintain lower unemployment rates.

20 Increased online learning opportunities in concert with the Adult Learning Centre and Employment Centre.

Recommendation: SMPL should cross-license online adult learning courses (such as Lynda.com and Gale Courses) for both entities and cross-market the opportunities to develop employable skills to Perth South and St. Marys residents.

21 Increased Co-programming with key major partners – Pyramid Recreational Centre, Baseball Hall of Fame, Museum, Schools, etc.

Recommendation: The SMPL should lead on developing a framework for cooperation and co-development of programs for the cultural and recreational entities in St. Marys beyond the program guide. There is too much competition for available dates and weekends which is not meeting the real need of developing a community engagement and tourism dynamic for St. Marys near Canada's Stratford cultural hub. Co-marketing and calendaring would benefit all institutions equitably and build better and more dynamic activities for residents and guests in St. Marys.

22 Partnerships and relationships within the municipality and with other social clubs and cultural institutions.

Recommendation: Formal partnerships should be developed to increase activities of SMPL outside of the library walls as well as to increase activities of partners in the improved library spaces. The library should use its pop-up 'awning' more often to be providing programs and other activities where the events are. A Pop-Up library (one where a small range of library services and programs as well as promotion can take place) is a good strategy for placing the SMPL in front of residents where they are when a full 'branch' is not indicated but events, PRC programs, another activities generate a critical mass of residents. The library should offer book drops and services at the PRC on a regular schedule associated

with targeted groups already at the venue (sports books for hockey teams, seniors reading clubs, etc.)

23 Addition of Cultural and Tourism activities

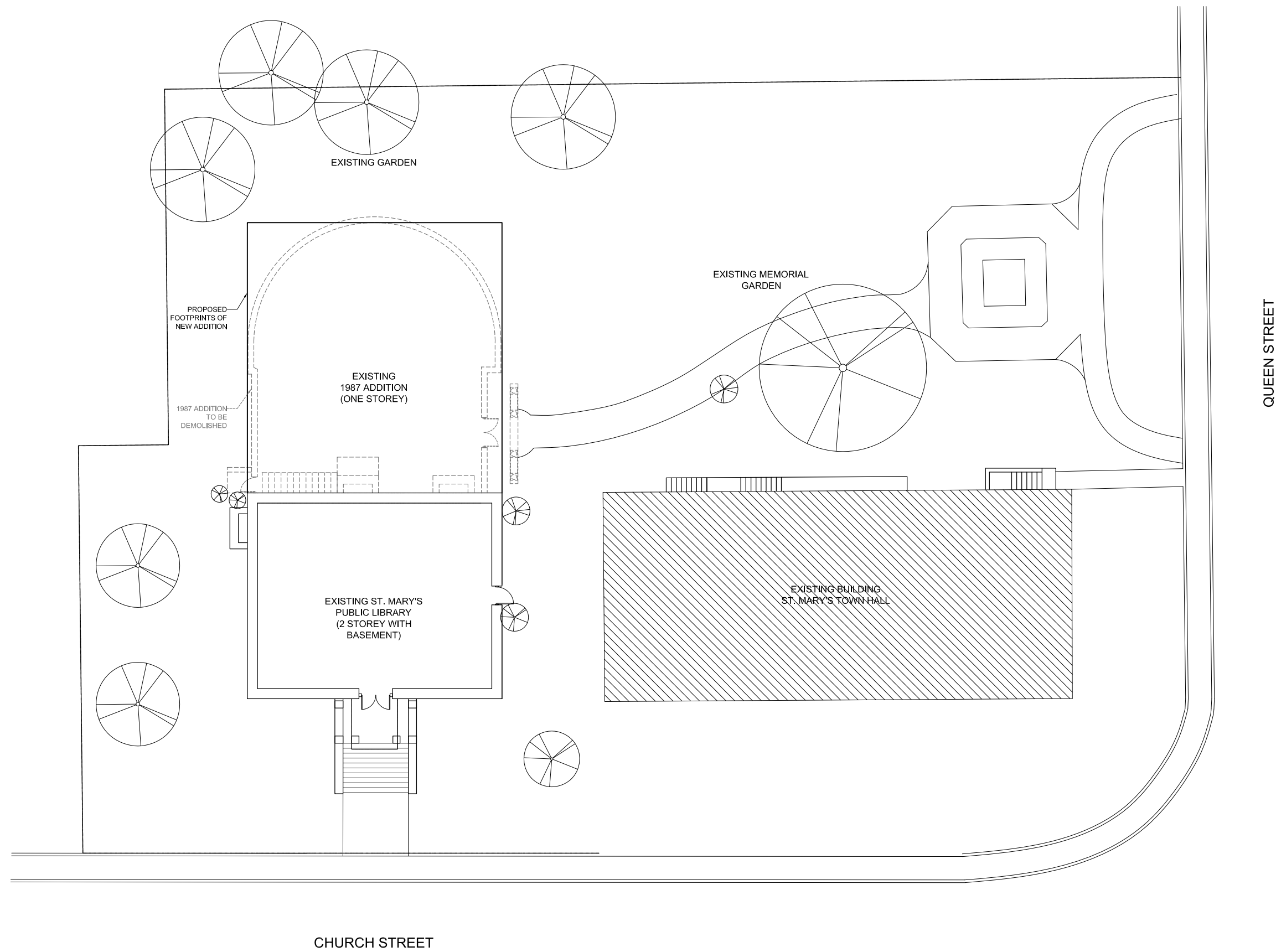
Recommendation: Seek to align your shovel ready SMPL buildings with provincial and federal infrastructure funding and policy initiatives (Tourism, Trails, Culture, Heritage, Libraries, Broadband, Employment, Training & Education, etc.). This funding is available for creative and innovative communities once you are prepared to go forward with your plan(s). St. Marys can benefit from province-wide strategies to create more jobs and visitors to Ontario’s communities in the culture, heritage, tourism (trails), education, and community hubs initiatives. One new grant announced in summer 2016 is the grant for Heritage restorations in the new Culture Strategy. More information is expected soon.

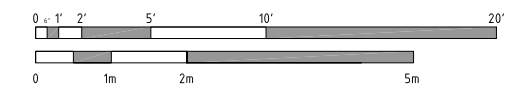
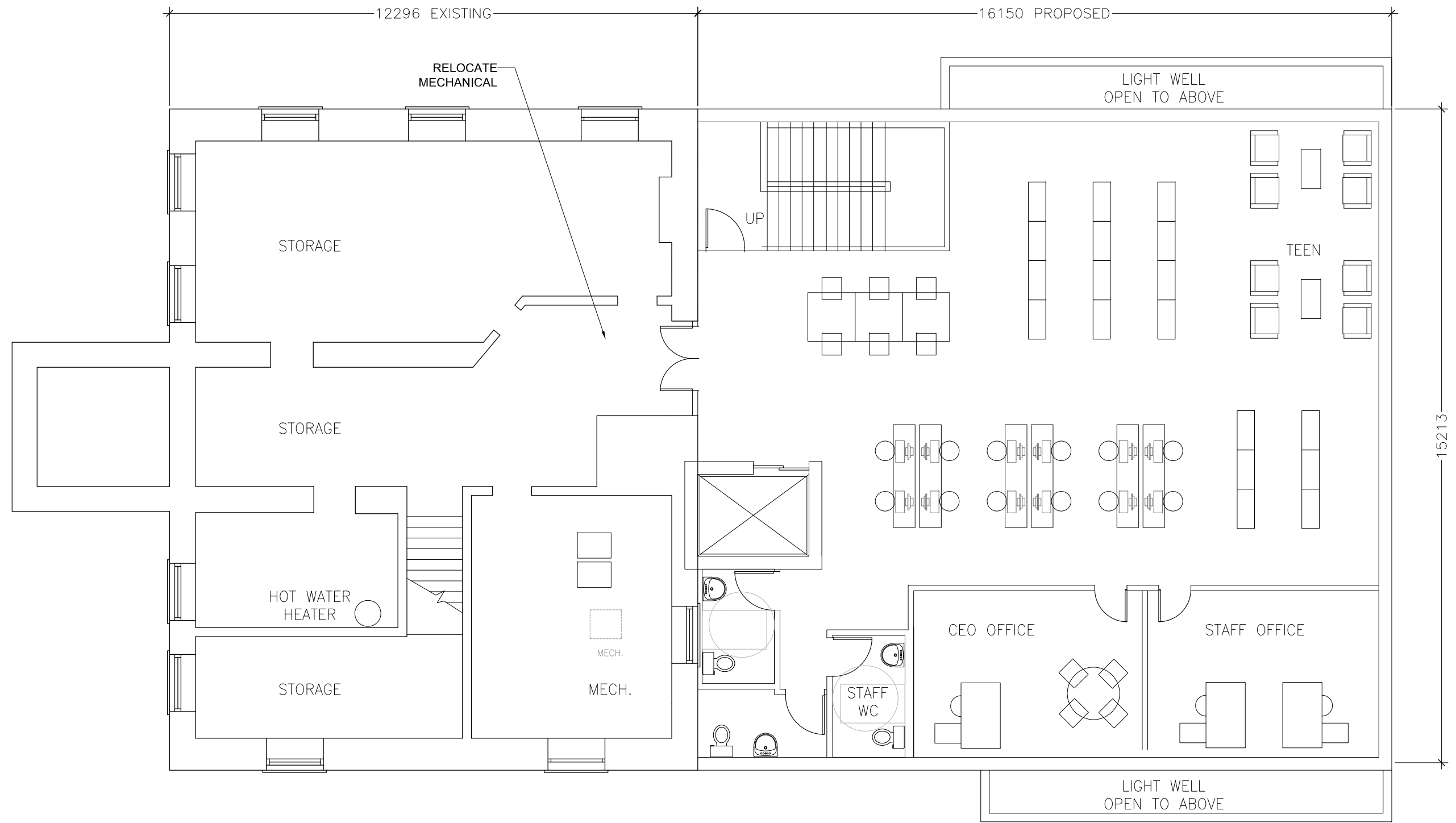
24 Integrated Planning

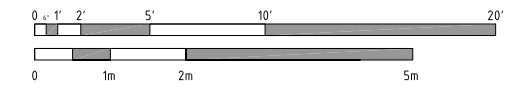
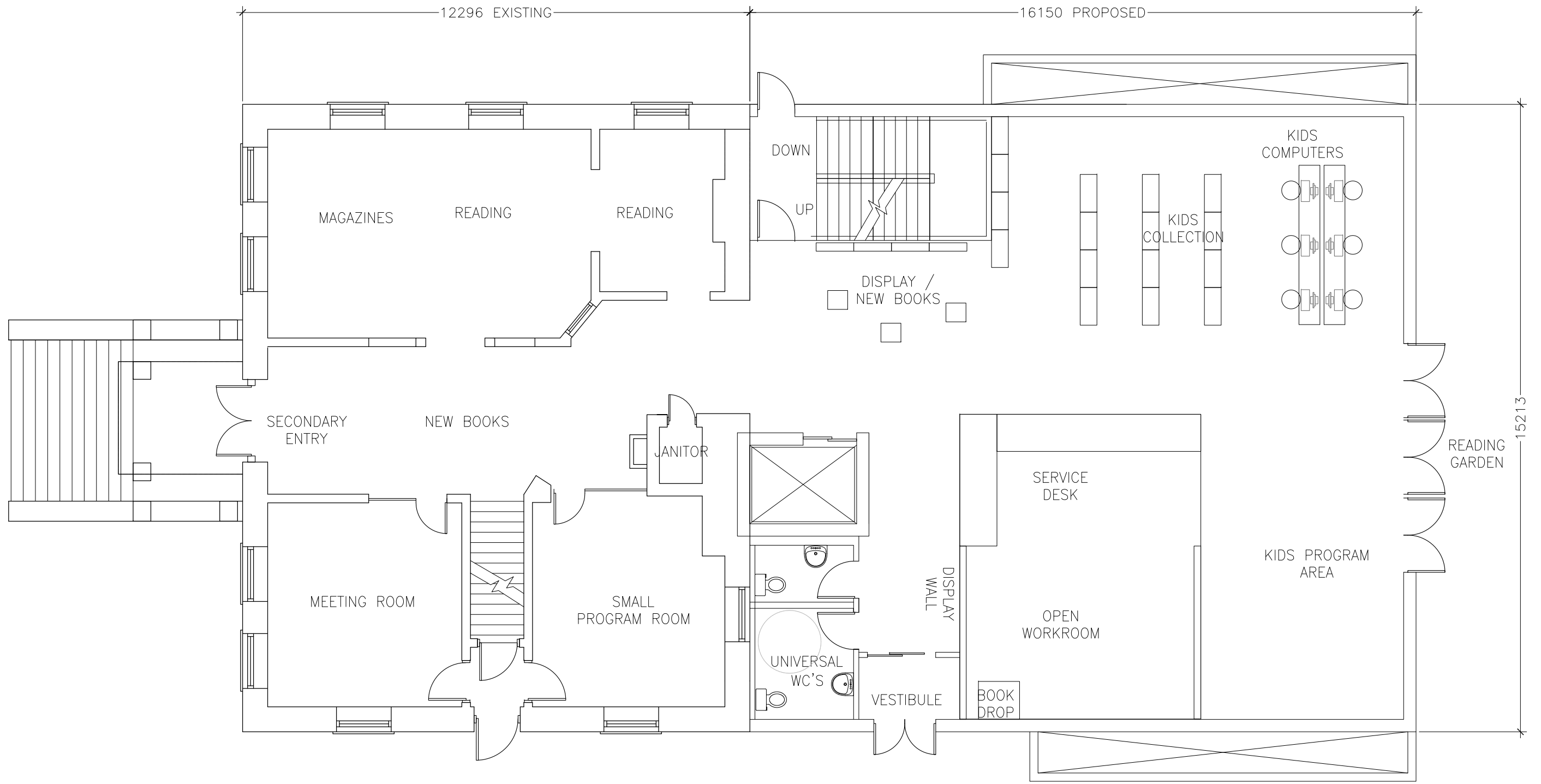
Recommendation: As St. Marys moves forward with its key strategies to grow the Town, make quality living, attract young people and families, ensure connectivity, develop great parks and recreation programming, ensure that these planning activities are integrated across the board and include the library staff management. Break down the siloes.

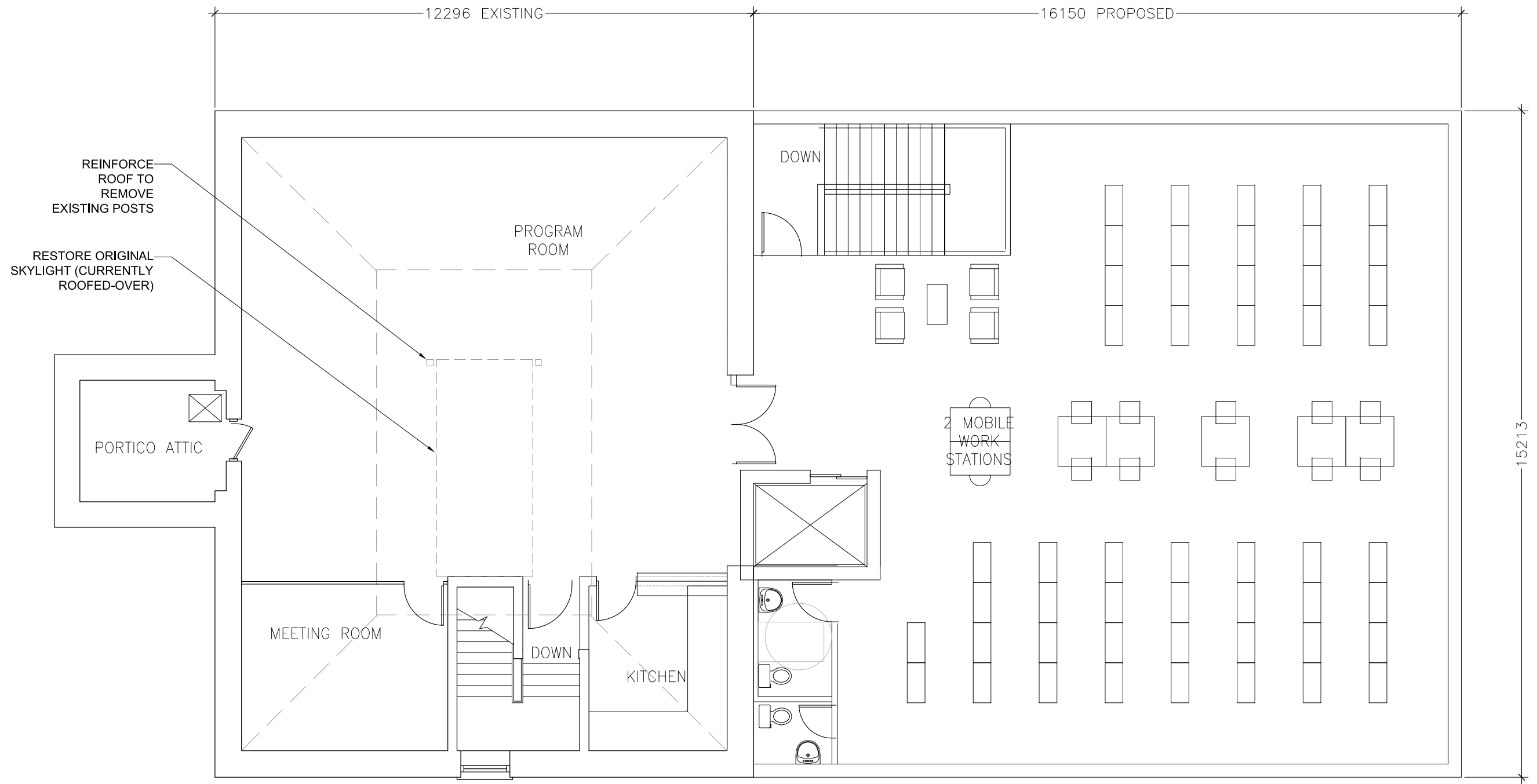


PROPOSED SCHEME RENDER









Appendices

- A. Leadership Focus Groups Report
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St. Marys Public Library- Appendix A

Leadership (Town Council and Library Board) Strategic Themes

Background

One St. Marys Town Council session was set up as a focus group process and was held on July 19th, 2016. The meeting was an official meeting of Town council which began with a short presentation of the context of the consulting study for the SMPL Master Plan and its relationship to the strategic planning activities done by the CEO, Shannan Sword. The meeting was attended by most of Town Council. The previous evening, July 18, 2016, we met with the SMPL Library Board (which includes Council representation including the Mayor). This report combines the feedback and insights from both groups.

Our goal was to discuss the future of the library facility and its role in the vitality of St. Marys and other Town priorities as well as the Councillors' and Board's vision for their community legacy.

Listed in the appendix are quick summaries of 'near' quotes of participants to serve as a partial transcript of the conversations of the meeting. They capture the flavor of the discussions. The group required little prompting and nearly every suggestion is an opinion, perspective or insight that came as a result of the structured discussion amongst the group with me.

While some specific comments may be incorrect or incomplete, they do serve to show where further communication, advocacy, education, and market positioning activities are needed. In addition, Council and Board were very supportive of the library. That said, all feedback is real gift from your community.

Themes

Several stronger themes emerged from the conversations in this leadership group. There may be additional themes as we read these further, discuss them, and add to them with the results of the larger online community survey report. As such, these results from the group should be reviewed as very preliminary until we align it with the additional results from the online survey and the community engagement focus groups.

The group required little prompting and nearly every suggestion is an opinion, perspective or insight that came as a result of discussion between community leaders.

The themes fall into the following buckets (These are not in order of emphasis yet since that await our discussions of the results):

While we heard echoes of what we discovered in the community focus group themes, the Council and Board themes were largely focused on the bigger picture and the overall landscape of the entire St. Marys community and the role that SMPL plays, can play or should play in the community fabric.

For reference, the themes from the SurveyMonkey poll were:

- Heritage
- Culture
- Social Isolation
- Events
- Parking and Transportation
- Location and Facilities
- Digital Needs
- Programs
- Outreach
- Competition
- Marketing
- Collections
- Hours
- Partnerships and relationships within the municipality and with other social clubs and cultural institutions.
- Demographics
- Accessibility
- Teens
- Seniors
- Adults
- Pent Up Demand for Programs
- Barriers

The themes from the Council and Board were:

- **Downtown revitalization**
- **Growing use of current facilities (i.e. PRC)**
- **Community Hubs**
- **Culture & Heritage**
- **Business, Employment and Economic Support – Community Growth**
- **Culture and Tourism/Trails**

- **Joint Facilities**
- **Integrated Strategies**
- **Teen Engagement**
- **Seniors and other Adults**
- **Demographic Change, Population Growth, Tax Base Growth**
- **Partnerships**
- **Relationships with Schools**
- **Community Expectations (vs. Tax, Revenue base)**
- **Libraries as Learning Institutions, Adult Learning**
- **Quality of Life and attractiveness for in-migration of young families**
- **Distance and Walkability**
- **The Role of Libraries**
- **Libraries as Learning Institutions**
- **Libraries as Social Institutions**
- **Libraries as Cultural Institutions**
- **Digital and Innovation Experience and Training Hubs**
- **Libraries as Partners**
- **Quality of Life**

Commentary on Themes

Downtown revitalization

This was a key theme. The deterioration of the downtown strip was noted with empty stores, lack of a theatre 'plan' (especially the Town Hall auditorium, Mercury theatre), and the

At least one councillor was very supportive of greater integration with PRC and this was largely motivated by the under-usage, cost and need to cover the loans and expenses.

The role of the heritage part of SMPL was widely acknowledged and some supported restoration but not 'moving'.

Growing use of current facilities (i.e. PRC)

This discussion surfaced a schism in the conversation based on issues related to the budget and over-servicing of St. Marys in recreational needs while other issues like non-sport programs and cultural programs were weak. There was also concern that the attractiveness of St. Marys and downtown was largely tied to the heritage Stonetown buildings that SMPL shares with Town Hall, the train station and the main street.

Community Hubs

Most of the group was very aware of the Ontario cabinet's investigations into supporting community hubs and appeared to be quite supportive of the concept. They viewed a 'hub' as a place that combined several destination sites to create a multi-type facility and an event atmosphere and town asset. Parking and some services could be shared but the main driver was to create community experiences where all ages and family styles/singles could participate as neighbours.

A small number of councillors suggested much stronger relationships with the PCC. This is problematic since the PCC on the outskirts of town (along with the High School and many municipal offices) has drawn foot traffic and employment away from the downtown and contributed to the deterioration of downtown as a destination. SMPL is possibly the largest traffic generator of residents to the downtown strip.

Culture & Heritage

The group was very aware of the Ontario cabinet's investigations into developing the first Culture Strategy for Ontario. These plans were released in July and include the role of libraries and heritage facilities in small towns which should be of benefit to St. Marys. Identifying a

Made-in-St. Marys culture strategy appeared to be top-of-mind on the context of the successful strategies in nearby Stratford which could build on their tourist traffic. All appeared to be quite supportive of the concept but wanted to develop greater flexibility in delivery through joint, flexible facilities that were multi-purpose. They were concerned about the ability to support and fund initiatives like art galleries, shows, museum, local history, performance venues, and the like over the long term with a smaller market and a nascent tourism footprint.

Business, Employment and Economic Support – Community Growth

There was discussion about the role of the library in supporting small and medium sized businesses in St. Marys. They want to make St. Marys a more attractive place for these economic and employment generators.

There was strong support for quality of life and town attractiveness initiatives that would attract employment in the 18-50 year old cohort, encourage young people to stay and work in St. Marys, and build jobs and employment that attracted greater population in an affordable town that has not seen growth in over a decade. While they appreciated that the average age was high and there is a large cohort of seniors they do not want the reputation as solely a retirement community.

Culture and Tourism/Trails

There was also discussion about how the library would relate to tourism strategies with respect to culture initiatives and the emerging trails initiatives that pass close the downtown of St. Marys and SMPL. Each of these were along the lines of “There’s an opportunity here, but we don’t know exactly what.”

There were suggestions that the library may be the appropriate partner for small scale local culture activities and events if the space and partnerships were encouraged and planned in an integrated fashion.

Joint Facilities

There was considerable support for joint facilities or at least collocated facilities on the same site or with close proximity. There were a number of suggestions for partners in planning these including pools, seniors’ facilities, parks and recreation, museums, art galleries, local history sites, etc.

Integrated Strategies

A major over-arching theme in the discussions amongst the councillors and board was integrated planning to benefit St. Marys. This surfaced in several ways:

Teen Engagement

This was one of the top issues identified by this group. They acknowledged that there was little by way of teen programming activities in St. Marys and that this may put teens at risk. Few activities are easy to access without a car. There are issues with boredom and the attendant issues with performance due to lack of access to enrichment activities. This issue is also an issue for community centres, parks and recreation activities, and businesses.

Seniors and other Adults

This was also an identified top issue. As the population ages in place in St. Marys, providing great programs and activities year round that engage these residents is a challenge with the codicil that this cannot be the priority at the expense of teen and adult programs.

Demographic Change, Population Growth, Tax Base Growth

Many participants were passionate about the role the public library plays in addressing the critical issues facing St. Marys. Some of the key points made were around groups that were affected by isolation and barriers to access.

This group acknowledged that St. Marys' demographics are changing. Key issues are the changing demographic 'mix'. There are splits based on length of time in St. Marys, income, local population density, north-south, rural-town, and more. This creates challenges in equitably serving the St. Marys resident.

Partnerships

There was strong support for integrated planning with the Town and beyond into the Region as well as with the school boards.

Relationships with Schools

There were several viewpoints on this issue that contained a number of facets. Some felt that it was a natural partnership to involve teens while others felt that teens may not want to extend the time in school and needed a place to interact and do things that wasn't in their school parameters. Driving availability is an issue.

Challenges and Barriers

Community Expectations (vs. Tax, Revenue base)

Several in the group expressed the challenges facing St. Marys due to a smaller population and stagnating tax base and access to government funding programs being misaligned with community expectation set by proximity to the Golden Horseshoe cities.

Distance and Walkability

Transit, roads and commuters are an issue for St. Marys. Transit tends to be focused on lightly serviced VIA and GO rail. The area is very dependent on the private car. Most schools are serviced by a school bus network that limits teen mobility outside of school bus schedules. These issues particularly impact teens before driving age, as well as seniors, especially during the winter months.

The Role of Libraries

There was strong acknowledgement of the role of the St. Marys Public Library in the community's quality of life. They saw this as more than just lending books and DVDs but also saw the role of early learning, teen, adult and seniors programs. Key highpoints included:

Libraries as Learning Institutions

They saw this as a capacity generator and saw the role of the library in supporting early years, elementary and high school learning as critical. They also noted that the high school curriculum has changed and is far more digital (one-on-one iPads) and requires access to tools and database services to a greater degree. They saw digital innovation a key factor in library programming.

There appeared to be weak understanding of the role of SMPL in the Adult Learning Centre, Schools, and Employment Centres.

Libraries as Social Institutions

They saw the library as closely aligned with other social institutions and wellness centres in St. Marys and saw it as a key partner and point of entry into the services in the region. They noted this by often thinking that co-programming is a good idea.

Libraries as Cultural Institutions

Several noted the opportunity for SMPL to encourage and support local artists, writers, and craft-making. Displays and art shows were mentioned and there was support for expanding this activity in the PRC and SMPL downtown.

Digital and Innovation Experience and Training Hubs

For programs, this group acknowledge the traditional programs but was very supportive of the role in innovation and learning that the library could increase its support of digital presence, learning, and training. Mentions included online learning, computer access, Makerspaces, 3D printing, digital photography and video, as well as gaming.

Libraries as Partners

This was a key result of this session. St. Marys Public Library's strategic plan and master plan should include key relationships with Town and Regional partners as well as integrated planning and delivery through shared site strategies.

Quality of Life

Overall, SMPL is acknowledged as a key municipal contributor to the vitality and overall quality of community experience in St. Marys.

Conclusion

These themes are only a first step in working towards recommendations. They are by nature incomplete and reflect only the informed discussion of a small sample of community leaders. We can work soon with the fuller online survey to prioritize the community opinions and needs and develop further insights on the library climate in St. Marys. We will add further insights from the online survey and community focus groups and then proceed to recommendations to test with discussion and research.



St. Marys Public Library – Appendix B

Online Survey Strategic Themes

Background

A draft survey was created in SurveyMonkey and reviewed by the steering committee. It was then tested by a few staff and launched. The survey was launched June 23, 2016 and remained open through August 3, 2016. There were 149 responses which is pretty good for a small community with a single branch to promote the survey! This shows the strong interest and support of the St. Marys Public Library. The survey was promoted through the library's website using a direct link as well as through posters, social media, social networks, and e-mail. Print copies were made available for those who preferred that format and the data entry was done by library staff. Residents could respond from home or using any library PC.

Online Survey Results

Following are the results of the online survey's 24 questions. The results here are organized by question and including bar charts, wordclouds, detailed data summaries, and open-ended comments.

NOTE: If this becomes a public document it will need to be edited to remove personal information such as e-mail addresses.

Themes

Several stronger themes have emerged in this study in the focus groups and council/senior management sessions. The themes from the open meetings fell into the following buckets and we saw continuing support for this in the online survey as well as additional commentary and insights from residents.

- **Heritage**
- **Culture**
- **Social Isolation**
- **Events**
- **Parking and Transportation**
- **Location and Facilities**
- **Digital Needs**
- **Programs**
- **Outreach**
- **Competition**
- **Marketing**
- **Collections**
- **Hours**
- **Partnerships and relationships within the municipality and with other social clubs and cultural institutions.**
- **Demographics**
- **Accessibility**
- **Teens**
- **Seniors**
- **Adults**
- **Pent Up Demand for Programs**
- **Barriers**

Draft Commentary

We had a very good response to this survey with 149 completed surveys. The staff did a wonderful job promoting the survey and ensuring good participation. To some degree this response shows that St. Marys residents care deeply about their library and use it heavily. This response number compares very favourably with larger cities and towns that we have surveyed.

Question 1: Tell us about yourself. Where do you live?

89% of our respondents live in St. Marys. Fewer (30%) work in St. Marys and 38% were parents. Smaller numbers own a business in St. Marys (13%) and 2.7% attend school.

Question 2: What is your gender?

80% were female and 19% were male. This under-representation of males is typical in library user populations.

Question 3: What is your age?

Our age distribution was very good. While high school and college age respondents was only 9%, the mix of Adult and Seniors was excellent and helps to balance the senior dominated focus groups.

Question 4: Which community do you live in or near?

We seem to have a central population of St. Marys residents (84%) with small group in Perth South (9%).

Question 5: Do you have children living in your household?

Just over 53% did not have children living at home with most of the rest having school age at home (45%) and children over age 18 at home (18%). (Numbers don't sum to 100% due to multiple children in the residence.)

Question 6: Are you currently a cardholding member of ...?

94% of respondents were SMPL cardholders.

Significant numbers were also cardholders at Stratford, London, Oxford, Middlesex, and Huron County.

Question 7: Have you used public library branches in other municipalities in the past 12 months?

38% of the respondents had used another PL in the past 12 months.

Question 8: Which ones?

There was significant use of other library systems within east commuter range or contiguous to St. Marys.

Question 9: Have you used SMPL's eBranch in the past 12 months?

The survey showed excellent use of the SMPL eBranch (71%).

Question 10: How often do you physically go to any SMPL branch?

Non-use of SMPL is rare and lower than provincial averages.

Regular physical use is quite high with 33% of respondents using SMPL branches once or likely more a month.

Question 11: It is important to me that a branch . . .

66% said that branches should be easy to walk or bike to which is not the case for many residents and is quite high per norms. 45% were comfortable with a drive under 15 minutes while only 16% would travel longer. Adequate parking was key.

Question 12: If you have visited the St. Marys Public Library, what do you think of the quality of the library space?

18% rated the space as needing renovation. That said, this appears to be protective of the heritage space and their open-ended comments show a need for renovation on specific issues and a lacking in the newer space.

Question 13: Are you satisfied with the hours of operation of your home branch?

While 78% of respondents indicated satisfaction with the current hours, this is not reflected in their demands for additional hours in the next question!

Question 14: How could the hours of operation change to better suit your needs?

Broadly, these respondents wanted MORE. 13% supported more morning hours; 20% supported more evening hours, 7% wanted more open days, and 21% wanted Sunday hours. In this question “happy with the current hours” was just 55% with overlap to wanting more hours as polled.

Question 15: What do you typically do when you visit SMPL?

Insights from this question show:

SMPL has higher demand for “Get help from library staff” than is typical.

SMPL has decent support for adult and children’s programs but big weaknesses with teens.

Collection based behaviours are the ‘reason’ for 57-82% of visits. Programs are limited by the space.

Question 16: Are you aware of the following programs and services offered by SMPL?

Program awareness of SMPL programs is very good. SMPL is above the provincial average in e-book awareness but underperforms in awareness on adult programs like technology training and employment. Programs have room to grow.

Question 17: Share your interest in these emerging services to promote learning, research and community growth for the businesses and residents of St. Marys.

As with the FOPL Market Probe Canada provincial 2015 poll there was very significant support for new and emerging library services averaging 40-60% who were strongly or somewhat interested. Mildly, many retailers and social services would be delighted with this expressed demand and alignment with activities relevant to their communities.

Question 18: Please enter the importance of these elements in a new or renovated library building.

Rating of strong or very important was the trend for all activities relevant to space needs. Most of these community desires are not reflected in the current spaces.

Question 19: Would you like to see the development of, and ongoing investment in, a small performance venue in St. Marys?

10% supported the notion while only 10% said no. A significant number (64%) were on the fence.

Question 20: Describe your ideal public library in three words.

The list is fantastic and can be used to describe the vision for renovated facilities that meets community demand. While the wordcloud highlights commonalities, the full list is very useful.

Question 21: What uniquely St. Marys' elements would you add to make your public library stand out?

The list is fantastic and can be used to describe the vision for new and renovated facilities that meets community demand. While the wordcloud highlights commonalities, the full list is very useful.

**Question 22: Are there any non-St. Marys libraries or public facilities that have visited?
Tell us about them and what you like about them.**

This list of wonderful branches that are known to St. Marys residents hints at what they are comparing their branches to as well as things they admire and like in their experiences with other systems.

Question 23/24: Would you like to be included in a focus group about the future of SMPL?

We were able to invite nearly all of these folks to the focus groups and this list should be retained for future surveys and research.

NOTE: Due to privacy guides and laws it would be wise to remove this part from any public report.

Next steps include reviewing the online survey results and assembling the themes, trends and insights from these surveys with the focus groups.

Conclusion

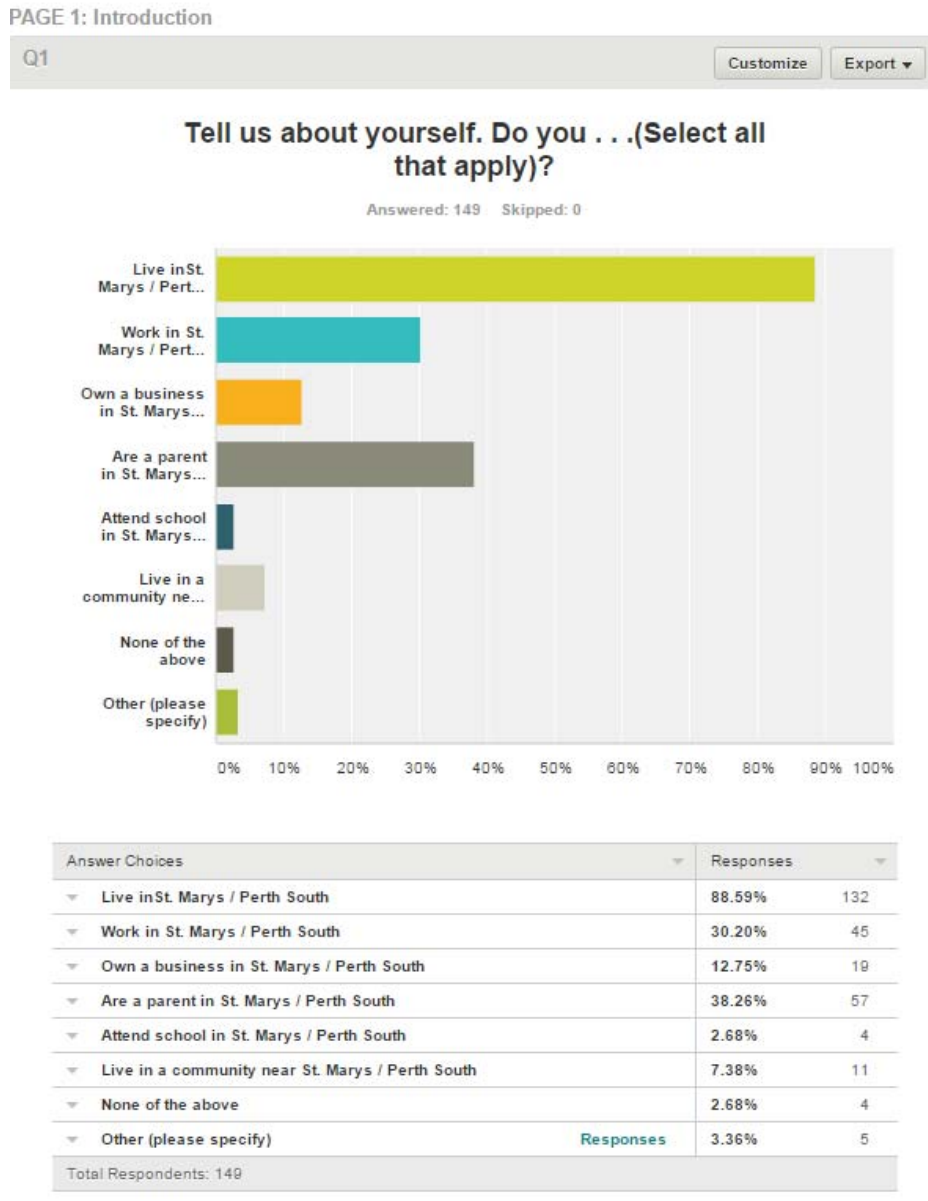
These themes are only a first step in working towards recommendations. They are by nature incomplete and reflect only the discussion of a small sample of community members. We can work soon with your team to prioritize the community opinions and needs and develop further insights on the library climate in St. Marys. We will add further insights from the focus groups and then proceed to recommendations to test with discussion and research.

Appendix B1

St. Marys Public Library

SurveyMonkey Charts

Question 1

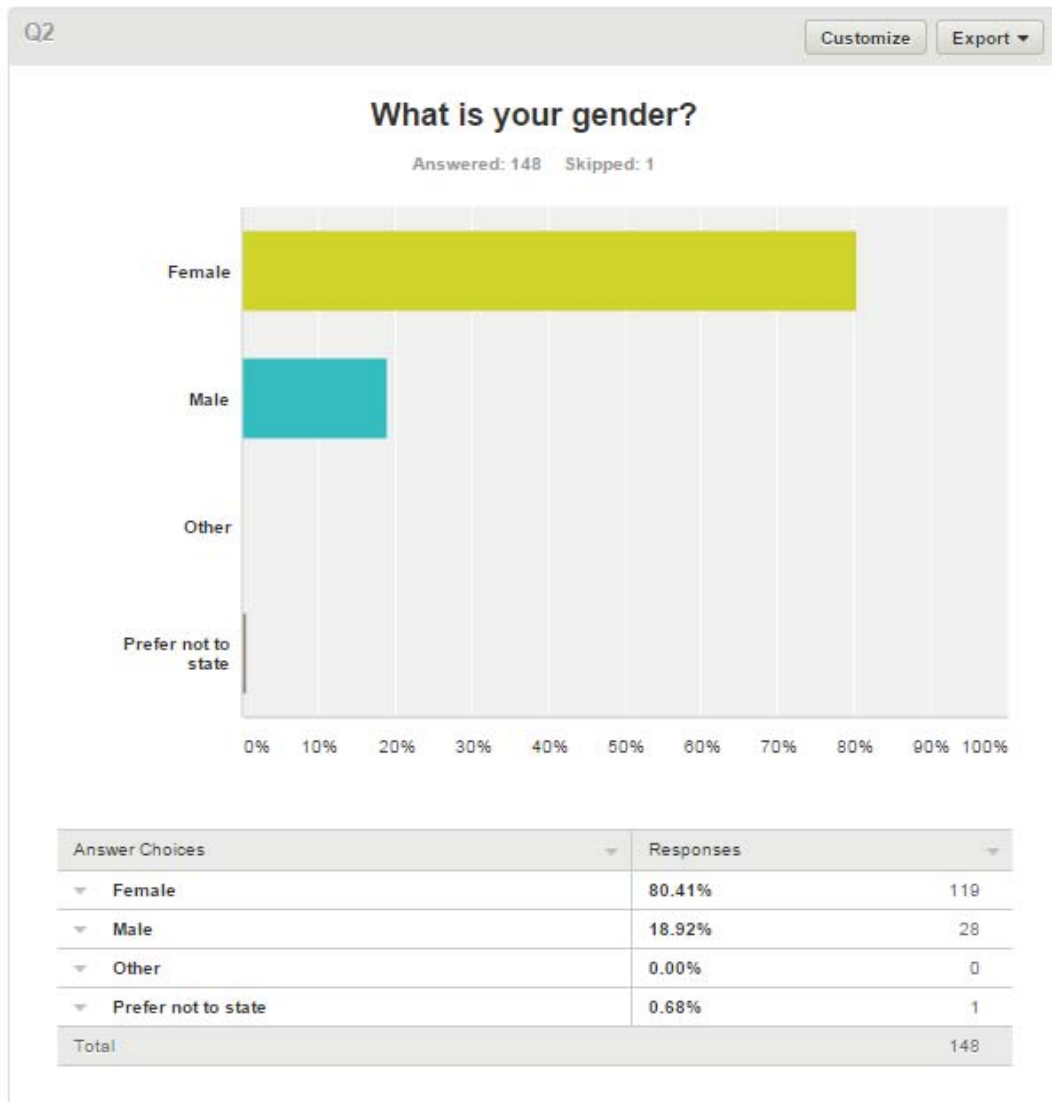


Other:

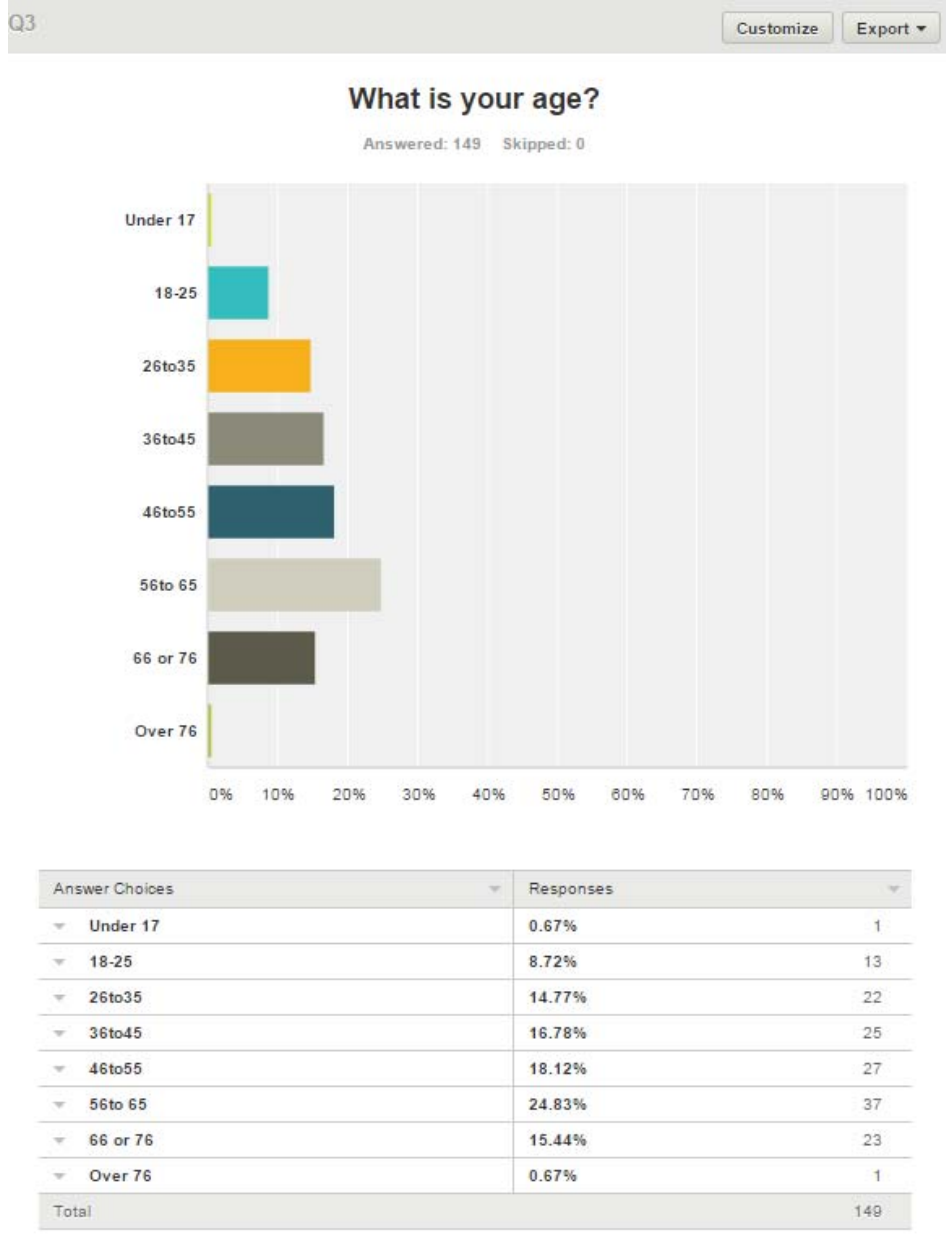
EXETER ON
 also semi-retired here
 I live in Oxford County close to St. Marys

Teacher in another town
 From Stratford and LOVE St. Marys library!

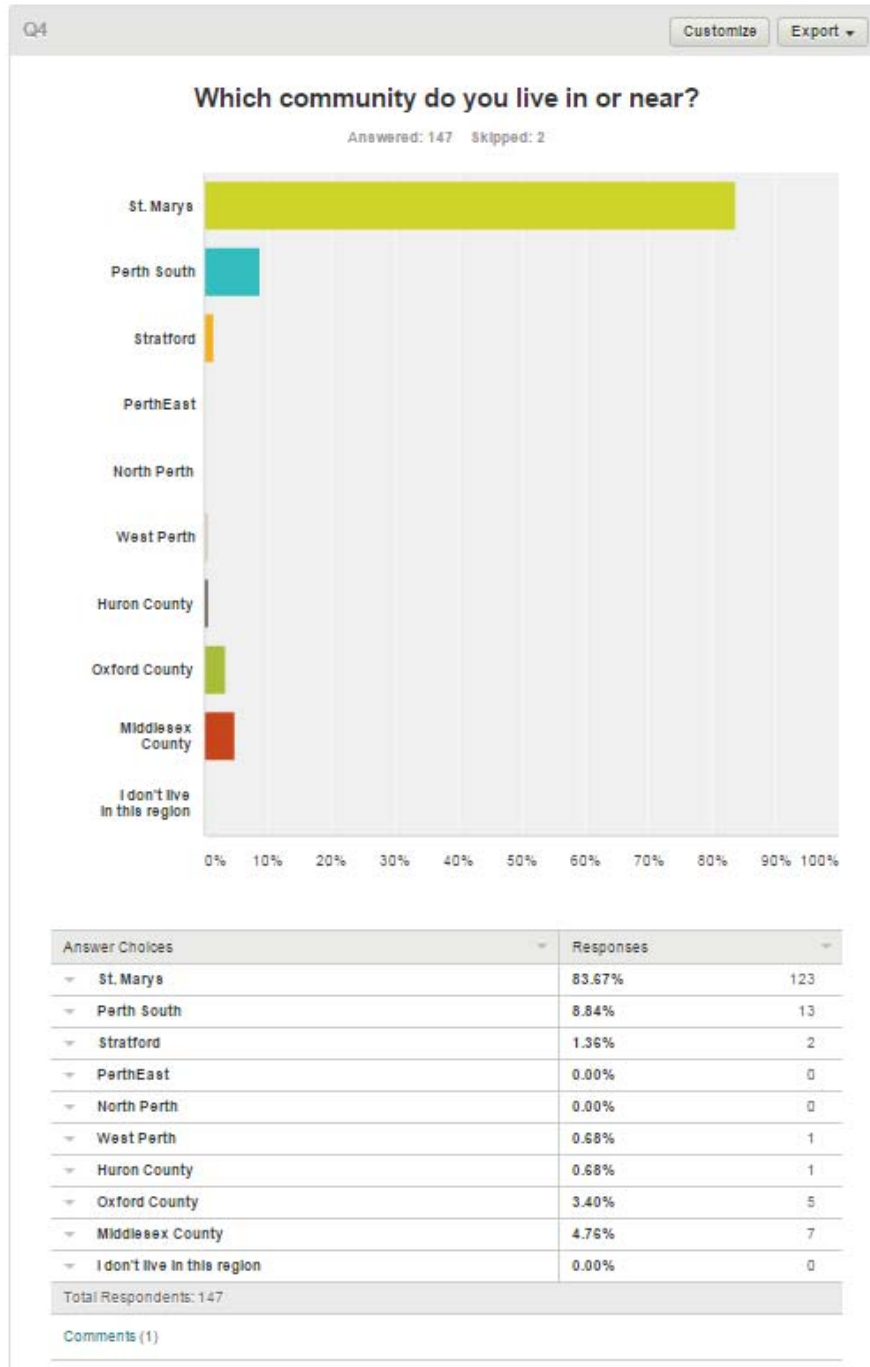
Question 2



Question 3

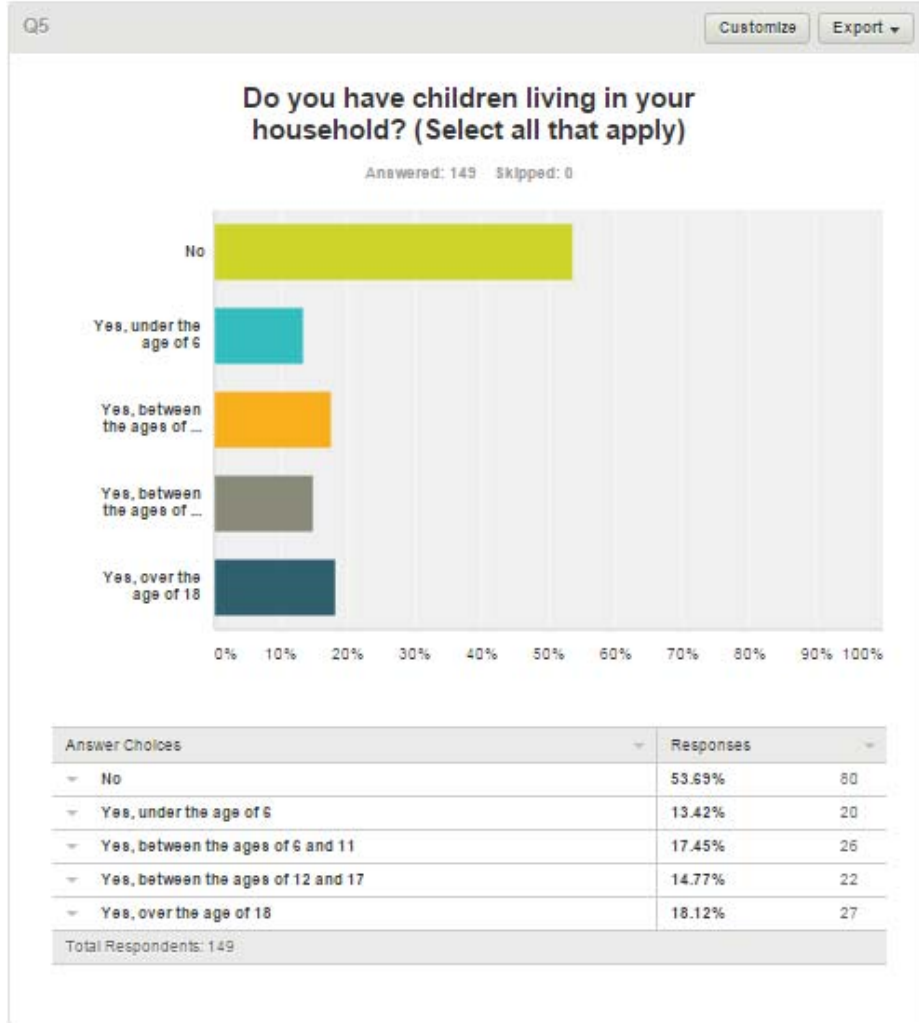


Question 4

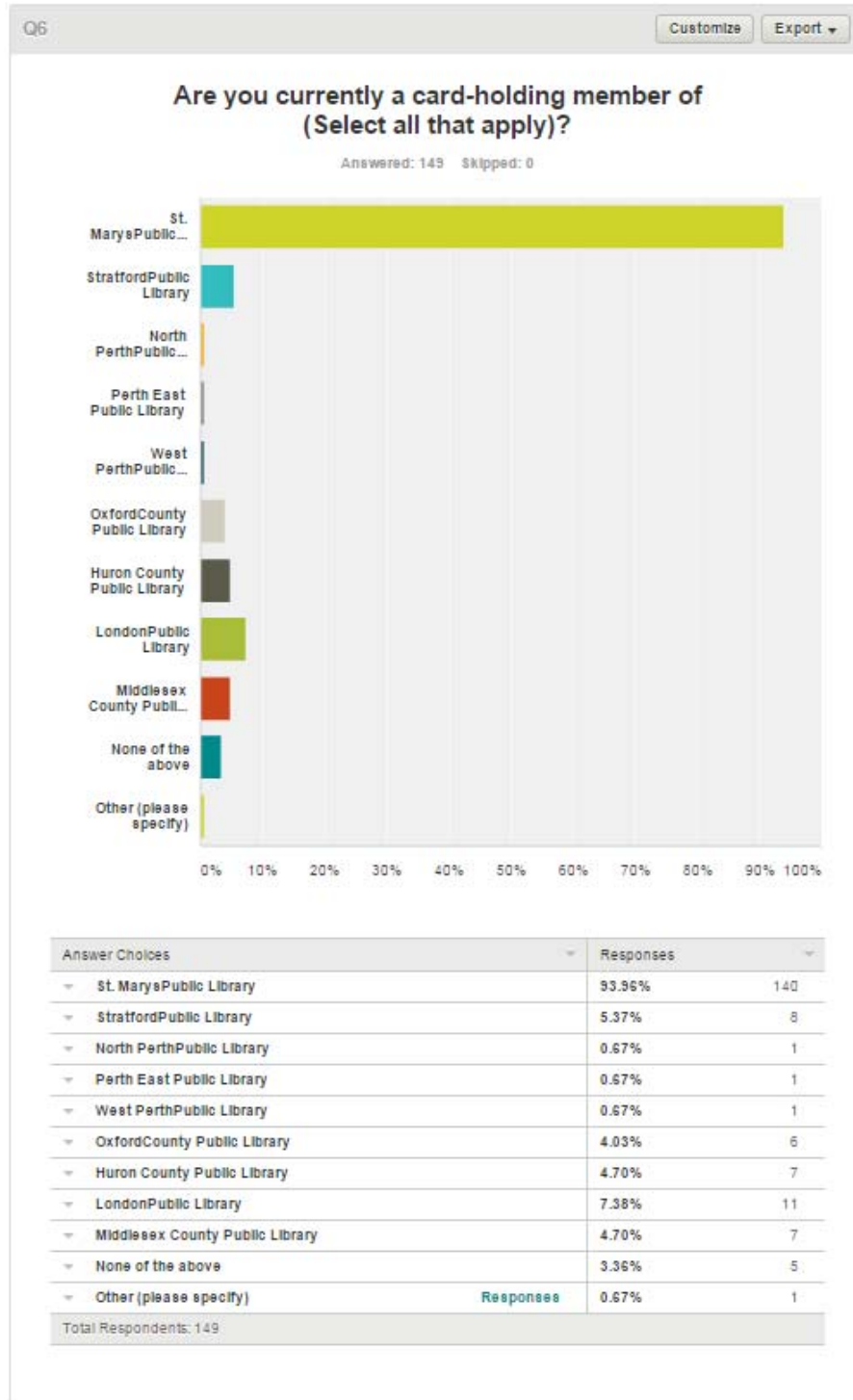


Other: Granton

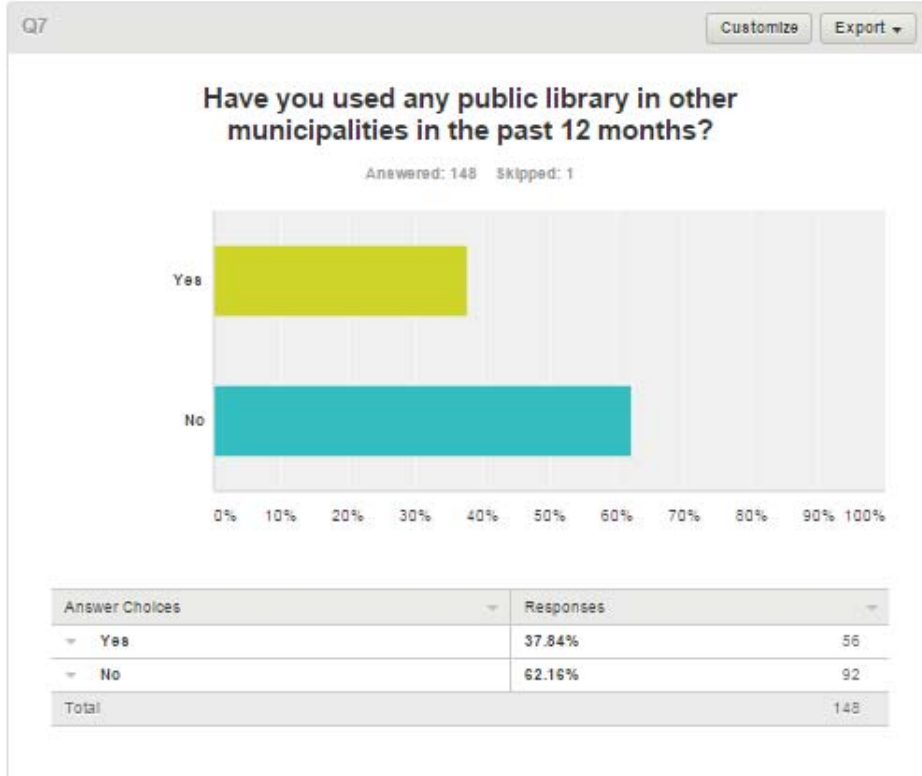
Question 5



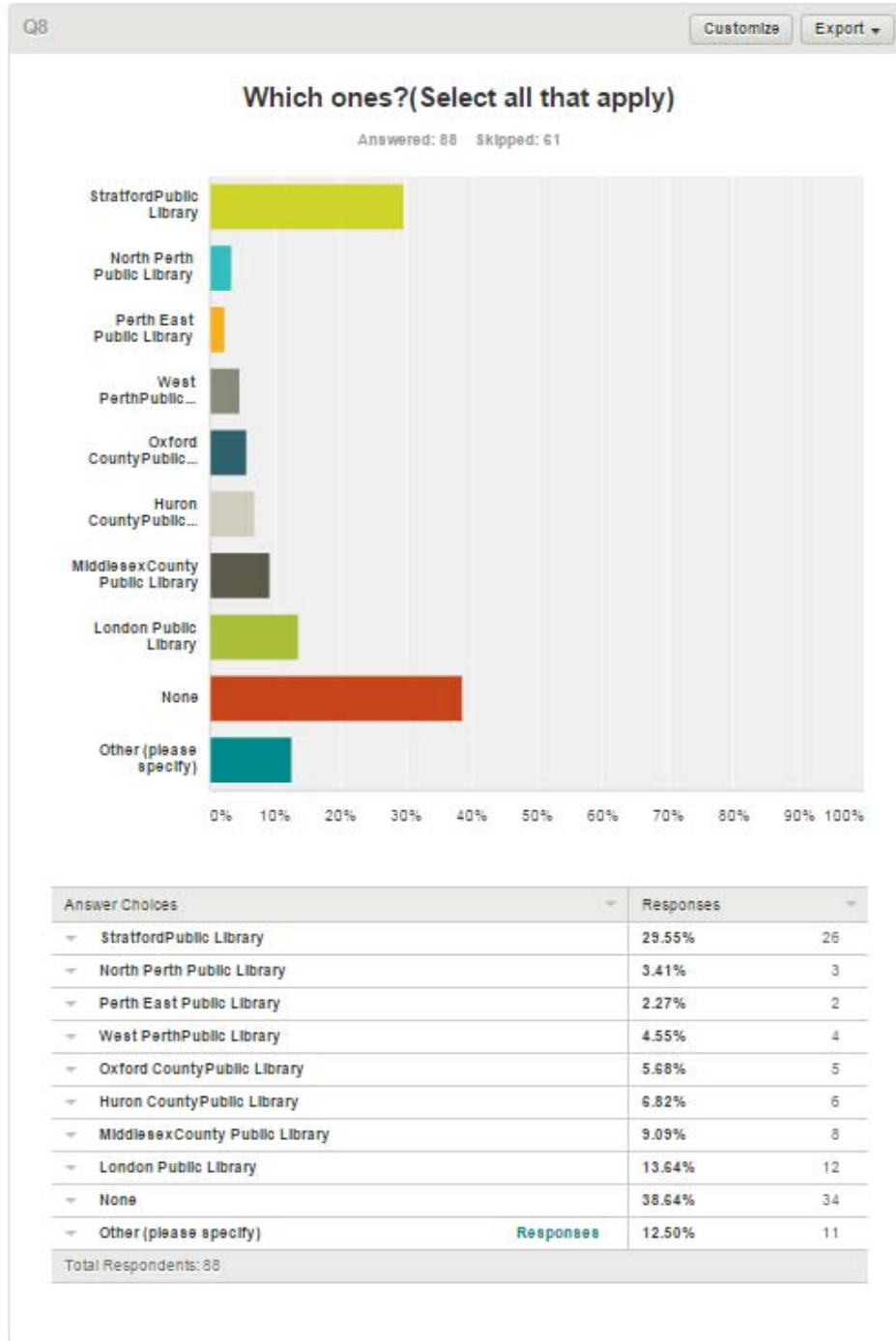
Question 6



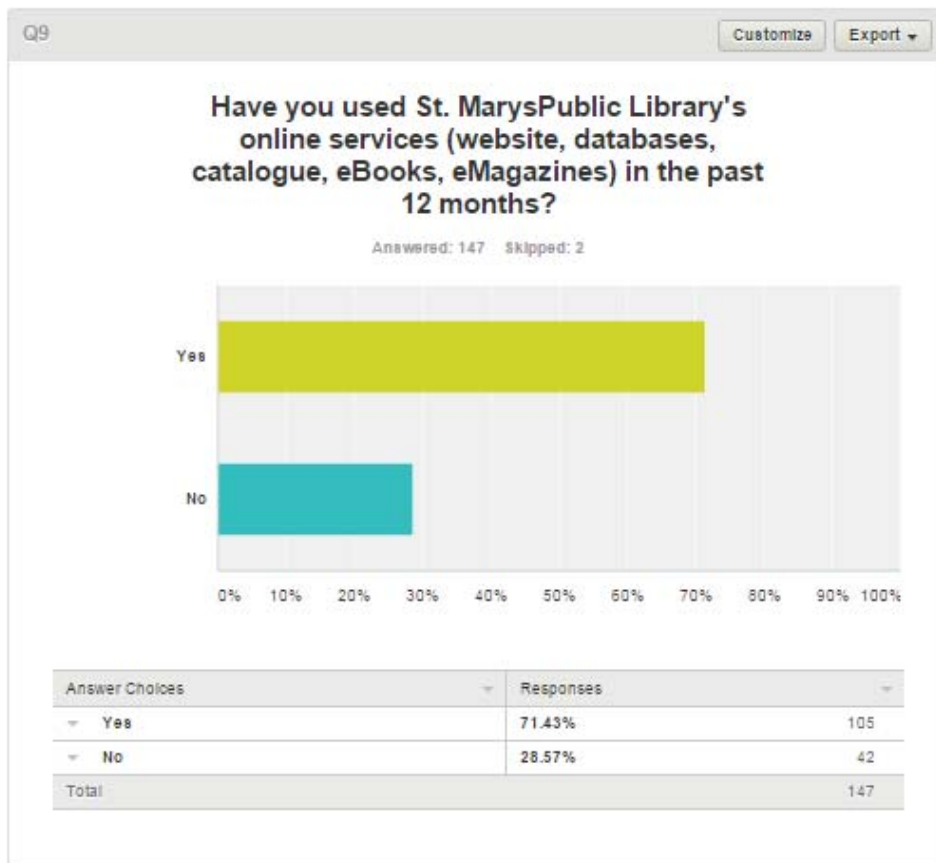
Question 7



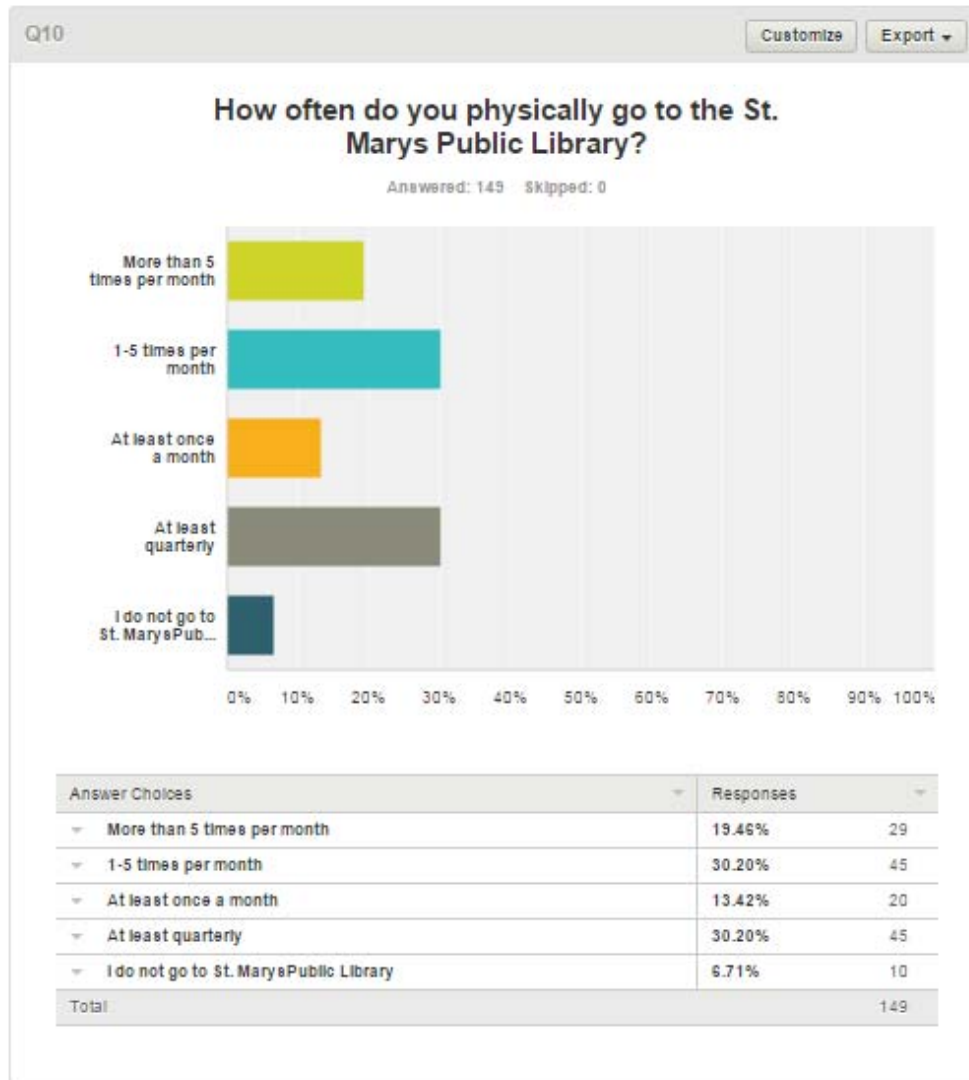
Question 8



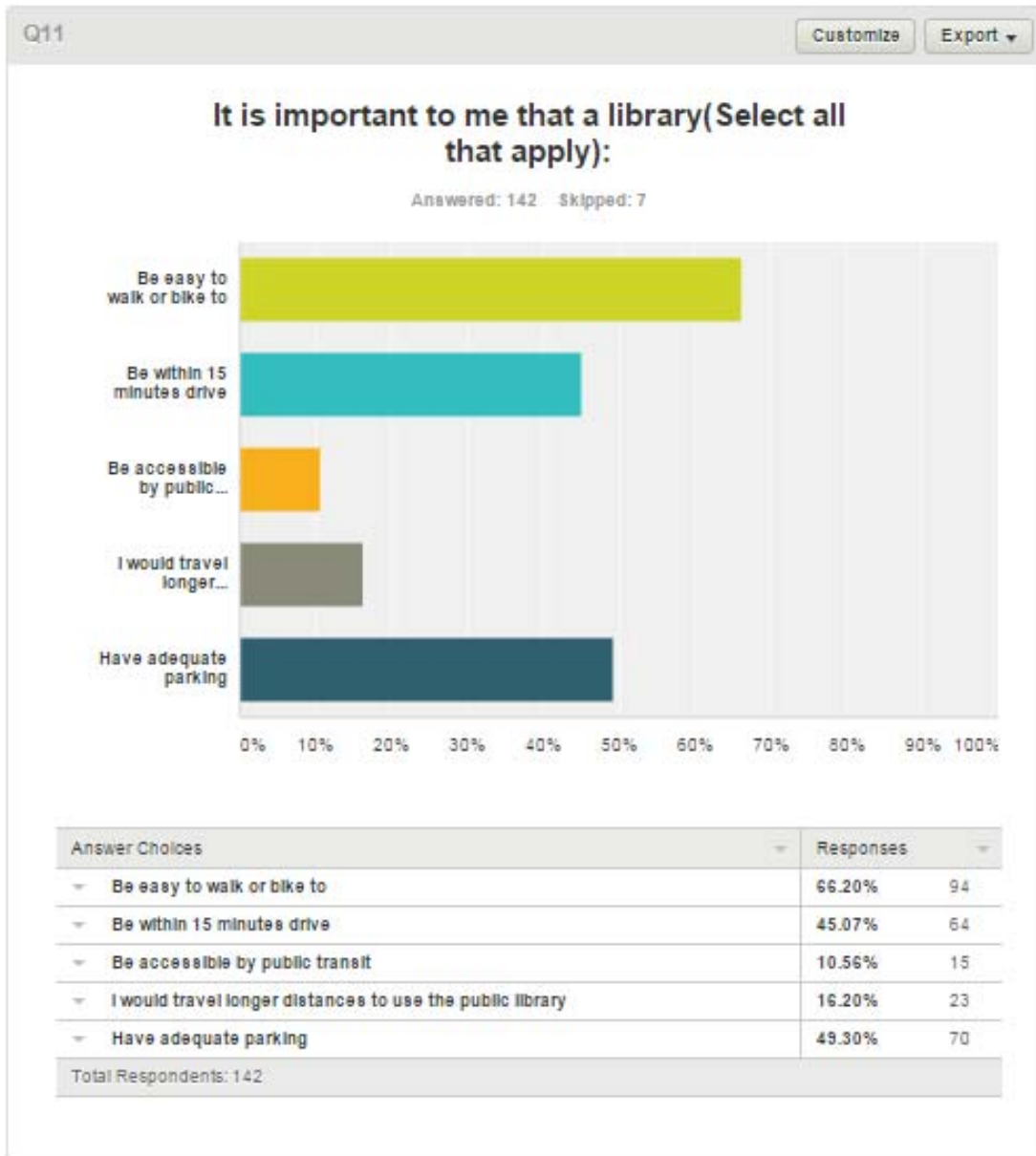
Question 9



Question 10



Question 11

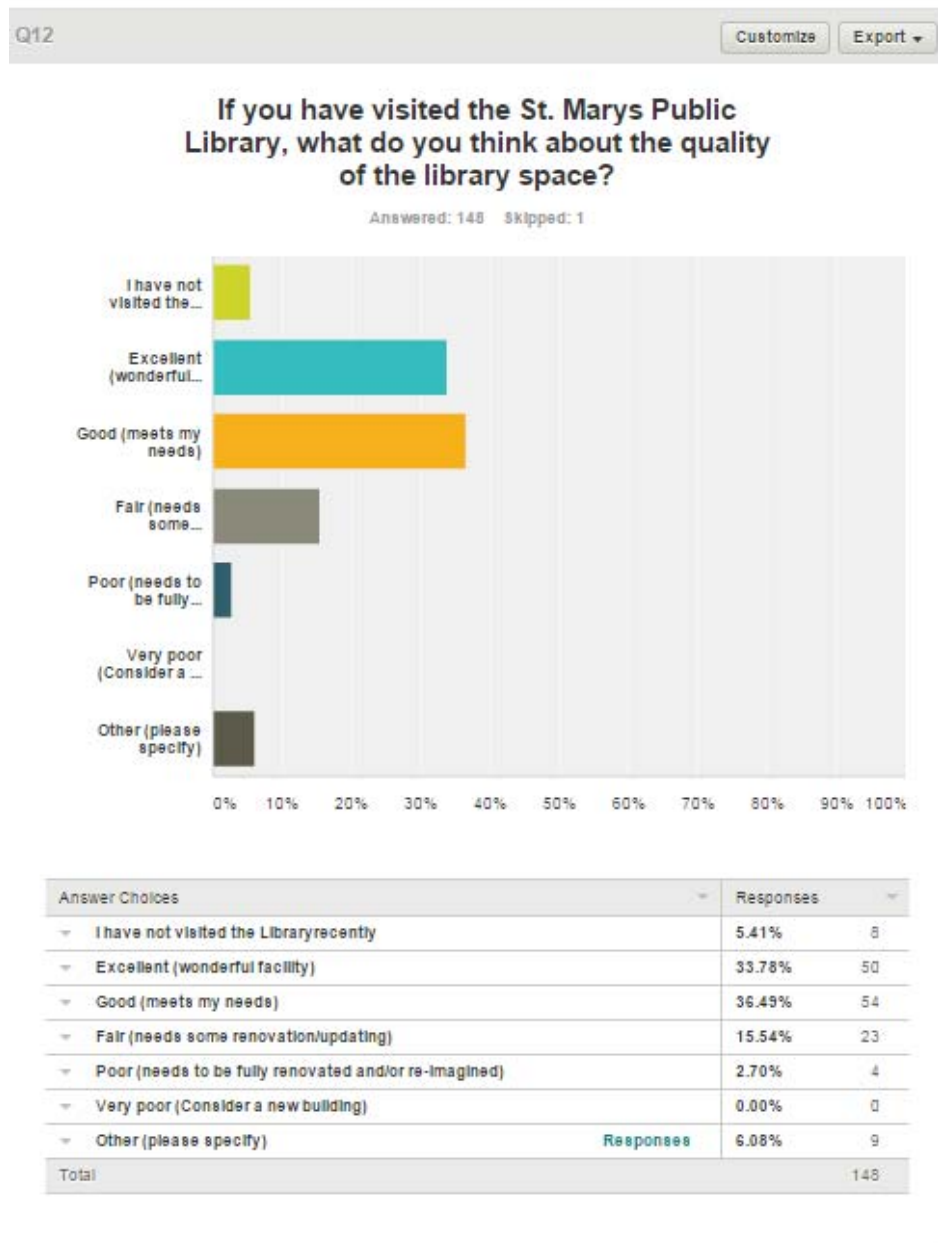


Other:

- Cambridge
- zportal
- Toronto Public Library
- I have the Zinnio app and I think (?) it's through Stratford, but not sure
- Kings Cardinal Carter Library
- Clarington Public Library
- Ajax Public Library
- Guelph

- Barry's Bay Madawaska Valley Township

Question 12

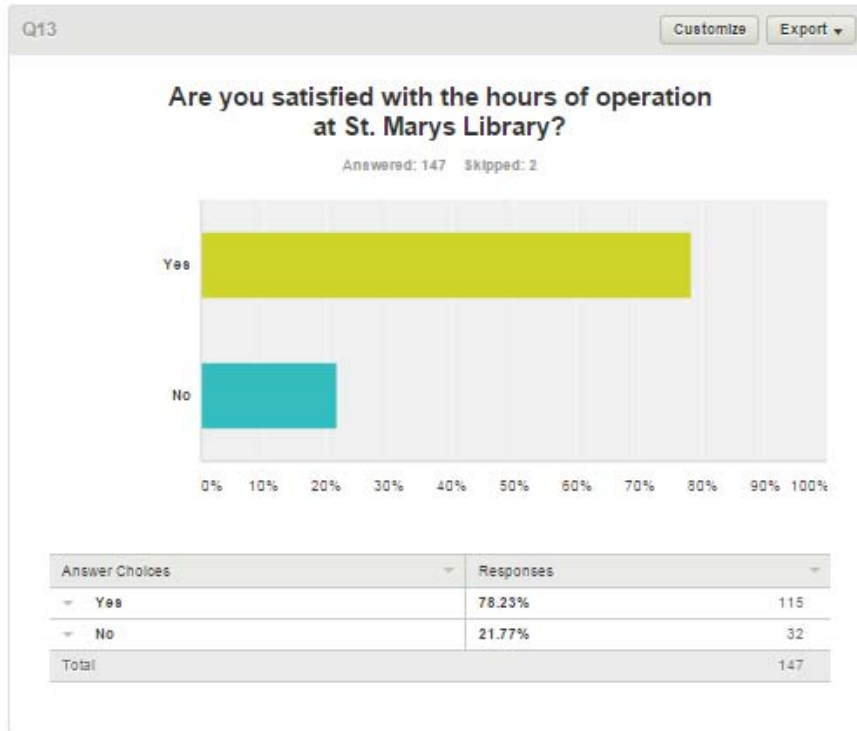


Open ended Responses

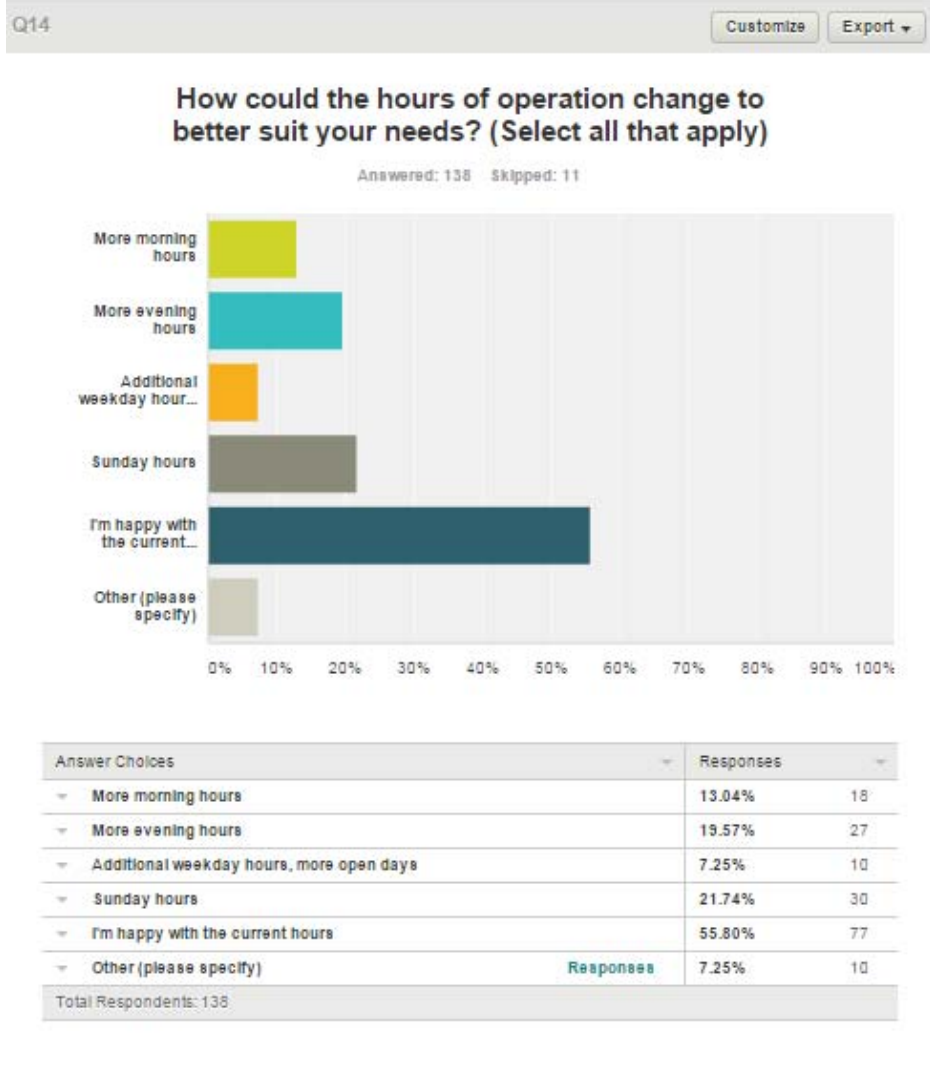
- Makes excellent use of the space available.
- computer area needs updating and away from the young children
- I love our library. The space is wonderful and the staff are so friendly and helpful.
- Main area is lovely but the space upstairs for groups is messy and disappointing space
- More tutoring/studying areas could be provided
- meeting room too small
- I think a library's definition has changed, and as such it needs to expand.

- Love the old building but has surpassed its time. New building would be nice. More accessible to disabled and seniors.
- What's there is excellent, but it's small and needs expanding.

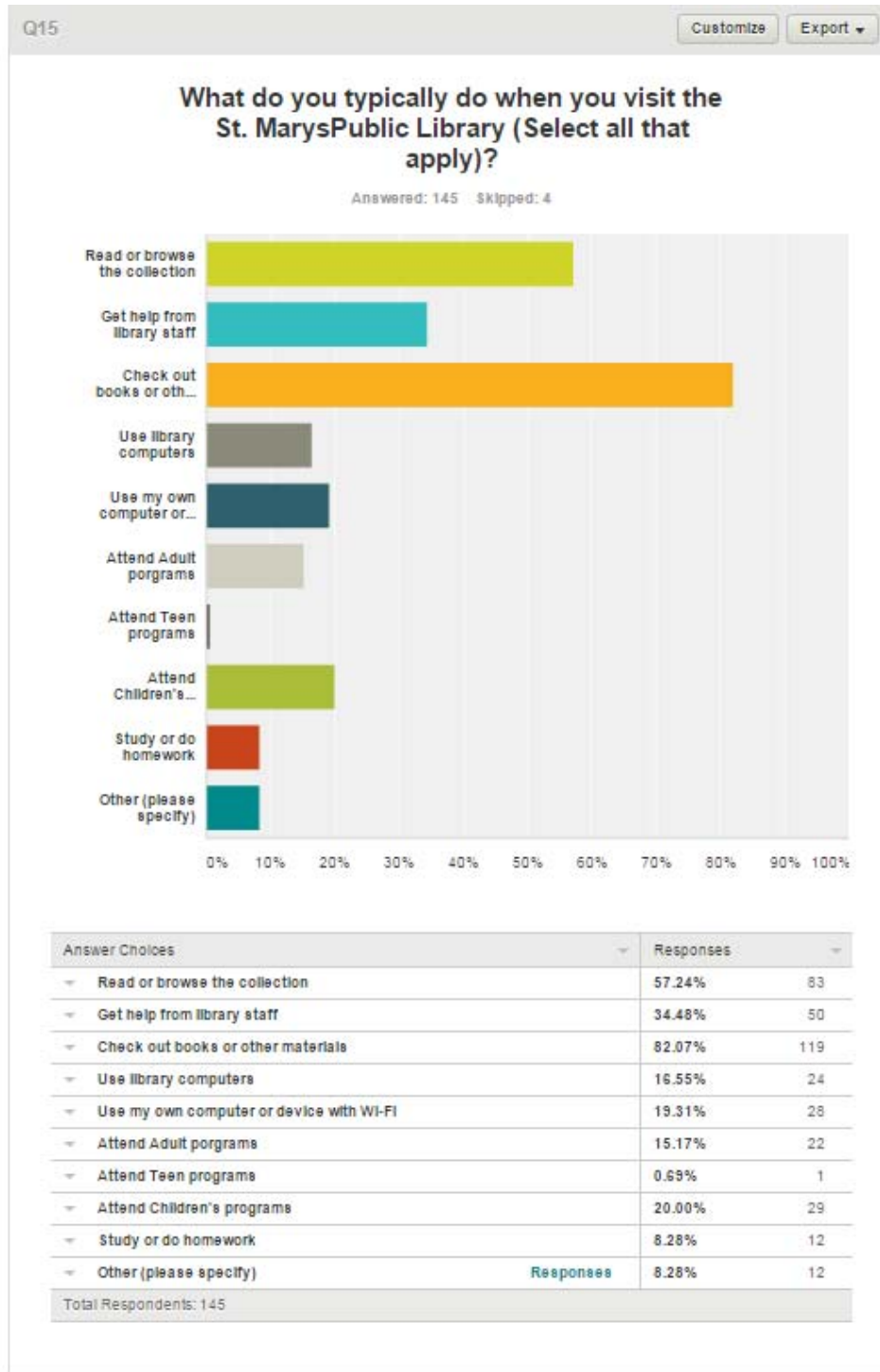
Question 13



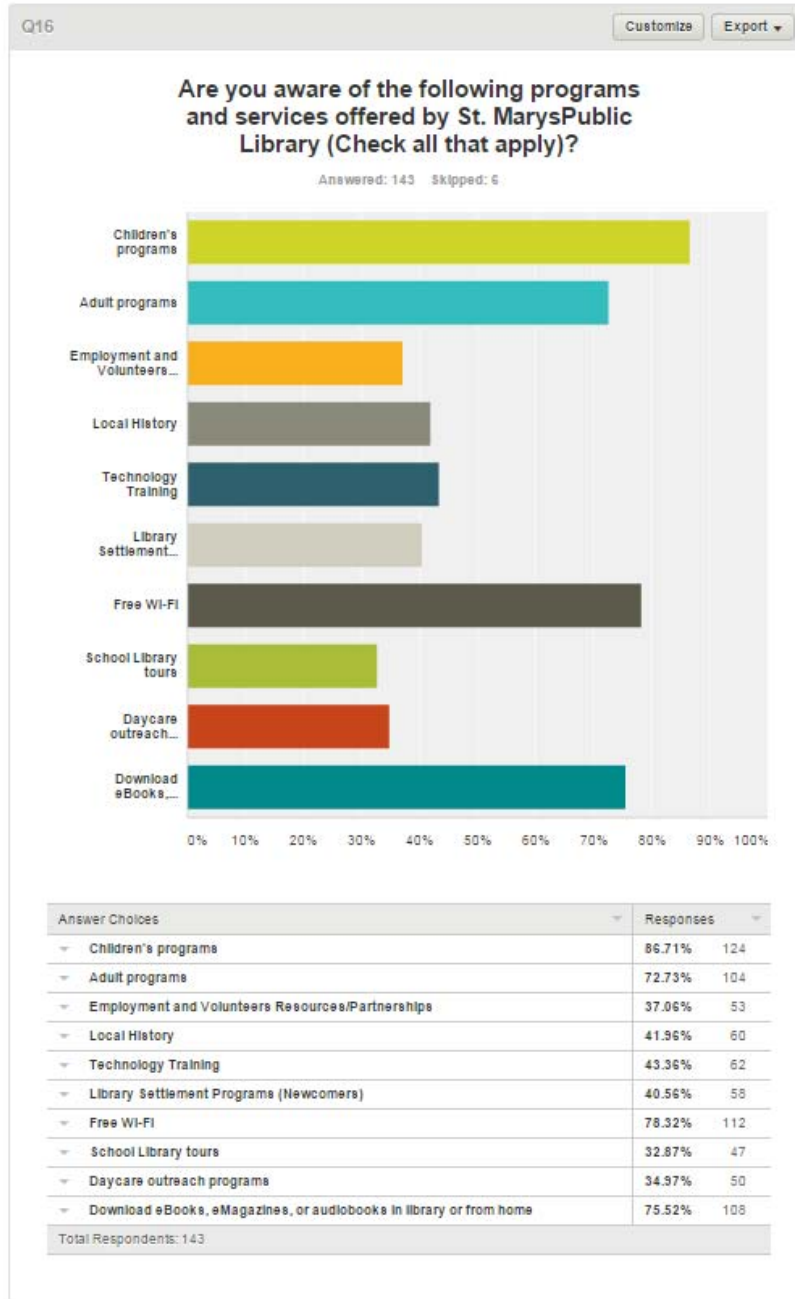
Question 14



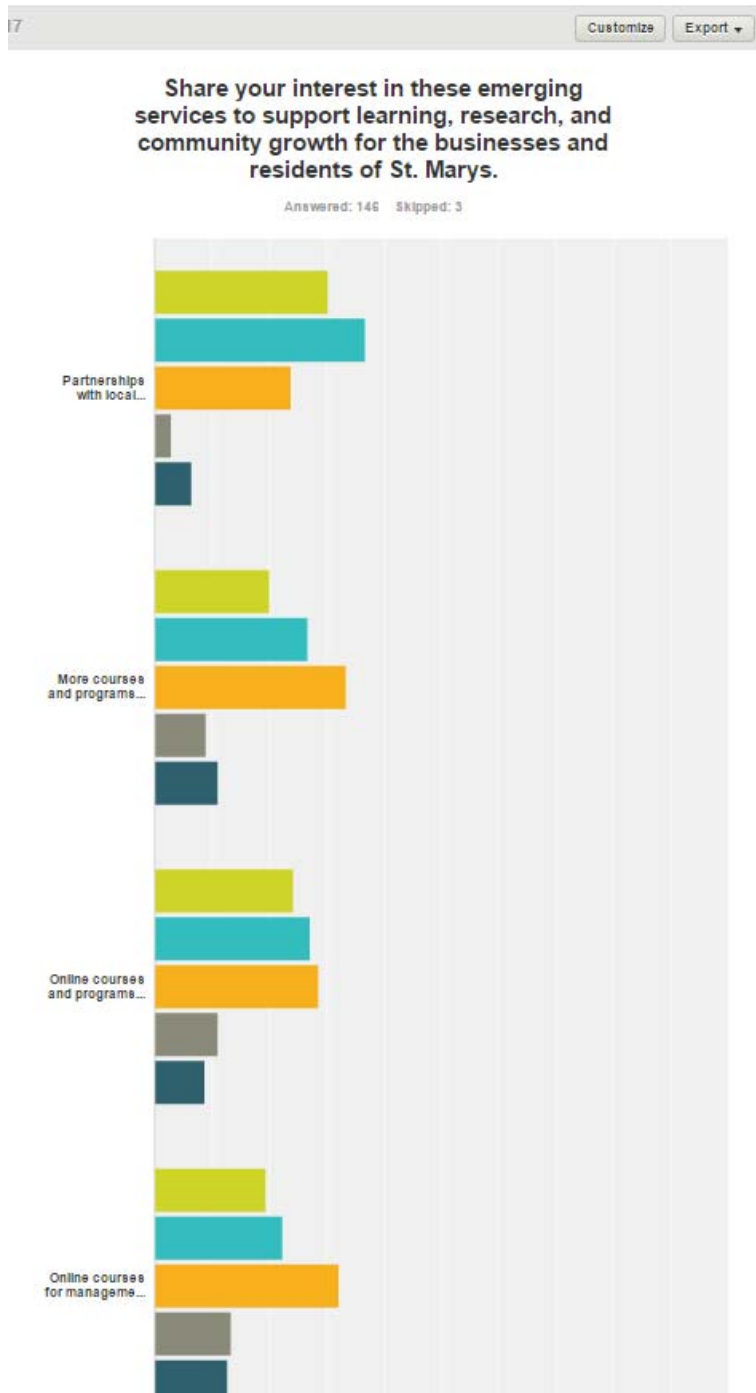
Question 15



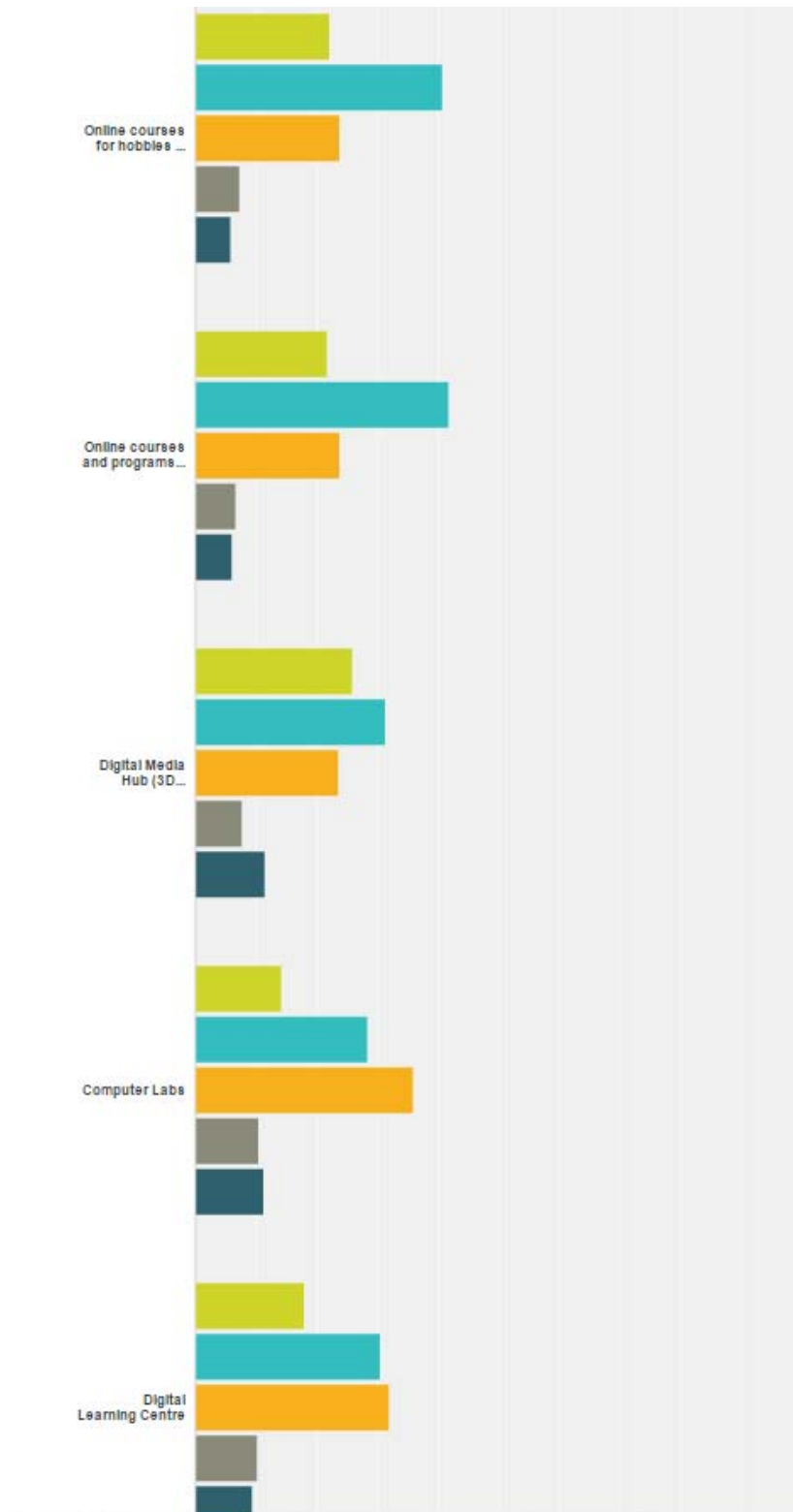
Question 16

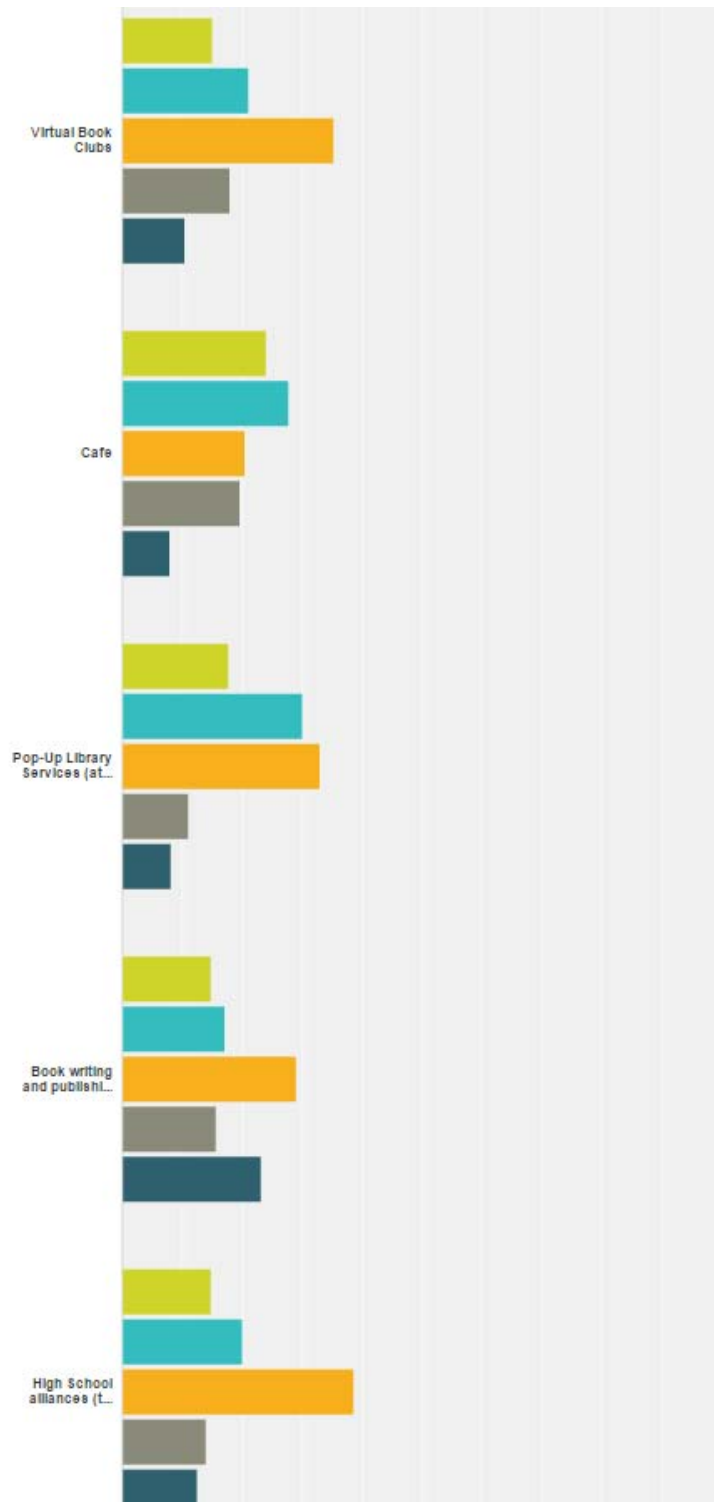


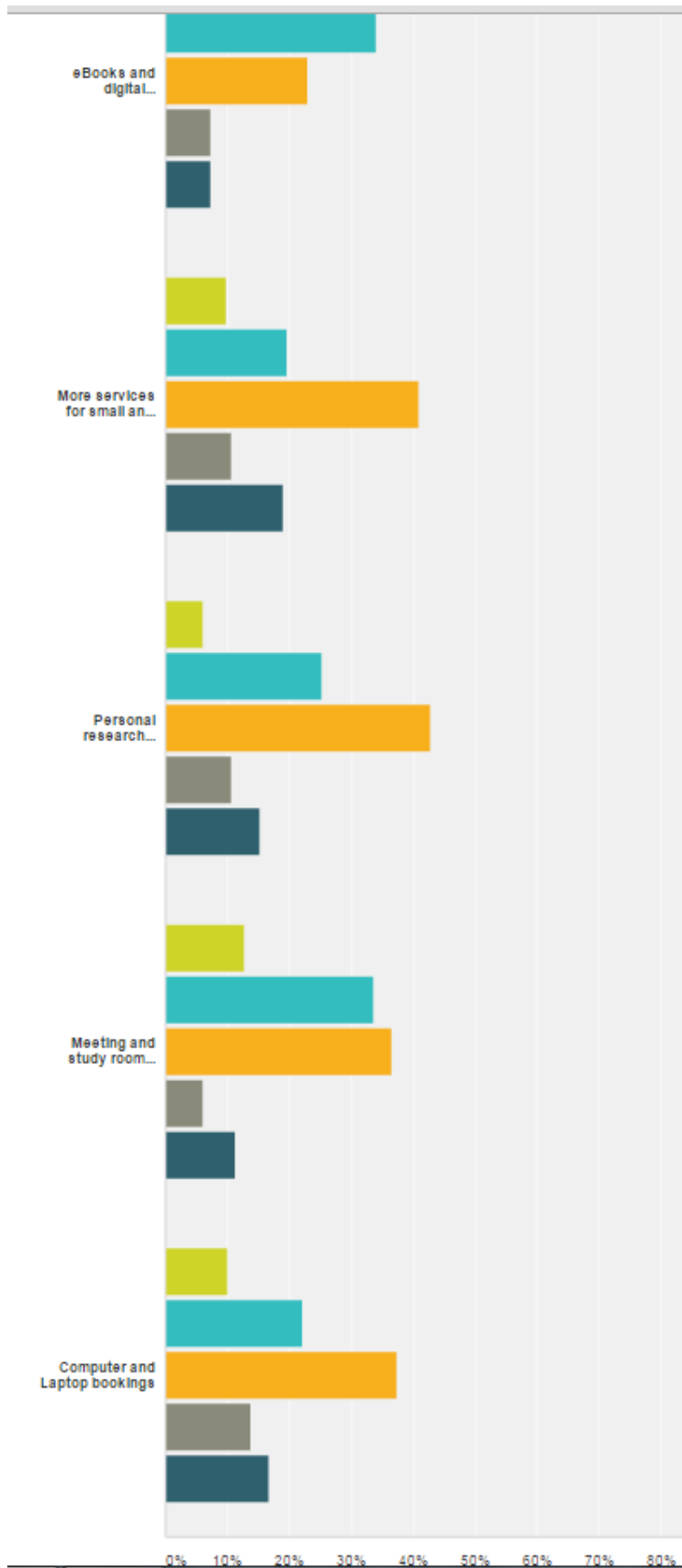
Question 17



Question 17 (2)







■ Interested
 ■ Somewhat interested
 ■ Neutral
 ■ Not interested
 ■ Unimportant to my needs

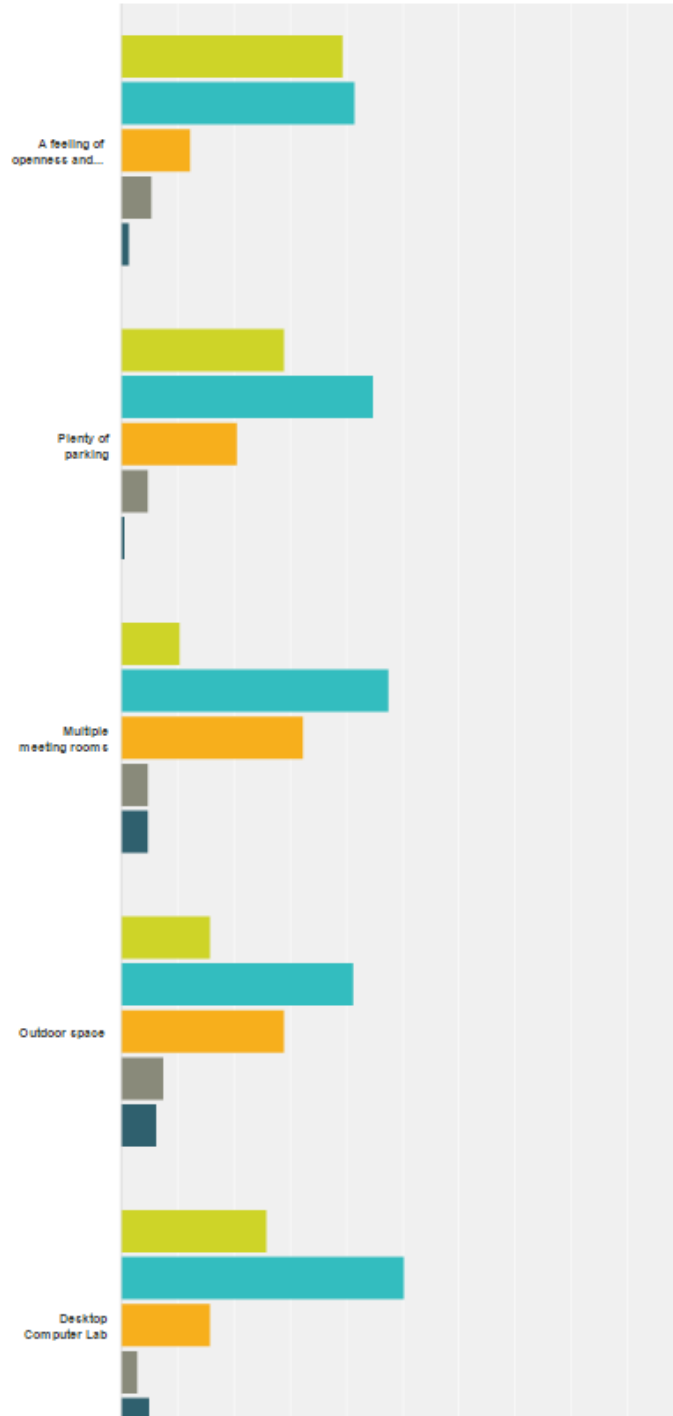
	Interested	Somewhat interested	Neutral	Not interested	Unimportant to my needs	Total
Partnerships with local groups and clubs	31.22% 42	36.63% 51	21.74% 31	2.89% 4	6.47% 9	135
More courses and programs for credit or certification	20.00% 27	26.67% 36	33.33% 45	8.89% 12	11.11% 15	135
Online courses and programs for computer and technical skills	24.26% 33	27.21% 37	28.68% 39	11.03% 15	9.82% 13	136
Online courses for management and business skills	19.40% 26	22.39% 31	32.09% 43	13.43% 18	12.69% 17	134
Online courses for hobbies and recreation	22.22% 30	40.74% 55	23.70% 32	7.41% 10	5.93% 8	135
Online courses and programs for personal interests	21.64% 29	41.70% 56	23.89% 32	6.72% 9	5.97% 8	134
Digital Media Hub (3D printing, laser cutting, digital conversion station, film, music and photography editing, etc)	25.95% 34	31.30% 41	23.66% 31	7.83% 10	11.45% 15	131
Computer Labs	14.18% 19	28.36% 38	35.82% 47	10.49% 14	11.15% 15	134
Digital Learning Centres	17.97% 24	30.47% 41	32.03% 41	10.16% 13	9.39% 12	128
Virtual Book Clubs	15.04% 20	21.05% 28	35.34% 47	18.05% 24	10.53% 14	133
Cafe	24.09% 33	27.74% 37	20.44% 28	19.71% 27	8.03% 11	137
Pop-Up Library Services (at Community Events)	17.89% 24	30.15% 41	33.09% 44	11.03% 15	8.89% 12	135
Book writing and publishing support	14.93% 20	17.16% 23	29.10% 39	15.67% 21	23.13% 31	134
High School alliances (to recruit event volunteers, provide research help)	14.81% 20	20.00% 27	36.52% 49	14.07% 19	12.59% 17	135
eBooks and digital services available throughout the community	23.15% 31	34.07% 46	22.98% 31	7.41% 10	7.41% 10	135
More services for small and medium-sized local businesses	9.89% 13	19.70% 26	40.91% 54	10.61% 14	18.94% 25	132
Personal research service and support (by appointment)	6.11% 8	25.19% 33	42.75% 57	10.69% 14	15.27% 20	131
Meeting and study room bookings	12.69% 17	33.58% 45	36.57% 49	5.97% 8	11.19% 15	134
Computer and Laptop bookings	9.92% 13	22.14% 29	37.40% 49	13.74% 18	16.79% 22	131

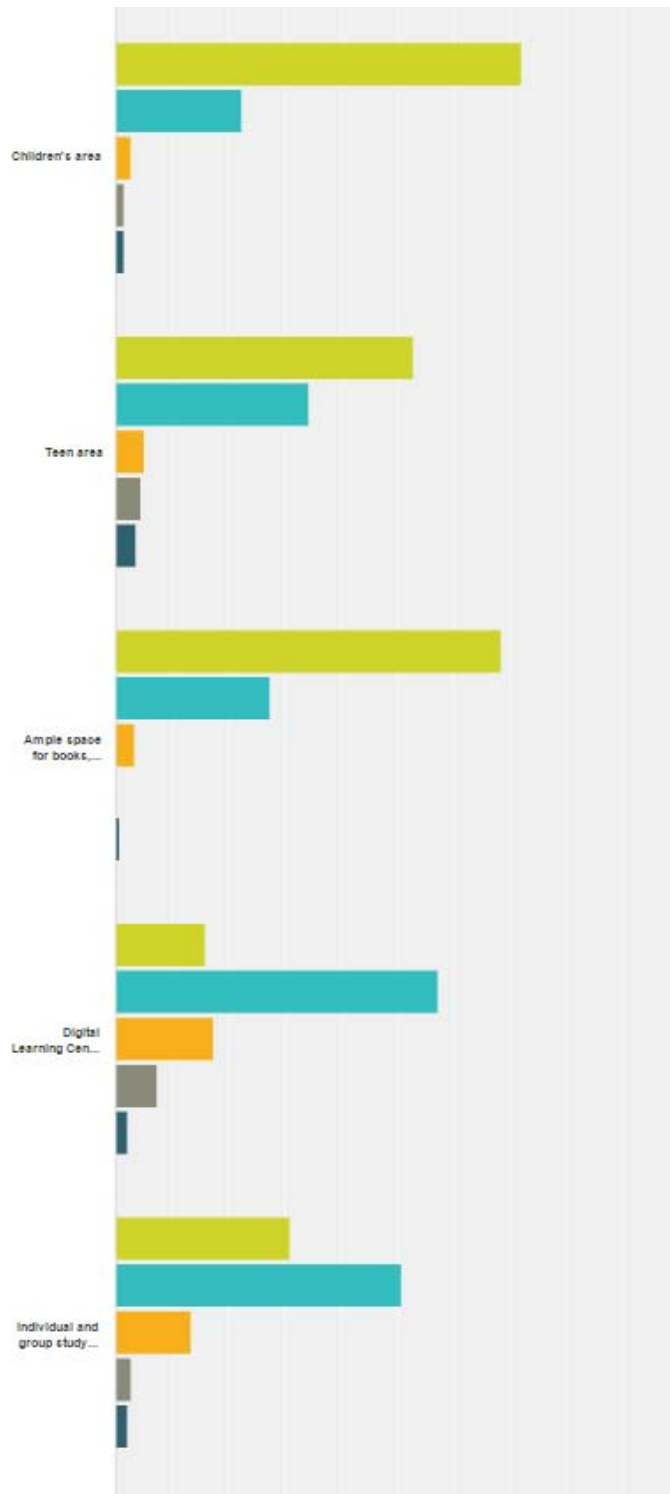
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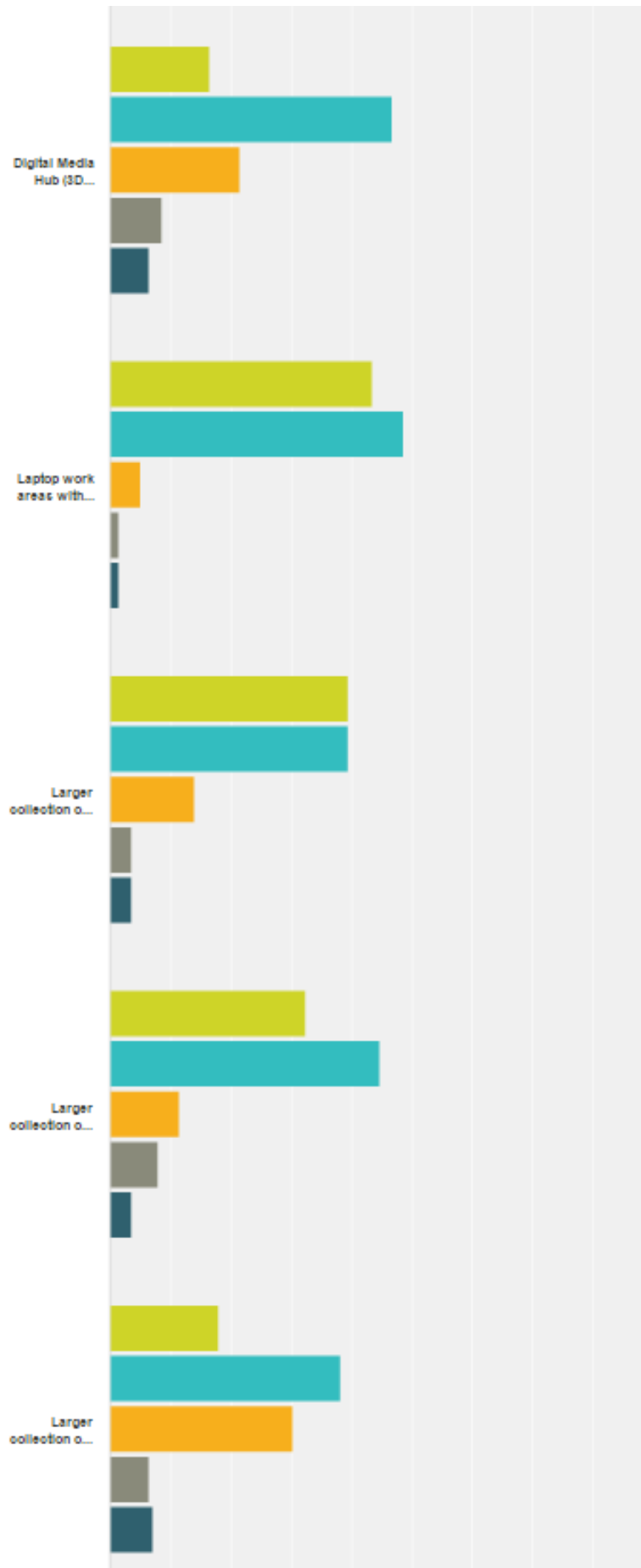
Question 18

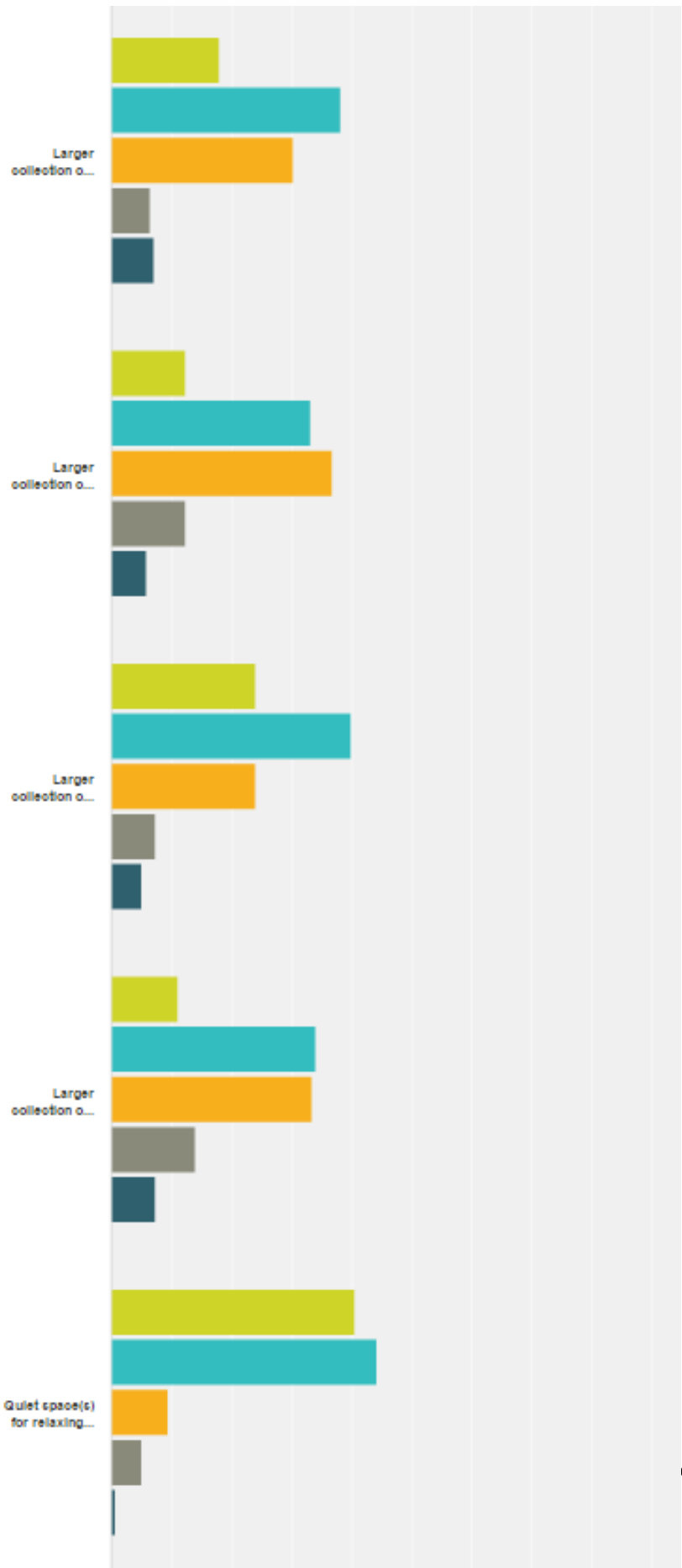
Please enter the importance of these elements in a new or renovated library building:

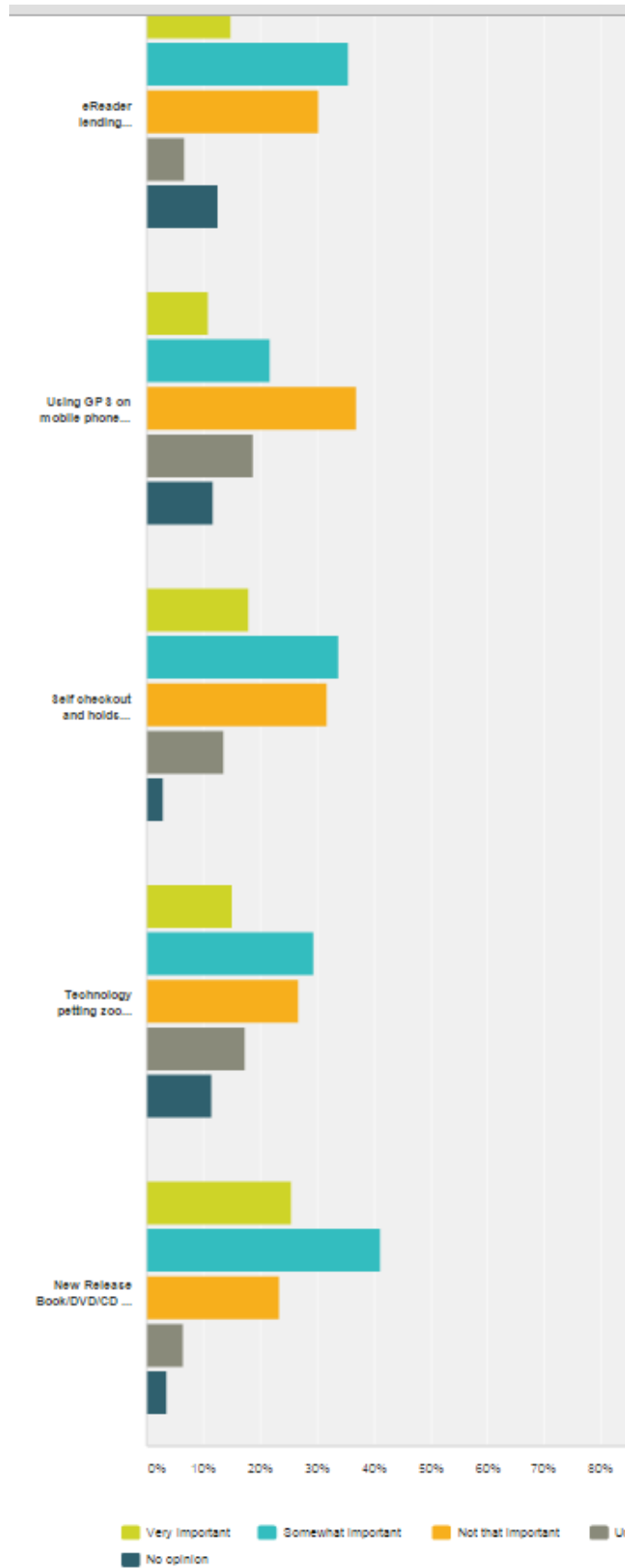
Answered: 148 Skipped: 0











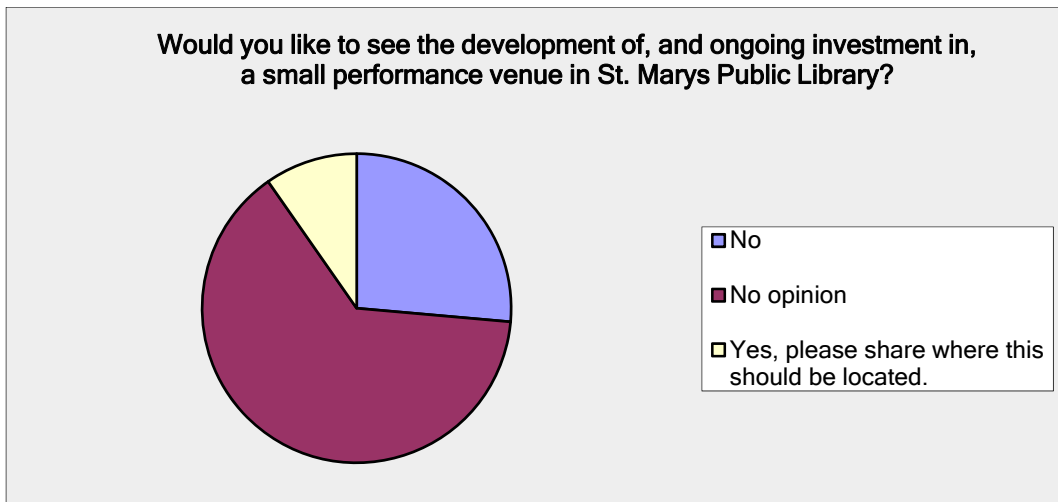
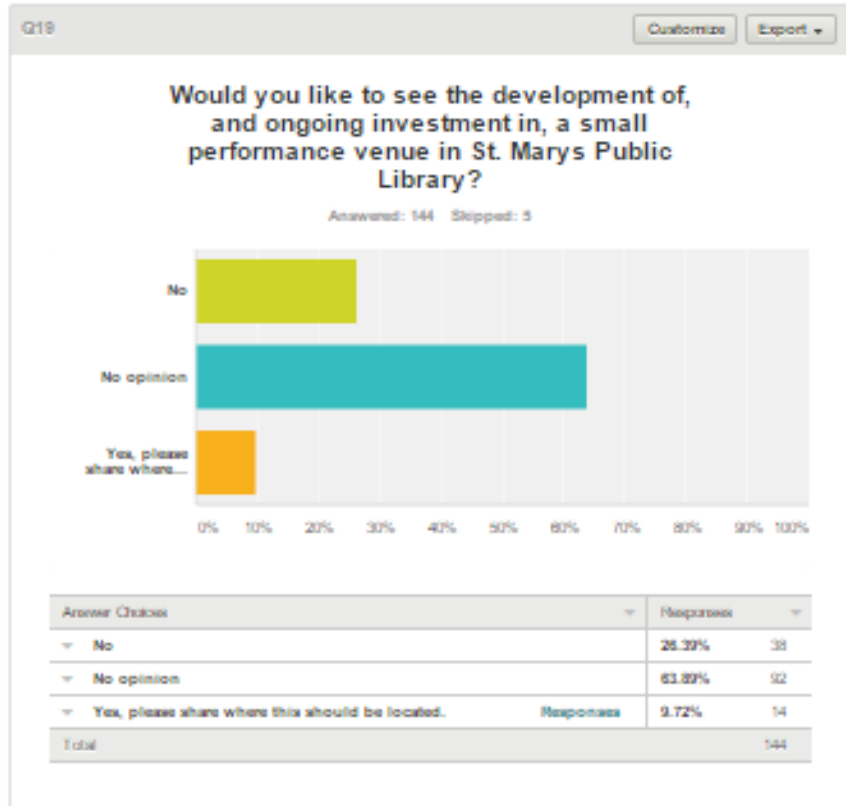
Question 18

	Very important	Somewhat important	Not that important	Unimportant	No opinion	Total	Weighted Average
A feeling of openness and spaciousness	39.46% 58	41.93% 61	12.24% 18	5.44% 8	1.36% 2	147	1.88
Plenty of parking	29.97% 42	44.83% 65	20.89% 31	4.83% 7	8.89% 13	145	2.03
Multiple meeting rooms	18.34% 26	47.99% 69	32.41% 47	4.83% 7	4.83% 7	145	2.46
Outdoor space	15.86% 23	41.38% 61	28.97% 42	7.99% 11	6.21% 9	145	2.47
Desktop Computer Lab	25.90% 38	50.38% 73	15.83% 22	2.89% 4	5.04% 7	139	2.11
Children's area	72.03% 103	22.38% 32	2.89% 4	1.40% 2	1.40% 2	143	1.38
Teen area	52.86% 74	34.29% 49	5.89% 8	4.29% 6	3.57% 5	140	1.73
Ample space for books, movies, and music collections	68.49% 100	27.49% 40	3.42% 5	0.89% 1	0.89% 1	146	1.37
Digital Learning Centre (small group tech training lab)	15.94% 22	57.25% 79	17.39% 24	7.25% 10	2.17% 3	138	2.22
Individual and group study space	39.99% 54	50.79% 72	11.38% 16	2.82% 4	2.11% 3	142	1.94
Digital Media Hub (3D printer, digital copier/scanner station, music station)	16.55% 23	46.76% 66	21.55% 31	8.83% 12	8.47% 12	139	2.42
Laptop work areas with power / Wi-Fi	41.48% 59	48.55% 67	5.07% 7	1.45% 2	1.45% 2	138	1.89
Larger collection of printed books	39.44% 55	39.44% 55	14.08% 20	3.52% 5	3.52% 5	142	1.92
Larger collection of eBooks	32.37% 45	44.83% 62	11.51% 16	7.91% 11	3.89% 5	139	2.08
Larger collection of audio books	17.99% 25	38.13% 53	30.22% 42	6.47% 9	7.19% 10	139	2.47
Larger collection of magazines	12.23% 17	31.89% 45	36.89% 51	12.23% 17	5.76% 8	139	2.68
Larger collection of DVDs	23.91% 33	39.86% 55	23.91% 33	7.25% 10	5.87% 8	138	2.30
Larger collection of CDs	11.11% 15	34.07% 47	33.33% 45	14.07% 19	7.41% 10	135	2.73
Quiet space(s) for relaxing and reading	48.55% 67	44.29% 61	9.42% 13	5.87% 8	8.72% 12	138	1.81
eReader lending (pre-loaded with content)	14.81% 21	35.96% 49	30.37% 41	6.67% 9	12.99% 17	135	2.67
Using GPS on mobile phones to locate library materials	18.87% 26	21.74% 30	36.98% 51	18.84% 26	11.99% 16	138	2.98
Self checkout and holds pick-up	17.99% 25	33.81% 47	31.65% 44	13.67% 19	2.88% 4	139	2.50
Technology petting zoo (various new pieces of technology available for learning and demonstration)	15.11% 21	29.39% 41	26.62% 37	17.27% 24	11.51% 16	139	2.81
New Release Book/DVD/CD and Hold Pick-up Kiosks	25.53% 36	41.13% 56	23.49% 33	6.38% 9	3.59% 5	141	2.21

Open ended responses:

- Coordination with the St. Marys Archives with genealogical research requests.
- Learning how to use the computer and programs
- I worked as a CAP student at the library and while I believe basic computer services are necessary, I think going in a digital direction is misguided. I really value the traditional library experience!
- Library Book Clubs
- Libraries and maker spaces go together (check out Sarnia public library)
- Steam programs for children

Question 19



Question 20

Q20 Export ▾

Describe Your Ideal Public Library in 3 words.

Answered: 123 Skipped: 28

● Responses (123) ▲ Text Analysis 📁 My Categories (0)

Categorize as... ▾ Filter by Category ▾ Search responses 🔍

Showing 123 responses

<input type="checkbox"/>	Friendly Good Collection 7/27/2018 4:27 PM View respondent's answers Categorize as... ▾
<input type="checkbox"/>	Friendly helpful awesome 7/27/2018 4:19 PM View respondent's answers Categorize as... ▾
<input type="checkbox"/>	QUIET ,SPACIOUS,INFORMATIVE 7/25/2018 11:19 AM View respondent's answers Categorize as... ▾
<input type="checkbox"/>	Bright clean friendly 7/21/2018 9:19 AM View respondent's answers Categorize as... ▾
<input type="checkbox"/>	The current building 7/19/2018 10:13 PM View respondent's answers Categorize as... ▾
<input type="checkbox"/>	PERFECT WHERE IS 7/18/2018 4:41 PM View respondent's answers Categorize as... ▾
<input type="checkbox"/>	Downtown, Community, Support 7/18/2018 4:07 PM View respondent's answers Categorize as... ▾

Q20 Describe Your Ideal Public Library in 3 words.

Answered: 123 Skipped: 26

Fun Displays Spacious Learning Resourceful
Current Location Welcoming Busy
Accessible Engaging Friendly
Community Books Historic Quiet Inclusive
Inviting Selection Downtown Parking Library

Response Text

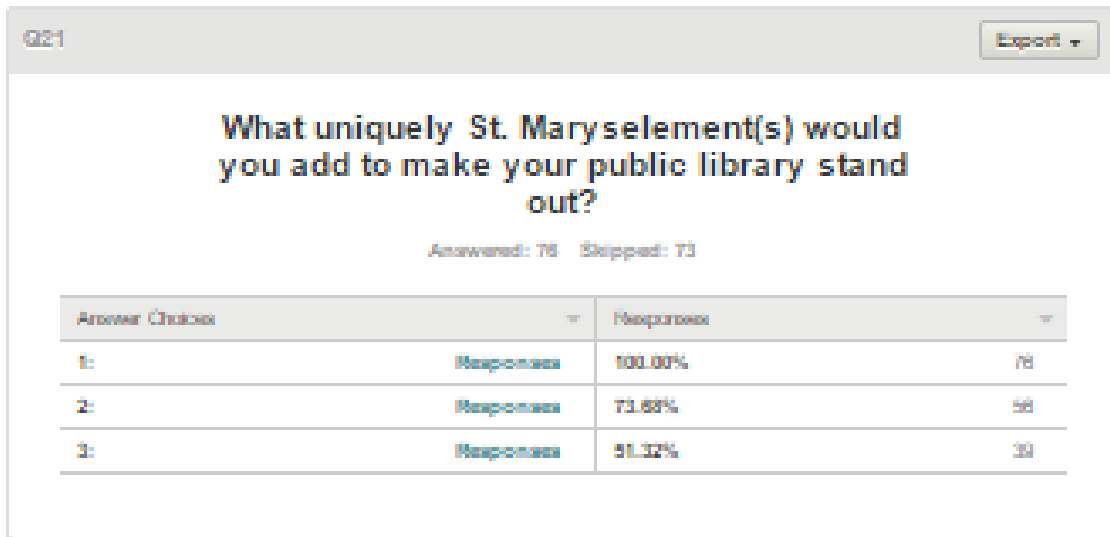
Friendly Good Collection
Friendly helpful awesome
QUIET, SPACIOUS, INFORMATIVE
Bright clean friendly
The current building
PERFECT WHERE IS
Downtown, Community, Support
Lots of books
relaxing, accessible, current
like this one
Variety programs available
Active community information
Books, Friendly Staff
Friendly. Functional. Accessible (something for every age)
More floor space
Downtown, maker, collection
innovative, friendly, helpful
Great affordable resource
Accessible; Helpful; Inspiring
Friendly relaxing up-to-date
Books, reading, learning
Love our library.
Lots of books!!
Friendly, knowledgeable & informative
St Mary's Library

Inviting, inspiring, dynamic.
helpful, resourceful, knowledgeable
spacious, relaxing odour free
Friendly, clean, bright
Welcoming to all
A sweet spot
Accessible and earlier hours
Personal, engaging, enlightening
Available, open, accessible
Books, books, books! (And I'm referring to hardcopy editions. I'm 36 and I own a Kindle, but I'm really gravitating back toward real books. So much easier to become absorbed in and enjoy.)
Friendly service innovative
friendly , accessible, helpful
great
Critical to community
Friendly, busy, well-stocked
Friendly
Helpful
Informative
Open, Learning, Sharing
historical atmosphere connection
Selection, selection, selection
Books books books!
Warm
Inviting
Friendly
Keep real books
Quite, Friendly, Open
Inclusive,
Professional/para-professional employees
open off hours
welcoming; books; staff
Accessible, available, awesome
Quiet, accessible, Clean
Welcoming, interesting displays, adequate materials for borrowing
Accessible, Great Books, Fun
Welcoming, knowledgeable and engaging
Peace and quiet
Cosy, quiet, friendly
Open, accessible, welcoming
Bright. Cozy. Friendly
books magazines comfortable
Welcoming, relaxing, accessible
Welcoming, clean, accessible
Large, open, and updated.
Big, open, new
Downtown
Well-stocked
Beautiful

Books books books
Quiet. Resourceful. Friendly
Accessible. Friendly. Helpful.
Inclusive, fun, resourceful
I love the library right where it is in downtown St Marys. I love the old historic aspect of this library as well. It is
an historic library building that needs to remain a library.
Engaging, Enlightening, Entertaining
Inviting, family-friendly, spacious
Busy
Light-filled
Welcoming
Current location please!
Historic, central, friendly
Friendly, Informative, Inclusive
Welcoming kid friendly
Accessible; friendly; current (materials)
Full of books
Fast friendly staff!
Accessible, efficient, accommodating
Accessible inviting useful
Lifelong learning centre
up to date editions, good displays
busy, cheerful, open
A dumb question.
friendly, helpful, encouraging
Friendly, spacious, advise
easy parking
Kid friendly
accessible
quiet
Open
Free
Friendly
Efficient, quiet, small.
Accessible, resourceful, multi-purpose
everyone is welcomed
Accessible, local, current
Like current location
Accessible, creative, connected
Friendly, quiet, bright
Free; children; books
Great books and wonderful staff!
Open, Relaxed, Informative.
Welcoming, updated, resourceful
Current, resourceful, diverse
Safe
Welcoming
Current
Free, resourceful, fun

Informative, Friendly, Accessible,
Full fast clean
Where it is
Welcoming, cheery, clean
Accessible, ample selection
Friendly, accessible, updated.
Accessibility, service, parking
One we have
Larger collection
Accessible
Open, inviting, friendly
Friendly
Quiet
Resourceful
Friendly. Modern. Helpful
bigger better historic
spacious quiet fun
suited to population
Comfortable, inviting, AC
Thorough. Educational. Authoritative.

Question 21



**Q21 What uniquely St. Maryselement(s)
would you add to make your public library
stand out?**

Answered: 76 Skipped: 73

Author Elevator **St Marys** Staff **Library** Parking
Downtown Floor **Book** Programs
Community Selection **Space** Outside
Local History Section Cafe

Location Programs **Library** Expand **Books** Second
Space Outdoor **Beauty** Meeting Rooms

Floor Present **Stone** Community **Library** Town
Local Chat **Space** Parking **Heritage**
Limestone **Historic Building** Volunteers
Outdoor Reading Downtown **Marys**

Categories

1:	2:	3:
expanded stack space using old rooms as programming rooms more room none it's wonderful as is. In an old historic building	new bright elevator to make a better use of the upper floor parking Down town Display/section dedicated to local artists/writers	Children morning programs are loud hence the need to use the second floor
Tickets to community events, activities comfortable seating arrangements to encourage patrons to stay and chat ?	meet the author events	outdoor art show
Focus on downtown revitalization More shelf space Make the emerging technology space integrate more with the heritage	Capitalize on its historic value, unique Carnegie structure More book selection Larger presence downtown	Community-centred activities Larger ebook offerings Co-op with huge collection of books at Baseball Hall of Fame
Leave it in its historic building More parking	More parking Cafe	Easy to get to; parking
Interlibrary Lending Stone building The cultural vitality of St. Marys - past, present and future Friendly	New Books Friendly staff Helping keep the community green Interactive	Awesome books Great selections More info town related assessable
The building Have St. Marys residents come in to do public readings / guest Storytime appearances.	The outside space The Mayor's poetry circle. He should come in and read a selection of his favourite poems. Outdoors, during the summer. This could be entertaining!	more service for young families
more volunteers More space or a dedicated space for strollers/bikes. Historic pictures of the town	historical displays Rock wall outside for kids to climb. Ontario author features	
Nothing! Already has gorgeous outdoor reading area Local author section	Already has wonderfully inviting children's area Local history section	Already has architectural delights for the senses. Signing out books lets me travel in time and geographically, going to our library lets me travel back in time and connect to a place of beauty Historic limestone building

Local history stone like the one already have Integration of local school curriculum and library I actually like it just the way it is: heritage bldg, great books More parking Heritage More knowledgeable staff. This has changed in the last while. Kindness Small cafe Makerspace Mores stone/natural look inside the Library..ie. walls Display of local crafts Parking	M More basic training of resources and technology Quiet space architecture more book selections for male teens Space Pictures of St. Marys...paintings etc. Took library More windows in all areas of the Library Liquid (water/coffee) area	happy with and location of ours Museum and library interaction vitality Renovate upstairs into a nicer space Trust Expand the library by renovating/restoring the old building across the street and/or the Bell building beside. Consult architect Marianne McKenna if possible.
It already stands out by its amazing stone architecture. Space for outdoor reading History Historic building	It represents St Marys at its best and it's a Carnegie! Recliner chairs	Tranquil music Mix of old & new building elements as it is now. This costs money, but they want \$10 for a card.
The present stonework. I would like to be able to use my library card in London. Outdoor reading space Celebrate local authors, with special section for their books More volunteers Heritage Building Historic protected site Cooking classes for youths	Downtown location. I can get a book from London through inter-library loan. The wonderful staff Limestone in any new add-ons	The central location Outdoor space More evening events to draw people in better meeting rooms explosions would make it stand out.
Flexible hours limestone interior wall (feature wall) better displays Large building not sure Heritage	More engagement with community professionally decorated more community events Makerspace added on Stone	"green"

Preserve the building as is, an architectural icon for the town. Keep library in downtown core...it's central and accessible	Keep all services on the main floor.	Do not expand or add services that can be more appropriately provided in other public or private venues.
too new to the community to really comment More local history Historical Historic building More computer space	but would like to see the library stay downtown - to help keep it thriving	
Local history Unknown	Amazing children's programs Programs to attend for learning Place to gather (like people do at cafe) Unknown	Extended book section Beauty, modern design that respects heritage Unknown Learning to read group for all ages (English as a second language, children, learning difficulties, etc.)
Online book club chat group Additional Children's Programs Particularly ages 4-5	First page of book preview (contents, intro to chapter 1 etc.)	
Upper floor hang out History, -	Email notifications when new released books arrive Core area -	Daycare/after school programs for parents that work Building beauty -
Maintain the Carnegie Library Skylights for second floor Tourism info limestone make better use of 2nd floor expansion of the current building	Keep it downtown Proper elevator for those who need it local history section	Rent/purchase nearby spaces for meeting rooms, study space or parts of the collection More space for permanent collection architecture/photos
Emphasis on St Marys history.	Emphasis on St Marys writers - past and present.	Incorporation of St Marys' stone,

Question 22

Q22 Export ▾

Are there any other non-St. Marys libraries or public facilities that you have visited? Tell us about them, including what you like about them.

Answered: 53 Skipped: 98

Responses (53) | Text Analysis | My Categories (0)

Category: Categorize as... | Filter by Category | Search responses

Showing 53 responses

<input type="checkbox"/>	yes	W/27/2018 4:27 PM	View respondent's answers	Categorize as...
<input type="checkbox"/>	Thamesford all on one level	W/27/2018 4:19 PM	View respondent's answers	Categorize as...
<input type="checkbox"/>	Cafe is a lovely feature even if it is simple coffee and tea	W/19/2018 4:07 PM	View respondent's answers	Categorize as...
<input type="checkbox"/>	Never been.	W/15/2018 3:19 AM	View respondent's answers	Categorize as...
<input type="checkbox"/>	The best libraries are the ones that are well-established and central in their communities.	W/13/2018 10:33 PM	View respondent's answers	Categorize as...
<input type="checkbox"/>	More space	W/13/2018 1:34 PM	View respondent's answers	Categorize as...
<input type="checkbox"/>	Cooperstown Baseball Hall of Fame research and archives. Respect for materials while willingness to be open to researchers and hobbyists.	W/12/2018 10:17 PM	View respondent's answers	Categorize as...

Thamesford

all on one level

Cafe is a lovely feature even if it is simple coffee and tea

Never been.

The best libraries are the ones that are well-established and central in their communities.

More space

Cooperstown Baseball Hall of Fame research and archives. Respect for materials while willingness to be open to researchers and hobbyists.

Don't give up current location as it would be a shame to destroy or give up the Rotary Reading Garden.

London downtown, very spacious and a large on site selection of all varieties of media

Stratford, but St. Marys is more personal when you are inside, don't feel you're far away from people to ask questions from.

Stratford has a iPad space to learn about iPads, use them etc.

Honestly, St. Marys library is the best of many I have visited (Elora, Southampton, Waterloo, etc.). I am so thankful for our library and how child-friendly it is. It's a great place to take my children. I used to visit regularly when I was a child, and it was a lifelong gift - I learned to really enjoy books and learning and never thought of libraries as stuffy or boring, let alone the librarians!

London Central Library reading area

Reading area in children's area with adult sized chairs for parents and children to read together.

I love having laptop work spaces by windows, and comfortable chairs available to work at a laptop. I love the high ceilings of most libraries and how open they feel. I like when children are able to run around and enjoy the library space.

The Central Public Library in Hamilton is nice: very spacious with lots of shelf space so that most of the books are displayed showing their front cover rather than their spine. This makes it much easier to see what is available and lets the cover draw your eye to items that seem interesting.

Great libraries are a community hub where of all ages and stages feel welcomed as valued members of the community. A great library has the opportunity to support a healthy, inclusive community-a vital aspect of social justice.

Children's museum - hands on activities and displays

Acton library is quite new, open and spacious with lots of windows to let in light.

The Stratford library was nice. Would be an ideal library for St. Marys

Pictou Public Library... More adult space to sit and read. Computers in different areas of the Library and not just one lab.

Brescia Library @UWO- love all the natural light

Cardinal Carter Library. There is a quiet room and a room for talking so people have the option to go to either. Also, there are private individual desks for work and study.

Loved the Fergus library that was recently just Reno'd. Lots of space, big windows overlook the water, fun kids space, overall just a great feel.

I've visited many. What I liked about them, is that they usually where in historical buildings, well adapted to new technologies. They had all the classics in literature and made sure to acquire new quality works. Where always in the downtown are.

Had a very strong connection to local history and community.

No recent visits.

I have gone to the London Public Library. It's good, too, but ours is great for a town this size.

Reading and studying spaces, more classics

Clarington Public Library (Bowmanville Branch) Large children's area with a variety of tactile learning toys and games. Located a good distance away from study desks as to not interrupt other visitors

The library I used before coming here had the magazines and papers all in the same room with comfortable chairs. Our chairs leave allot to be desired. Everything was accessible.

Kitchener library has 3d printing, Sarnia has got it. I think it's a valuable skill.

I try to visit libraries in other towns and cities. I like that I have access to computers. They often have information on what is happening in their town and area.

London PL accepted a book in Spanish, since they have a section for Spanish customers.

I was at a library that had a room with a high-tech computer and a green screen and camera so people could make videos. That looked amazing!

Years ago I used to go to Thorndale Public library when they had a series of talks of different topics about gardening/plants put on by the horticultural society. At the end of the talk they always had books that were available at the library that related to the topic of discussion for that week. It was really neat.

John M Harper branch Waterloo - open, ceiling well done so the acoustics work, flexible floor plan, innovative programs

I've been to the library in Huntsville, my sister worked there, wonderful space, open, so big and airy
Stratford - you can drop books while your car idles; Listowel - bright windows; Bayfield - curb appeal, fireplace and comfy seating; Hamilton - programming

I like that some libraries that are Carnegie have tastefully expanded by building additions that are modern but suitable for the history of the building. Glass enclosures, windows

Middlesex library has amazing free online courses

Huron county

Good hours, free or low cost, fun, variety of items, interesting, provided learning opportunity

Kirkton Library, I like that Early Years Program is in conjunction with the Library - a small library story time at the end, I like how it is a co-ordinated effort between both parties

Guelph Public Library. They made a huge mistake years ago in tearing down their Carnegie Library and replacing it with a horribly ugly library and have regretted it since. They've been trying for years to build a new main library but can't agree on a location or how to pay for it. The new branches built are quite nice.

Expanded using original library.

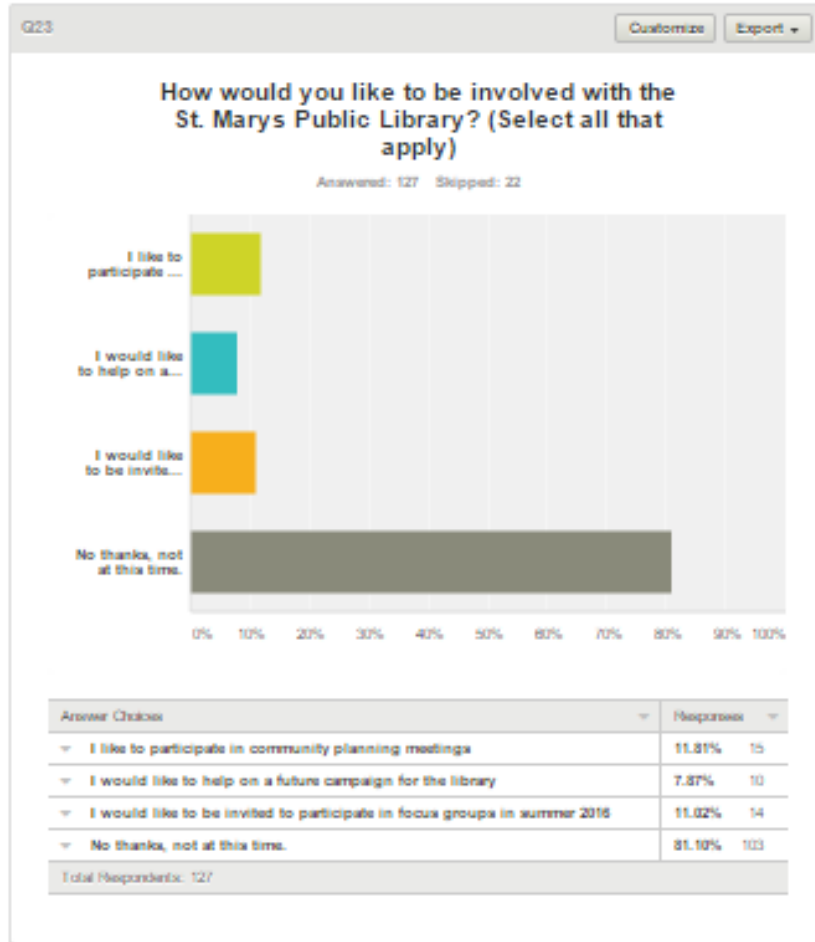
I like a library that has an on-going book sale

London libraries - size and space. Amount of computers and space to sit and do things

Vancouver public library - interesting architecture

The libraries that most appeal are those with room for collections. This is sadly lacking in St Marys, and the poor selection of titles is a result.

Question 24



Q24 Export

Please provide your e-mail address and/or phone number to be invited to a focus group:

Answered: 34 Skipped: 115

Appendix B2
St. Marys Public Library
SurveyMonkey Survey Instrument

See following pages



**A World of Discovery
Today & Tomorrow**

St. Marys Public Library Community Needs Survey

Introduction

WHAT DO *YOU* WANT At St. MARYS PUBLIC LIBRARY?

The St. Marys Public Library wants to hear from you!

We're beginning the process of envisioning what a 21st Century library service and facility should look like for St. Marys Public Library to inform our strategies. We're starting by reaching out to you about what you want in a library and how to make the library as useful as possible to the residents, students, and businesses in St. Marys and Perth South.

If you have a moment, please fill out our survey, available online. The survey will take 10-12 minutes to complete and is open until July 13, 2016.

Thank you all so very much for your help and for your continued support of the library!

Additional Background

The St. Marys Public Library provides free and equitable access to library services. St. Marys Public Library preserves and promotes universal access to a broad range of knowledge, experience, information and ideas in a welcoming and supportive environment. New technologies extend access to global information beyond the Library walls. The St. Marys Public Library encourages the spirit of exploration, the joy of reading and the pursuit of knowledge for people of all ages and

backgrounds, beginning with the very young. As the cornerstone of our community, our Library is a gathering place that connects people to each other, to their community, and to their hopes and dreams. The Library treasures the past and works to build a sustainable future that is full of possibilities. The Library promotes and enriches the democratic, cultural, educational and economic life of our diverse and evolving municipalities.

The St. Marys Public Library system is comprised of a single main branch that serves the residents of St. Marys and Perth Couth. We offer the traditional and much loved library services that the community expects, such as strong book, movie, magazine, newspaper and music collections, geared to old and young with an emphasis on programming for all ages. Each location also offers technology-based services, such as downloadable content (eBooks, eAudio, eMagazines and eNewspapers), free WiFi and computer use, and digital reference services.

In 2015, every day ### people visited our St. Marys location in person and ### visits were made to our website. ###,### items were borrowed by St. Marys cardholders throughout the year. St. Marys currently has over ##,000 members, with over ##,000 people attending 1,### free programs offered in 2015.

The St. Marys Public Library now serves a population of ##,000 with ##,### square feet of space in our library. Current library design guidelines suggest that a library should have one square foot of space for each person in the community. By those standards, our Library has only ##% of the space it currently needs without considering future growth in our community. (That said, there are new ways to deliver programs and collections - both in person and digitally.)

However, the St. Marys Public Library may be at risk to adequately provide all of the services a library should, due to facilities that cannot support the size and diversity of our community's needs, and the 21st century's ever changing information landscape. Now is the time to initiate the research on community needs and start planning for change and to explore our options over the coming decades.

We appreciate you taking the time to please fill out this survey to share your thoughts with us. Deadline is July 13, 2016.,

1. Tell us about yourself. Do you . . .(Select all that apply)?

- Live in St. Marys / Perth South
- Work in St. Marys / Perth South
- Own a business in St. Marys / Perth South
- Are a parent in St. Marys / Perth South
- Attend school in St. Marys / Perth South
- Live in a community near St. Marys / Perth South
- None of the above
- Other (please specify)

2. What is your gender?

- Female
- Male
- Other
- Prefer not to state

3. What is your age?

- Under 17
- 18-25
- 26 to 35
- 36 to 45
- 46 to 55
- 56 to 65
- 66 or 76
- Over 76

4. Which community do you live in or near?

- St. Marys
- Perth South
- Stratford
- Perth East
- North Perth
- West Perth
- Huron County
- Oxford County
- I don't live in this region

Other (please specify)

5. Do you have children living in your household? (Select all that apply)

- No
- Yes, under the age of 6
- Yes, between the ages of 6 and 11
- Yes, between the ages of 12 and 17
- Yes, over the age of 18

6. Are you currently a cardholding member of (Select all that apply)?

- Stratford Public Library
- Middlesex County Public Library
- Oxford County Public Library
- North Perth Public Library
- West Perth Public Library
- King Public Library
- Perth East Public Library
- Other (please specify)

7. Have you used any public library in other municipalities in the past 12 months?

Yes

No

8. Which ones? (Select all that apply)

Stratford Public Library

Middlesex County Public Library

Oxford County Public Library

Huron County Public Library

North Perth Public Library

West Perth Public Library

Perth East Public Library

Other (please specify)

9. Have you used St. Marys Public Library's eBranch (website, databases, catalogue, eBooks, eMagazines) in the past 12 months?

Yes

No

10. How often do you physically go to the St. Marys Public Library?

More than 5 times per month

1-5 times per month

At least once a month

At least quarterly

I do not go to St. Marys Public Library

11. It is important to me that a branch (Select all that apply):

- Be easy to walk or bike to
- Be within 15 minutes drive
- Be accessible by public transit
- I would travel longer distances to use the public library
- Have adequate parking

12. If you have visited the St. Marys Public Library, what do you think about the quality of the library space?

- I have not visited the Library recently
- Excellent (wonderful facility)
- Good (meets my needs)
- Fair (needs some renovation/updating)
- Poor (needs to be fully renovated and/or re-imagined)
- Very poor (Consider a new building)
- Other (please specify)

13. Are you satisfied with the hours of operation at your home branch?

- Yes
- No

14. How could the hours of operation change to better suit your needs? (select all that apply)

	Great	Good	Fine	Neutral	Don't Need
More morning hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More evening hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Additional weekday hours (more open days)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sunday hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm happy with the current hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

15. What do you typically do when you visit the St. Marys Public Library (Select all that apply)?

- Read or browse the collection
- Get help from library staff
- Check out books or other materials
- Use library computers
- Use my own computer or device with Wi-Fi
- Attend Adult programs
- Attend Teen programs
- Attend Children's programs
- Study or do homework
- Other (please specify)

16. Are you aware of the following programs and services offered by Caledon Public Library (Check all that apply)?

- Children's programs
- Teen programs
- Adult programs
- Employment and Volunteers Resources/Partnerships
- Local History
- Technology Training
- Library Settlement Programs (Newcomers)
- Free Wi-Fi
- School Library tours
- Daycare outreach programs
- Download eBooks, eMagazines, or audiobooks in library or from home

17. Share your interest in these emerging services to support learning, research, and community growth for the businesses and residents of St. Marys.

	Interested	Somewhat interested	Neutral	Not interested	Unimportant to my needs
Partnerships with local groups and clubs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Interested	Somewhat interested	Neutral	Not interested	Unimportant to my needs
More courses and programs for credit or certification	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online courses and programs for computer and technical skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online courses for management and business skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online courses for hobbies and recreation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online courses and programs for personal interests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digital Media Hub (3D printing, laser cutting, digital conversion station, film, music and photography editing,) etc	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Computer Labs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digital Learning Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Virtual Book Clubs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cafe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pop-Up Library Services (at Community Events)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Book writing and publishing support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High School alliances (to recruit event volunteers, provide research help)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
eBooks and digital services available throughout the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More services for small and medium-sized local businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal research service and support (by appointment)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meeting and study room bookings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Interested	Somewhat interested	Neutral	Not interested	Unimportant to my needs
Computer and Laptop bookings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

18. Please enter the importance of these elements in a new or renovated library building:

	Very important	Somewhat important	Not that important	Unimportant	No opinion
A feeling of openness and spaciousness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plenty of parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Multiple meeting rooms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outdoor space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Desktop Computer Lab	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Children's area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teen area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ample space for books, movies, and music collections	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digital Learning Centre (small group tech training lab)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual and group study space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digital Media Hub (3D printer, digital conversion station, music station)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Laptop work areas with power / Wi-Fi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Larger collection of printed books	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Larger collection of eBooks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Larger collection of audio books	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Larger collection of magazines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Larger collection of DVDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very important	Somewhat important	Not that important	Unimportant	No opinion
Larger collection of CDs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quiet space(s) for relaxing and reaxing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
eReader lending (pre-loaded with content)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using GPS on mobile phones to locate library materials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Self checkout and holds pick-up	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology petting zoo (various new pieces of technology available for learning and demonstration)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Release Book/DVD/CD and Hold Pick-up Kiosks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Would you like to see the development of, and ongoing investment in, a performing arts centre in St. Marys?

- No
- No opinion
- Yes, please share where this should be located.

20. Describe Your Ideal Public Library in 3 words.

21. What uniquely St. Marys element(s) would you add to make your public library stand out?

1:

2:

3:

22. Are there any other non-St. Marys libraries or public facilities that you have visited? Tell us about them, including what you like about them.

23. How would you like to be involved with the St. Marys Public Library? (Select all that apply)

- I like to participate in community planning meetings
- I would like to help on a future campaign for the library
- I would like to be invited to participate in a focus group in Summer 2016
- No thanks, not at this time

24. Please provide your e-mail address to be invited to a focus group:



St. Marys Public Library - Appendix C

Focus Group Strategic Themes

Background

Three public focus groups were held in the week of July 18th, 2016. These groups were held outside the library to create an independent atmosphere. Invitations were extended through e-mail, telephone and a notice on the SMPL website. Below is a summary of the dates and locations of the three community focus groups:

- Monday, July 18th, Noon, Pyramid Community Centre
- Tuesday, July 19th, 11:30 AM, Pyramid Community Centre
- Tuesday, July 19th, 7 PM, Pyramid Community Centre

The participants were all adults except for the small teen focus group on Monday. Each focus group started on time and lasted almost 90 minutes. While each group's attendance was somewhat small, the small size contributed to rich conversations and the panels were very engaged in the future of the library system and its role in the vitality of St. Marys.

The attendees were quite diverse and represented, but were not limited to:

- An age range from teen to 80-year olds.
- Working parents
- Single parents
- Singles
- Parents of preschoolers, K-12 and post-secondary children
- Seniors & Grandparents
- Men and Women

- Business people
- Community group leaders
- Long term residents of St. Marys and people recently moved to town.
- Library users both in person and online
- People from many neighbourhoods in St. Marys and users of the physical branches and the digital library
- Readers and program participants
- Walkers, bicyclists, and drivers
- A variety of careers, lifestyles, education, and length of time as a St. Marys resident.
- We also had people involved politically.
- All participants were somewhat digitally literate and used the library website.

Listed in the appendix are quick summaries of ‘near’ quotes of participants to serve as a partial transcript of the conversations of the focus groups. They dynamically capture the flavor of the discussions. The groups required very little prompting and nearly every suggestion is an opinion, perspective or insight that came as a result of the structured discussion between community members.

While some specific comments may be incorrect, they do serve to show where further communication, education, and market positioning activities are needed. In addition, people were very supportive of the library but there was the occasional outlier criticism. *These critical comments should be kept in perspective of the overall highly positive tone of the structured conversations.* That said, all feedback is real gift from your community.

Themes

Several stronger themes emerged from the conversations in the focus groups. There may be additional themes as we read these further, discuss them, and add to them with the larger online survey that is currently being analyzed and will be ready for review and analysis in July. As such, these results from the focus group should be reviewed as very preliminary until we align it with the additional results from the online survey.

The groups required very little prompting and nearly every suggestion is an opinion, perspective or insight that came as a result of discussion between community members.

The themes fall into the following buckets (These are *not* in order of emphasis yet since that should wait for the online survey results):

- **Parking and Transportation**
- **Location and Facilities**
- **Digital Needs**
- **Programs**
- **Culture**
- **Outreach**
- **Competition**
- **Marketing**
- **Collections**
- **Hours**
- **Partnerships**
- **Markets & Demographics**
- **Accessibility**
- **Teens**
- **Seniors**
- **Adults**
- **Pent Up Demand for Programs**
- **Barrie**

Commentary on Themes

[Pent Up Demand for Programs](#)

One of the key themes that came out of the focus groups was a very significant demand for more programming despite the excellent programs in recent years. One theme is that their expectations were for quite traditional programming (reading, kids, book clubs, etc.) while their ideas were for more social and interactive programming (travel, author talks, cooking, hobbies, etc.) This is a function of the age of most focus group participants being older. They were very interested in increased teen and kids programs for St. Marys since they ‘know’ this group has less to engage them. This underserved demand came in many flavours:

Digital Needs

There was strong demand for more digital programming ranging from overviews of the library website and services and how to use them effectively to strong interest in elementary through advanced programs involving online learning, downloading e-books and audiobooks, using social media and digital hubs involving 3D Printing, digital photography, etc. They really want better broadband access in St. Marys but see the SMPL as a great fix until that is ‘fixed’.

Programs

There was very strong demand for more adult programming. This focused on book clubs, town events, social media and web training, digital photography, music, personal health, personal finance, travel, and especially cooking and nutrition.

The adult community was very focused on more teen (tween) and children's programming but despaired at access due to driving and distance.

Culture

There was strong support for the library to engage in cultural programming with one participant actually sending a list to us after the session. These discussions centered on locations like the Mercury Theatre, Town Hall Auditorium, PRC, waterfront, and trails. They also felt that partnerships with the Stonetown Arts players, Baseball Hall of Fame, parks and recreation department, Stratford Festival, PRC, and more were called for. There was strong support for more downtown events and street fairs.

Markets & Demographics

Key markets clearly need to be accommodated differently since their needs came across as quite different.

Teens

Teens felt very apart from the public library as a service point for them. For a number of reasons including bussing, school demands and lack of access to a local branch in walking distance, or a car/driver. The few we talked with were more likely to use the school library than SMPL. Their awareness of what the library could offer them was good since they worked at the library but they said their friends were largely unaware.

Seniors

Seniors are a core market and there was great support for more programs of all types mentioned above. The strongest 'social' component came across from seniors participating and the need to get out and meet their community in retirement or semi-retirement. Many of these seniors were single and living alone but volunteer a lot.

They had strong feelings about too many programs being on weekdays which didn't fit their schedule or their access to a drive. It also interfered with some of their new jobs – volunteering.

Adults

The Adult programming demand also felt the need to be available at night and on weekends. A few wanted it to include programs for children so they could participate in something else at the same time. They were encouraged by multi-age groups and community discussions. They were focused on learning over entertainment but entertainment was part of the mix. Improving their employability and looking for work and volunteer opportunities were key opportunities. There was strong support for both in class and self-directed learning of technology and social media.

Children

There was strong demand for more children's and early years programming that met the needs of working parents' and grandparents' schedules.

Collections

As usual, they want more collections of what they want and were mostly aware of the ability for the library to add their requests to the collection and inter-library loan. There was strong support for DVD collections, as well as better browsing and reviews and recommendations. Many used the library's website.

Communication

Outreach

The groups often suggested that the library should be out where they are and present more in the community as they've noted at other places. They were supportive of Pop-Ups and more. They supported greater use of outreach to the homebound and school and daycares.

Marketing

There was an overall feeling that they didn't know how to learn about library program offerings. There were many suggestions about how to get to them or to be more assertive in telling them where calendars are, adding SMPL to the PRC Parks & Recreation catalogue, and being better at social media and e-mail promotion.

Partnerships

Everyone felt that their community could work more closely together to serve them. Specifically parks and recreation, community events, clubs, and schools were pointed out.

Facilities

This came out occasionally. They were complimentary of the facilities only so far as they wanted them to remain supported and didn't want to 'criticize'. They were VERY focused on protecting the Carnegie heritage building but in other ways they noted that the current facility is crowded, stuffed and tight. Accessibility issues of many kinds came up.

Parking and Transportation

Parking came up as a big issue in St. Marys and this is usual.

Location and Facilities

Many noted quietly that the furnishings were 'tired' and that St. Marys' branches did not meet the standards they saw in other nearby communities. St. Marys' facilities were found wanting and the flexibility of the branch and central spaces to do more programming was noted as weak.

Barriers

Competition

Many used multiple facilities and many also took advantage of programs and libraries outside of St. Marys – especially Stratford and London. If they had ever lived in a major city like Toronto, that drove their perceptions. They find SMPL much friendlier but 'smaller'.

Hours

There was some demand for additional hours but the real demand was for how these hours were used. They wanted more programming outside of their work / volunteer hours and an acknowledgement that most parents work and can't take advantage of daytime kids' programs. This was echoed by seniors who fill their days with family and volunteer activities and want a weekly library night program that is comfortable in a 'good' room.

Accessibility

There are some issues with accessibility centered on teens and seniors for different and similar reasons. AODA was a big issue but winter conditions and access to a car/transit, was.

Strategies

Partnerships

The focus groups came up on their own with suggestion for partnership and there was strong support for more integration with other services but in the library facilities – especially the PRC.

Conclusion

These themes are only a first step in working towards recommendations. They are by nature incomplete and reflect only the discussion of a small sample of community members. We can work soon with the fuller online survey to prioritize the community opinions and needs and develop further insights on the library climate in St. Marys. We will add further insights from the online survey and then proceed to recommendations to test with discussion and research.



St. Marys Public Library – Appendix D

Staff Notes Review

The staff were very engaged in this process and had many wonderful ideas and commentary. We talked in both structured and unstructured conversation for almost two hours.

For comparative reference, the themes from the SurveyMonkey poll and Community Focus Group sessions were:

- Heritage
- Culture
- Social Isolation
- Events
- Parking and Transportation
- Location and Facilities
- Digital Needs
- Programs
- Outreach
- Competition
- Marketing
- Collections
- Hours
- Partnerships and relationships within the municipality and with other social clubs and cultural institutions.
- Demographics
- Accessibility
- Teens
- Seniors
- Adults
- Pent Up Demand for Programs
- Barriers

The themes from the Council and Board were:

- Downtown revitalization
- Growing use of current facilities (i.e. PCC)
- Community Hubs
- Culture & Heritage
- Business, Employment and Economic Support – Community Growth
- Culture and Tourism/Trails
- Joint Facilities
- Integrated Strategies
- Teen Engagement
- Seniors and other Adults
- Demographic Change, Population Growth, Tax Base growth,
- Partnerships
- Digital and Innovation Experience and Training Hubs
- Relationships with Schools
- Community Expectations (vs. Tax, Revenue base)
- Libraries as Learning Institutions, Adult Learning
- Quality of Life and attractiveness for in-migration of young families

The staff themes were more library oriented and focused on facilities in the large part.

Staff Themes:

- Infrastructure
- Logistics
- Programs and Services
- Accessibility and Safety
- Technology
- Partnerships and Competition

Infrastructure

There are many issues here identified by the staff that mirror the notes in our walk-around report. These include the elevator, the entrance, lighting, washrooms, HVAC, hot water supply, Storage space, basement ‘creepiness”, cleaning storage, kitchen, and more. The key issue that staff were concentrated on is the lack of several program spaces that allowed them to build successful program initiatives that are repeatable and have an impact. The maintenance issues with the new wing and old wing were mentioned often (roof leaks, icing, windows rotting, lack of proper windows in the heritage portion, no hot water, bad sinks, electricity fails when more than one thing is plugged in, sink holes, elevator, access, bike racks, and more).

Comments:

- Book clubs' books stored everywhere because no dedicated space.
- Coats hanging elsewhere to stay away from janitor stuff.
- Current telephone location inconvenient
- Elevator – needed into basement for book delivery.
- Elevator should go to basement
- Fading “Blister of the town”
- For the Tales for Tots we need to pull chairs from storage 2 times a week at least and there no real storage.
- Getting a pop-up at PRC challenging with staff and book delivery. Need storage space there or help with transport.
- Hot water doesn't exist
- Hot water is very slow to supply from faucets
- Interior area between old and new building is too dark
- Janitor uses old coat closet because he can't use elevator to get to basement for more storage.
- Lack of storage is a major issue
- Need blinds like at town hall. Problem with fading where exposed to too much light
- need heavy-duty carts
- New flip tables upstairs are an improvement but they have to be constantly wheeled around to be out of the way.
- No blinds – can't close blinds in F and NF rooms.
- No place to cook.
- No washrooms for staff. The one sink in kitchen is used by kids program regularly.
- Not enough comfy chairs in the library.
- Our telephone are messed up and have usability issues
- Patrons are afraid of using the old elevator and it's a weird set up
- Posts in attic are in the way
- Reading room with fire place always occupied so can't run programs there.
- Roof icing issue is dangerous
- Rooftop – ice problems at addition entrance: water pools on concrete path and freezes. Icicle form on eaves, melt and freeze at doorway. Emergency exit has 2 foot icicles. Safety issue.
- Some people don't know second entrance exists.
- Stacks are blocking natural light
- Staff coat closet
- Staff kitchen is dirty and dysfunctional
- Staff needs coat and boot closet
- Staff needs own washroom
- Staff needs separate washroom

- Stairs are slippery in winter, recently renovated due to salt damage. Temporary fix for 5 years.
- Stratford library – too white and not inviting. Cold. St. Marys library is cozy and homey – we shouldn't lose that.
- The attic is ugly and embarrassing with lighting issues. Open up the skylight/widow's walk.
- The windows need replaced in the old and new buildings.
- There are not enough plugs anywhere
- There used to be a skylight and widow's walk through roof, now covered up.
- There's a sinkhole under the eaves trough downspout
- Tree roots interfere with access path (ground sinks right of the entry path?)
- Washrooms – hard to turn into accessible stall, doors are not accessible by button
- We have green issues
- We shouldn't have covered up the Carnegie arches and the lighting is dull between the new and old buildings
- Windows need replacement, newer window sills are rotting; they were not maintained.

Logistics

Logistics issues ran the gamut – inadequate storage space (for furniture, collections, program supplies), washrooms, coat and boot storage (in a winter climate), and the inadequate elevator that doesn't go to the basement. One key issue is that the relationship between deliveries, book drop, large circulation service desk and back room does not match logistics at all. Tied to issues with HVAC, lighting, light control, and movement of materials the space is working against the staff's goals to provide good service efficiently.

Comments:

- Before opening: empties book drop, starts reports. After weekend book drop is overflowing.
- Before opening you deal with red boxes, pull books for PCIN ILL, boxes are awkward and we bag walls with the carts, do reports, pull books for classes. There is no real space to do this.
- Heavy duty carts are needed.
- Holds doesn't work – no easy pickup place.
- Programs: tales for tots: usually set-up the night before. Kids sit on carpets and parents on chairs. Chairs need to be moved up and down elevator (stay there often). In the summer program is once a week but more often through the year (10:30-11:10am). Used to have an evening tales program 3 times a week but no longer because demand dwindled.

- Pulls books for delivery (walk with cart through library for inter-loan), red boxes for book delivery are very heavy. Getting cart into work area is challenging.
- Reading room needs task lights and plugs
- Reading room should be where light is – task lighting
- Set-up morning program (crafts, lots of materials) supplies are in closets, on tables, and shelves. Not enough space - messy
- Small area for patron coats and boots required, same for volunteer and for kids back packs.
- Storage is a big issue since basement is hard to access without elevator.
- Storage space has logistics issues and is not safe.
- Strollers are parked in hallway or locked outside, placed near the 900's shelves.
- Tina has no workstation so has to use other staff stations/laptop.
- We need coat space for patrons.
- We would like a pop-up library but need staffing time.
- When Queen Street was closed for construction there was no accessible entrance.
- Workday: Book drop is overflowing, chute is in bad place and you hit your head when emptying it.

Programs and Services

The general tone was one of that St. Marys does great programming in spite of inadequate space. A number of programs fail due to their success when the facility necessitates the program leaving and finding better space.

Set up for programs is difficult due to inadequate storage, the need to move many chairs and tables out of odd storage spaces, and the unpleasantness of trying to program when competition for space is fierce and programs like kids and adults can conflict. There is no real teen space.

Comments:

- 5 clubs, 4 of them meet in branch. 25 members in each.
- Cookbook club meets upstairs
- Could we do yoga programs with reading?
- Can't control blinds, problem with too much light in fiction / nonfiction rooms
- Can't host adult programs because space upstairs is ugly and embarrassing. People never linger here to chat, they run downstairs.
- Colouring for adults ran in YA room.
- Cookbook book club.
- Display cases – current arches don't fit kids' books.
- goal is to make branch kid friendly

- Have to walk through program space to use meeting room. Sound travels between the two rooms – problem for using it.
- Homeschooling – big community here. They have their own network, don't come in as much. Mostly religious reasons for home schooling. Have very specific requests for book sometimes hard to accommodate.
- Last fall ran “make and take” using old books
- Library offers ESL for large immigrant family in town, with Adult Learning.
- Monthly book club meets in room upstairs. Book to Movie club used to be in YA room (with the big table).
- Our homeschooling is a big community here and they have their own networks.
- Private home daycare – heavy users, like topics such as toilet-training. Kids' books are odd-shaped so difficult to store holds.
- Saturday evening book club.
- Stonetown Arts – lost that group because there was not enough space for them. Same happened with Camera Club.
- There is no staff available to teach tech or website use.
- Used to have video gaming.
- Video games – used to host, no more. PRC and Friendship Centre run it now, they have money and space. They also have Yoga there; most are paid programs. Senior Centre runs many program that library would run otherwise.
- Visiting authors hosted upstairs. Local poet did a book launch at the branch. Would be nice to host outside by Tim Horton's drive thru is too loud with trucks. Space for author readings is small and not particularly nice. Can be crowded and moved into open space.
- We do an art program with submissions and judges.
- We do outreach to local daycares.
- We do some outreach to PRC for Jr. and Sr. kids clubs
- We get class visits from 4 schools – issue new cards
- We go to all the schools in June and promote library
- We have a refugee family to serve.
- We use mobile circulation
- We want to be a friendly kids place – Good, safe and wanted.
- Wine and tea tasting used to be successful
- Wine Tasting needs appropriate space, as with Teas of the World.
- Years ago ran art group with local artists

Accessibility and Safety

As identified in our first report, accessibility and legal compliance with AODA laws is an issue including the elevator, washrooms, shelving, entrances, and more.

Comments:

- Adaptive technology use – CELA - occasionally sign out dicta-reader to people in homes. Some people own their own.
- Bike racks not visible from the street (near Town Hall, concealed behind pine tree).
- CELA: Victor reader to care home and getting the word out is weak.
- Current double-door is problematic.
- Patron once walked into vestibule glass because doors aren't aligned.
- Patrons with walkers are common, not so much with wheelchairs. Scooters can fit but difficult to enter because vestibule doors are not aligned.
- There are accessibility issues throughout building
- We visit 2 nursing homes and a seniors' home – 2 volunteers, large print – they're heavy readers.

Technology

Technology is a huge support to programs and services. Both staff technology is inadequate and the ability to provide tech based programs is very weak with the lack of a flexible technology classroom. Kids and adult computers may pose a safety and service issue.

Comments:

- All of the PCs are mirrored differently – we need standards and address Useful differences. Our IT is slow and printing is very slow. They pay for printing and shouldn't wait so long.
- Computer users interfere with front desk activity. Also too visible from kids area.
- Computers are all different and not user friendly. Slow outdated machines, hard to print PDFs or from emails.
- Kids' computers should all be together. Problem when sometime all kids want to do is use computers.
- Kids' headphones are loud and get often unplugged so play out-loud.
- Kids PCs are a target with love/hate relationships with the headphones.
- KIT (Knowledge Information Tech on iPads
- Librarians send patrons to employment centre because they have no time to help with tech.
- No guest staff station
- Rely on town for IT support. Can't get statistics on Wi-Fi use. Patrons want to use phone but can't.

- Some patrons spend all day at computer here
- We have a privacy issue with IT/PCs
- We need 2 areas for computer use so that we have quiet space to offer. Need carrels to separate users and stop taking over patron stations. Currents stations too close to kids' area. No option for group work or workshop with computer. 5 new laptops purchased for adult learning. Not easy to use for tech programs.
- We want out IT to be a safe haven for study and ancestry work.

Partnerships and Competition

Staff were very open to bigger, more formal relationships with other town services and facilities.

Comments:

- Can we partner better with PRC – dedicated space, access to membership?
- Friendship Centre is getting more popular. All except fitness programs.
- Mobile unit at rec centre is an outreach opportunity; satellite at friendship centre.
- Museum also ran “culture day” currently in competition with some library events that were planned – duplication of effort and competition.
- PRC – good relationships with one programmer at Pyramid and the other is less successful.
- Social services – people use Stratford where there are group homes, etc.

Overall, the staff are concerned and motivated to provide excellent service and do their best to work around inadequate facilities. Noting they have suggested is insurmountable in the context of the heritage building.



St Marys Public Library - Appendix E

Peer Group Statistics Report

Background

For the Comparisons of Peer Libraries for St. Marys, we used the library systems that surround St. Marys as well as selected 'influencer' libraries that drive perception in Ontario. The peers are the ones we used in the SurveyMonkey survey.

Peers:

- Huron County Public Library
- London Public Library
- Middlesex Public Library
- North Perth Public Library
- Oxford County Public Library
- Perth East Public Library
- Stratford Public Library
- West Perth Public Library

Influencers:

- Hamilton Public Library
- Mississauga Library System
- Toronto Public Library

These are based on the 2014 data submitted to the Ontario Ministry of Tourism, Culture and Sport. The Federation of Ontario Public Libraries lobbied for these to be made open data and was successful. We have completed a two year project to download all of the hundreds of files and integrate them into a data set that combines all date from 1998-2014.

We have 5 new measurements to compare libraries (as ratios and measurements and ranks as opposed to sheer volume numbers/statistics). These are Service, Community Engagement, Usage, Efficiency, and Development.

Peer Comparison Notes

The peer comparisons presented here are based on data from the Ontario Ministry of Culture, Tourism and Sport's published 2014 Ontario library data.

The comparisons take these data and sort them into 17 separate variables and organizes them in five "dimensions:" Service, Usage, Community Engagement, Efficiency, and Development. This design is discussed in some detail elsewhere but, simply, it is based on a study of four well-known public library assessment efforts: the BIX, HAPLR, the IMLS US state ranking tables, and the LJIndex. These all use ratios of different reported variables—rather than the raw data—and then assign ranks to the calculated ratios. Those ranks are in order by which numbers are "better." Lower number ranks are better because 1 is the top rank.

The Ministry's data series are very rich and offer more opportunities for exploring variables within this design. We have largely followed the example of the current literature for now.

The most common use of these data is to use them to analyze "peer" libraries. What is a "peer" library? It is a library you wish to compare to yours. The comparisons will be based on data.

Data do many things well but not everything. They give you a measure and it is up to you to weigh the evidence from the data in order to learn how your library compares with yours. They do not measure everything, however, and are weak in analyzing qualitative aspects of a library.

To pick your peers depends on your interests and objectives. You may wish to compare to libraries in your area, or to libraries with similar users, or to libraries you wish to emulate. These data will not give you one big number but 17 and those must be considered and weighed in light of your library and its peers. Efficiency is something we all want but it can work at cross purposes to Service. So: balance. Weigh the evidence and it will often be one step in a process.

As mentioned, the data are calculated and then ranked. The comparisons are simple unweighted ranks. Yes, ranks are often weighted but the first presentation are unweighted. Weighting recognizes that some variables are more important than others and handles that reality. There are ties in the ranks when libraries have the same raw scores. In those cases, the ties get the same rank while the next library is ranked where it would be if there were no tie. That is, if two libraries had the best rank, they would be 1 and 1 and the third library would have a rank of 3.

The data presented here are in several forms and with varying levels of detail depending on the detail needed for different views.

Now we will outline the variables and dimensions. This discussion of variables is brief and the reader is cautioned to realize that in each case where the variable is described as a higher ratio or lower ratio is ranked better that what is left unsaid is: “all other things being equal.” They are not and that is why we have more than one variable to give you the context to understand your library and its peers as the data describe them.

The first dimension is **SERVICE** and it has four variables:

Collection units per capita. “Units” is defined broadly. This is a measure of how big the collections are for the size of the libraries’ resident populations. Higher is better.

Employees per capita times 1,000. This measure tells us how big the staff is to service the population. Higher is better. The calculation gives a small number and to make it easier to understand, we multiplied by 1,000. It can be thought of as so many people for each 1,000 in the resident population.

Population per workstation. This measure tells us how many workstations the library has. By dividing the population by the count of workstations, we have a number which indicates, how likely a library user is to find an empty workstation. Here, a lower ratio is better. Consider: is it better to have 10,000 people per workstation or 100?

Population per service point. Service points are broadly defined to include places where people will have physical access to the library. They can include bookmobiles, branches, and deposit stations. Again, a lower is better. Is it better to have 10,000 users per service point or 100?

USAGE

This dimension has three variables related to the actual use of the library.

Stock turnover is a traditional measure: how many times is each item (on average) checked out? Here total annual circulations are divided by a count of circulating items held. Higher is generally better.

Circulations per capita is another well-known calculation. Annual circulations divided by resident population. Higher is better.

Program attendance per registered borrower. How many of the libraries’ cardholders attend the libraries’ programs. The reported number in the detailed tables is 100 times the raw calculation. Total annual program attendance divided by the reported number of library cardholders. Higher is better.

COMMUNITY ENGAGEMENT

This dimension is new to the world of library assessment and it was created to get a handle on an important set of changes occurring in the library world: the modern library is not a passive organization waiting patiently for people to appear but one increasingly looking for opportunities to meet its public wherever they are and wherever they have information needs. The four measures in this dimension are an attempt to measure how libraries are adapting.

Programs offered per capita. The higher ratio is better.

Registered borrowers per capita. What percentage of the libraries' resident populations have library cards? Higher is better but we have documented how this percentage has been declining in Ontario's libraries.

Hours open per capita times 100. Hours open includes not just buildings but bookmobile and deposit station hours. More hours open per person although as we know, a library's electronic presence is open for business at all hours. Higher is better.

Estimated Annual Visits per capita. This ratio is the result of a complex calculation. Visits are tracked as "Typical Week" data so the data presumably re for one week. The population is an annual figure so the visits were summed and then multiplied by 52 and that product divided by the resident population. Visits are of three types: In person, electronic (to the libraries' Websites,) and electronic (to the libraries' social media sites.)

EFFICIENCY

This dimension occasionally works against the others. Service is better with more staff, money, and service points but more economical if these are balanced by care in allocating resources. It is always a matter of balance and by looking at your peer libraries, you can see how they made the same kinds of balancing decisions your library must.

Collection expenditures per circulation. Lower is better. That is, more circulations per dollar spent is better than spending many dollars per circulation.

Estimated Visits per open hour. Visits, again, come from "Typical Week" data and given that these figures and the open hour figure are both weekly figures, there is no need to do more than sum the number of visits and divide by the number of open hours. Higher is better: more people visiting is better than fewer people. Note that electronic visits are included and that these can occur when the library's buildings are not open.

Total Expenditures per estimated annual visit. Total operating expenditures of the libraries divided by the annualized visit figure to give an imputed cost per visit. Lower is better. It is better to have more visits per dollar spent.

DEVELOPMENT

The attempt here is future oriented.

Staff Training as a % of Total Operating Expenditures. This number is times 100 so these are the percentage figures. Staff training in this day and time is important but with library budgets being stretched, helping staff keep up with new developments by training or conference attendance is a difficult thing. But: higher is better.

Total Operating Expenditures per capita. This is an important number and one that affects the whole operation of the library including what it does and can do to prepare for the future. Higher is better.

CONCLUSION

St. Marys Public Library ranks very high – and often number 1 in comparison to your peers AND influencer libraries – which makes you one of the best performing libraries in Ontario!

St. Marys Public Library - Appendix E 1


Peer Group Statistics Comparisons

See following pages

St. Marys Public Library - Summary of dimensions

		Service	Usage	Community Engagement	Efficiency	Development
Local Peers	Rank of Ranks ALL DIMENSIONS (lower is better)	Rank of Ranks Service measures (lower is better)	Rank of Ranks Usage measures (lower is better)	Rank of Ranks Community Engagement measures	Rank of Ranks Efficiency measures (lower is better)	Rank of Ranks Development measures (lower is better)
L0271 St. Marys Public Library	1	1	1	1	2	2
L0188 Huron County	8	5	9	6	9	6
L0245 London	3	3	2	3	1	4
L0205 Middlesex County Library	5	5	6	3	7	2
L0231 North Perth	2	2	4	2	4	9
L0257 Oxford County	8	8	5	9	6	7
L0265 Perth East	6	7	8	8	3	7
L0269 Stratford	4	4	2	5	8	1
L0372 West Perth	7	8	6	7	4	4

		Service	Usage	Community Engagement	Efficiency	Development
Influencers	Rank of Ranks ALL DIMENSIONS (lower is better)	Rank of Ranks Service measures (lower is better)	Rank of Ranks Usage measures (lower is better)	Rank of Ranks Community Engagement measures	Rank of Ranks Efficiency measures (lower is better)	Rank of Ranks Development measures (lower is better)
L0271 St. Marys Public Library	1	1	1	1	3	2
L0474 Hamilton	5	8	2	9	4	4
L0188 Huron County	10	7	12	7	12	7
L0245 London	2	3	3	2	1	4
L0205 Middlesex County Library	7	6	9	4	10	3
L0206 Mississauga	12	12	8	12	4	12
L0231 North Perth	3	2	5	3	8	11
L0257 Oxford County	11	11	7	11	9	7
L0265 Perth East	8	9	11	10	6	10
L0269 Stratford	4	5	3	5	11	1
L0353 Toronto	6	4	6	6	2	7
L0372 West Perth	9	10	9	8	7	6

 Libraries added to the local peers

St. Marys Public Library - Service Dimension

Local Peers

Library Number	Library Name	Population (Resident)	Rank of Ranks (lower is better)	Sum of Ranks (lower is better)	Collection units per capita	Rank for Collection units per capita	Employees per capita X1000	Rank for Employees per capita	Population (Resident) per workstation	Rank for Population per workstation	Population per service point	Rank for Population per service point
L0271	St. Marys Public Library	6,156	2	12	10.1	3	17.9	3	560	1	6,156	5
L0188	Huron County	57,579	3	14	8.8	4	16.9	5	677	3	4,429	2
L0245	London	373,730	5	22	2.5	9	19.5	2	622	2	23,358	9
L0205	Middlesex County Library	74,898	5	22	3.1	8	16.2	6	727	5	4,993	3
L0231	North Perth	12,631	1	11	11.2	2	17.9	4	702	4	4,210	1
L0257	Oxford County	90,481	8	26	3.3	7	12.8	7	1,090	6	6,463	6
L0265	Perth East	10,016	7	25	11.4	1	12.6	8	1,431	8	10,016	8
L0269	Stratford	30,886	4	18	5.7	6	28.2	1	1,404	7	5,148	4
L0372	West Perth	8,919	9	30	8.6	5	9.6	9	1,487	9	8,919	7

Influencers

Library Number	Library Name	Population (Resident)	Rank of Ranks (lower is better)	Sum of Ranks (lower is better)	Collection units per capita	Rank for Collection units per capita	Employees per capita X1000	Rank for Employees per capita	Population (Resident) per workstation	Rank for Population per workstation	Population per service point	Rank for Population per service point
L0271	St. Marys Public Library	6,156	2	14	10.1	3	17.9	5	560	1	6,156	5
L0474	Hamilton	545,850	6	26	1.9	11	44.3	1	1,144	7	8,804	7
L0188	Huron County	57,579	3	16	8.8	4	16.9	7	677	3	4,429	2
L0245	London	373,730	7	27	2.5	10	19.5	4	622	2	23,358	11
L0205	Middlesex County Library	74,898	5	25	3.1	9	16.2	8	727	5	4,993	3
L0206	Mississauga	759,000	12	45	1.9	12	13.4	9	1,761	12	42,167	12
L0231	North Perth	12,631	1	13	11.2	2	17.9	6	702	4	4,210	1
L0257	Oxford County	90,481	9	30	3.3	8	12.8	10	1,090	6	6,463	6
L0265	Perth East	10,016	10	31	11.4	1	12.6	11	1,431	10	10,016	9
L0269	Stratford	30,886	4	21	5.7	6	28.2	2	1,404	9	5,148	4
L0353	Toronto	2,808,503	8	28	3.9	7	21.2	3	1,284	8	21,941	10
L0372	West Perth	8,919	11	36	8.6	5	9.6	12	1,487	11	8,919	8

Libraries added to the local peers

St. Marys Public Library - Usage Dimension

Local Peers

Library Number	Library Name	Rank of Ranks (lower is better)	Sum of Ranks (lower is better)	Stock turnover	Rank of Stock turnover	Circulations per capita	Rank of Circulations per capita	Program Attendance per registered borrower	Rank of Program Attendance per registered borrower
L0271	St. Marys Public Library	1	5	2.1	3	21.2	1	451	1
L0188	Huron County	9	24	0.7	8	6.4	7	91	9
L0245	London	2	12	4.2	1	10.6	3	132	8
L0205	Middlesex County Library	6	18	1.7	5	5.5	9	178	4
L0231	North Perth	4	13	0.8	6	8.9	4	193	3
L0257	Oxford County	5	14	2.3	2	7.5	5	138	7
L0265	Perth East	8	19	0.6	9	6.3	8	245	2
L0269	Stratford	2	12	2.0	4	11.4	2	154	6
L0372	West Perth	6	18	0.8	7	6.5	6	154	5

Influencers

Library Number	Library Name	Rank of Ranks (lower is better)	Sum of Ranks (lower is better)	Stock turnover	Rank of Stock turnover	Circulations per capita	Rank of Circulations per capita	Program Attendance per registered borrower	Rank of Program Attendance per registered borrower
L0271	St. Marys Public Library	1	8	2.1	6	21.2	1	451	1
L0474	Hamilton	2	12	6.3	1	12.2	2	102	9
L0188	Huron County	12	31	0.7	11	6.4	10	91	10
L0245	London	3	16	4.2	3	10.6	5	132	8
L0205	Middlesex County Library	9	24	1.7	8	5.5	12	178	4
L0206	Mississauga	8	21	4.3	2	8.0	7	39	12
L0231	North Perth	5	18	0.8	9	8.9	6	193	3
L0257	Oxford County	7	20	2.3	5	7.5	8	138	7
L0265	Perth East	11	25	0.6	12	6.3	11	245	2
L0269	Stratford	3	16	2.0	7	11.4	3	154	6
L0353	Toronto	6	19	3.0	4	11.4	4	90	11
L0372	West Perth	9	24	0.8	10	6.5	9	154	5

Libraries added to the local peers

St. Marys Public Library - Community Engagement

Local Peers

Library Number	Library Name	Rank of Ranks (lower is better)	Sum of Ranks (lower is better)
L0271	St. Marys Public Library	1	5
L0188	Huron County	6	23
L0245	London	3	16
L0205	Middlesex County Library	3	16
L0231	North Perth	2	15
L0257	Oxford County	9	30
L0265	Perth East	8	29
L0269	Stratford	5	19
L0372	West Perth	7	27

Registered Borrowers as a % Resident Population	Rank for Registered Borrowers as a %	Programs offered per capita	Rank for Programs offered per capita	Hours open per capita X100	Rank of Hours open per capita	Estimated Annual Visits per capita	Rank for Estimated Visits per capita
49	1	10.3	1	0.82	2	18.93	1
29	5	2.5	6	0.72	3	3.04	9
40	2	4.0	3	0.21	9	18.74	2
30	4	4.5	2	0.54	5	7.13	5
32	3	3.8	4	0.67	4	7.79	4
20	8	2.4	8	0.39	8	6.65	6
12	9	3.2	5	0.41	7	4.91	8
29	6	1.8	9	2.92	1	11.60	3
20	7	2.5	7	0.49	6	5.77	7

Influencers

Library Number	Library Name	Rank of Ranks (lower is better)	Sum of Ranks (lower is better)
L0271	St. Marys Public Library	1	5
L0474	Hamilton	9	34
L0188	Huron County	7	28
L0245	London	2	16
L0205	Middlesex County Library	4	20
L0206	Mississauga	12	37
L0231	North Perth	3	18
L0257	Oxford County	11	36
L0265	Perth East	10	35
L0269	Stratford	5	23
L0353	Toronto	6	27
L0372	West Perth	8	33

Registered Borrowers as a % Resident Population	Rank for Registered Borrowers as a %	Programs offered per capita	Rank for Programs offered per capita	Hours open per capita X100	Rank of Hours open per capita	Estimated Annual Visits per capita	Rank for Estimated Visits per capita
49	1	10.3	1	0.82	2	18.93	1
29	9	1.5	10	0.19	11	13.40	4
29	7	2.5	6	0.72	3	3.04	12
40	2	4.0	3	0.21	9	18.74	2
30	6	4.5	2	0.54	5	7.13	7
31	5	1.0	12	0.14	12	6.91	8
32	4	3.8	4	0.67	4	7.79	6
20	11	2.4	8	0.39	8	6.65	9
12	12	3.2	5	0.41	7	4.91	11
29	8	1.8	9	2.92	1	11.60	5
34	3	1.2	11	0.19	10	18.63	3
20	10	2.5	7	0.49	6	5.77	10

Libraries added to the local peers

St, Marys Public Library - Efficiency Dimension

Local Peers

Library Number	Library Name	Rank of Ranks (lower is better)	Sum of Ranks (lower is better)	Collection expenditures per circulation \$	Rank for Collection expenditures per circulation	Estimated Visits Visits per open hour	Rank for Estimated Visits Visits per open hour	Total expenditures per estimated annual visit \$	Total expenditures per estimated annual visit
L0271	St. Marys Public Library	2	8	0.49	4	44.4	2	3.71	2
L0188	Huron County	9	26	1.12	9	8.1	8	17.06	9
L0245	London	1	7	0.50	5	173.8	1	2.92	1
L0205	Middlesex County Library	7	19	0.86	8	25.5	4	6.31	7
L0231	North Perth	4	13	0.37	2	22.5	6	6.16	5
L0257	Oxford County	6	16	0.57	7	32.7	3	6.17	6
L0265	Perth East	3	10	0.12	1	23.0	5	5.21	4
L0269	Stratford	8	23	0.57	6	7.6	9	7.22	8
L0372	West Perth	4	13	0.42	3	22.5	7	4.66	3

Peers plus Influencers

Library Number	Library Name	Rank of Ranks (lower is better)	Sum of Ranks (lower is better)	Collection expenditures per circulation \$	Rank for Collection expenditures per circulation	Estimated Visits Visits per open hour	Rank for Estimated Visits Visits per open hour	Total expenditures per estimated annual visit \$	Total expenditures per estimated annual visit
L0271	St. Marys Public Library	3	13	0.49	5	44.4	5	3.71	3
L0474	Hamilton	4	14	0.52	7	138.8	3	4.15	4
L0188	Huron County	12	35	1.12	12	8.1	11	17.06	12
L0245	London	1	9	0.50	6	173.8	2	2.92	1
L0205	Middlesex County Library	10	28	0.86	11	25.5	7	6.31	10
L0206	Mississauga	4	14	0.44	4	92.7	4	4.96	6
L0231	North Perth	8	19	0.37	2	22.5	9	6.16	8
L0257	Oxford County	9	25	0.57	10	32.7	6	6.17	9
L0265	Perth East	6	16	0.12	1	23.0	8	5.21	7
L0269	Stratford	11	32	0.57	9	7.6	12	7.22	11
L0353	Toronto	2	11	0.56	8	187.9	1	3.59	2
L0372	West Perth	7	18	0.42	3	22.5	10	4.66	5

Libraries added to the local peers

St. Marys Public Library - Development Dimension

Local Peers

Library Number	Library Name	Rank of Ranks (lower is better)	Sum of Ranks (lower is better)
L0271	St. Marys Public Library	2	7
L0188	Huron County	6	12
L0245	London	4	10
L0205	Middlesex County Library	2	7
L0231	North Perth	9	14
L0257	Oxford County	7	13
L0265	Perth East	7	13
L0269	Stratford	1	4
L0372	West Perth	4	10

Staff Training Expenditures as a % of Total Expenditures	Rank for Staff Training Expenditures as a % of Total Expenditures	Expenditures per capita \$	Rank for Expenditures per capita
0.61	5	70.16	2
0.48	8	51.91	4
0.51	7	54.65	3
1.40	1	45.00	6
0.45	9	47.95	5
0.56	6	41.03	7
0.62	4	25.54	9
0.75	3	83.71	1
1.02	2	26.88	8

Extended Peers

Library Number	Library Name	Rank of Ranks (lower is better)	Sum of Ranks (lower is better)
L0271	St. Marys Public Library	2	7
L0474	Hamilton	4	12
L0188	Huron County	7	15
L0245	London	4	12
L0205	Middlesex County Library	3	9
L0206	Mississauga	12	21
L0231	North Perth	11	17
L0257	Oxford County	7	15
L0265	Perth East	10	16
L0269	Stratford	1	4
L0353	Toronto	7	15
L0372	West Perth	6	13

Staff Training Expenditures as a % of Total Expenditures	Rank for Staff Training Expenditures as a % of Total Expenditures	Expenditures per capita \$	Rank for Expenditures per capita
0.61	5	70.16	2
0.51	8	55.55	4
0.48	9	51.91	6
0.51	7	54.65	5
1.40	1	45.00	8
0.25	11	34.28	10
0.45	10	47.95	7
0.56	6	41.03	9
0.62	4	25.54	12
0.75	3	83.71	1
0.20	12	66.81	3
1.02	2	26.88	11

Libraries added to the local peers

St Marys Public Library Summary of Ranks - Part 1 (Parts 2 and 3 are on the following pages)

Local Peers

Library Number	Library Name	Population (Resident)	Service Dimension				Usage Dimension						
			Rank of Ranks		Rank for Collection units per capita	Rank for Employees per capita	Rank for Population per workstation	Rank for per service point	Rank of Ranks		Rank of Stock turnover	Rank of Circulations per capita	Rank of Program attendance registered borrower
			ALL MEASURES (lower is better)	Sum of All Ranks (lower is better)					Rank of Ranks Service measures (lower is better)	Usage measures (lower is better)			
L0271	St. Marys Public Library	6,156	1	37	1	3	3	1	5	1	3	1	1
L0188	Huron County	57,579	8	99	5	4	5	3	2	9	8	7	9
L0245	London	373,730	3	67	3	9	2	2	9	2	1	3	8
L0205	Middlesex County Library	74,898	5	82	5	8	6	5	3	6	5	9	4
L0231	North Perth	12,631	2	66	2	2	4	4	1	4	6	4	3
L0257	Oxford County	90,481	8	99	8	7	7	6	6	5	2	5	7
L0265	Perth East	10,016	6	96	7	1	8	8	8	8	9	8	2
L0269	Stratford	30,886	4	76	4	6	1	7	4	2	4	2	6
L0372	West Perth	8,919	7	98	8	5	9	9	7	6	7	6	5

Influencers

Library Number	Library Name	Population (Resident)	Service Dimension				Usage Dimension						
			Rank of Ranks		Rank for Collection units per capita	Rank for Employees per capita	Rank for Population per workstation	Rank for per service point	Rank of Ranks		Rank of Stock turnover	Rank of Circulations per capita	Rank of Program attendance registered borrower
			ALL MEASURES (lower is better)	Sum of All Ranks (lower is better)					Rank of Ranks Service measures (lower is better)	Usage measures (lower is better)			
L0271	St. Marys Public Library	6,156	1	47	1	3	5	1	5	1	6	1	1
L0474	Hamilton	545,850	5	98	8	11	1	7	7	2	1	2	9
L0188	Huron County	57,579	10	125	7	4	7	3	2	12	11	10	10
L0245	London	373,730	2	80	3	10	4	2	11	3	3	5	8
L0205	Middlesex County Library	74,898	7	106	6	9	8	5	3	9	8	12	4
L0206	Mississauga	759,000	12	138	12	12	9	12	12	8	2	7	12
L0231	North Perth	12,631	3	85	2	2	6	4	1	5	9	6	3
L0257	Oxford County	90,481	11	126	11	8	10	6	6	7	5	8	7
L0265	Perth East	10,016	8	123	9	1	11	10	9	11	12	11	2
L0269	Stratford	30,886	4	96	5	6	2	9	4	3	7	3	6
L0353	Toronto	2,808,503	6	100	4	7	3	8	10	6	4	4	11
L0372	West Perth	8,919	9	124	10	5	12	11	8	9	10	9	5

St Marys Public Library Summary of Ranks - Part 2 (Part 1 is on the preceding page and Part 3 is on the following page)

Local Peers

Library Number	Library Name	Population (Resident)	Community Engagement				Efficiency Dimension					
			Rank of Ranks		Rank for		Rank of Ranks Efficiency measures (lower is better)	Rank for		Rank for Total expenditures per estimated annual visit		
			ALL MEASURES (lower is better)	Sum of All Ranks (lower is better)	Registered Borrowers as a %	Programs offered per capita		Collection expenditures per circulation	Estimated Visits per open hour			
L0271	St. Marys Public Librari	6,156	1	37	1	1	2	1	2	4	2	2
L0188	Huron County	57,579	8	99	6	5	6	3	9	9	8	9
L0245	London	373,730	3	67	3	2	3	9	2	1	1	1
L0205	Middlesex County Library	74,898	5	82	3	4	2	5	5	8	4	7
L0231	North Perth	12,631	2	66	2	3	4	4	4	2	6	5
L0257	Oxford County	90,481	8	99	9	8	8	8	6	7	3	6
L0265	Perth East	10,016	6	96	8	9	5	7	8	1	5	4
L0269	Stratford	30,886	4	76	5	6	9	1	3	6	9	8
L0372	West Perth	8,919	7	98	7	7	7	6	7	3	7	3

Influencers

Library Number	Library Name	Population (Resident)	Community Engagement				Efficiency Dimension					
			Rank of Ranks		Rank for		Rank of Ranks Efficiency measures (lower is better)	Rank for		Rank for Total expenditures per estimated annual visit		
			ALL MEASURES (lower is better)	Sum of All Ranks (lower is better)	Registered Borrowers as a %	Programs offered per capita		Collection expenditures per circulation	Estimated Visits per open hour			
L0271	St. Marys Public Librari	6,156	1	47	1	1	2	1	3	5	5	3
L0474	Hamilton	545,850	5	98	9	9	10	11	4	7	3	4
L0188	Huron County	57,579	10	125	7	7	6	3	12	12	11	12
L0245	London	373,730	2	80	2	2	3	9	2	6	2	1
L0205	Middlesex County Library	74,898	7	106	4	6	2	5	7	11	7	10
L0206	Mississauga	759,000	12	138	12	5	12	12	8	4	4	6
L0231	North Perth	12,631	3	85	3	4	4	4	6	2	9	8
L0257	Oxford County	90,481	11	126	11	11	8	8	9	10	6	9
L0265	Perth East	10,016	8	123	10	12	5	7	11	1	8	7
L0269	Stratford	30,886	4	96	5	8	9	1	5	9	12	11
L0353	Toronto	2,808,503	6	100	6	3	11	10	3	8	1	2
L0372	West Perth	8,919	9	124	8	10	7	6	10	3	10	5

St Marys Public Library Summary of Ranks - Part 3 (Parts 1 and 2 are on the preceding pages)

Local Peers

Library Number	Library Name	Population (Resident)	Rank of Ranks		Development Dimension		
			ALL MEASURES (lower is better)	Sum of All Ranks (lower is better)	Rank for Development measures (lower is better)	Rank for Staff Training Expenditures as a % of Total Expenditures	Rank for Total Expenditures per capita
L0271	St. Marys Public Librar	6,156	1	37	2	5	2
L0188	Huron County	57,579	8	99	6	8	4
L0245	London	373,730	3	67	4	7	3
L0205	Middlesex County Library	74,898	5	82	2	1	6
L0231	North Perth	12,631	2	66	9	9	5
L0257	Oxford County	90,481	8	99	7	6	7
L0265	Perth East	10,016	6	96	7	4	9
L0269	Stratford	30,886	4	76	1	3	1
L0372	West Perth	8,919	7	98	4	2	8

Influencers

Library Number	Library Name	Population (Resident)	Rank of Ranks		Development Dimension		
			ALL MEASURES (lower is better)	Sum of All Ranks (lower is better)	Rank for Development measures (lower is better)	Rank for Staff Training Expenditures as a % of Total Expenditures	Rank for Total Expenditures per capita
L0271	St. Marys Public Librar	6,156	1	47	2	5	2
L0474	Hamilton	545,850	5	98	4	8	4
L0188	Huron County	57,579	10	125	7	9	6
L0245	London	373,730	2	80	4	7	5
L0205	Middlesex County Library	74,898	7	106	3	1	8
L0206	Mississauga	759,000	12	138	12	11	10
L0231	North Perth	12,631	3	85	11	10	7
L0257	Oxford County	90,481	11	126	7	6	9
L0265	Perth East	10,016	8	123	10	4	12
L0269	Stratford	30,886	4	96	1	3	1
L0353	Toronto	2,808,503	6	100	7	12	3
L0372	West Perth	8,919	9	124	6	2	11

Peer Group Statistics Comparisons, 2012-2014

In the original examination of St. Marys Public Library and its peers, we examined the 2014 data and those gave us a view of where St. Marys ranked in comparison with its peers using our broad-based approach. It was first overall both among its designated peer group of nine libraries and also with the second group of 12 with three “Influencers” added to the original nine. Our approach to assessing libraries for peer comparisons is designed to reflect the major aspects of libraries. There are 16 variables used and in five different dimensions. St. Marys was first in two of the dimensions, second in two, and third in one in 2014. Among the 16 variables, St. Marys was first six times and its lowest rank was fifth. This is a healthy library.

The reader may wish to review the “Peer Comparison Notes,” which accompanied the report on the 2014 data for a deeper discussion of the methodology used in these comparisons.

Now we will look at the three years from 2012 to 2014 to see how St. Marys’s rankings changed over time and how it arrived at the 2014 rankings.

There are many data points and more than one might think from adding two extra years. In order to simplify the analysis, we will start at the end with the results and focus on St. Marys for the three years in summary and in detail for the 16 variables in five dimensions.

Table 1 is in four pages following these four pages of text. The first two pages of Table 1 have the detailed and summary data for St. Marys for each of the five dimensions for the three years for “Local Peers” and the third and fourth pages of this Table have data for the “Influencers” plus the local peers. Later tables will have data from all libraries but we can learn a great deal from these four summary pages and the reader will be prepared for what to look for on the detailed Tables 2 (2012 details) through Table 4 (2014 details). We will focus on the Local Peers here but readers will see that the four pages show similar things. That said, there are as mentioned above nine “Local Peers” and 12 in the “Influencers” page so ranks will reflect that difference in the two pages but the reader will note the consistency of the St. Marys library’s rankings in both groups of libraries and for each of the three years.

Following these four pages of summary tables are 9 pages found in Tables 2-4 of detailed data pages, three for each year.

Starting at the top on the first page, we have the years with 2014 in the top row and 2013 and 2012 falling below that. The resident population is included. Then we come to two rank categories to the right. For each of these three years, by this method, St. Marys Public Library was ranked first among its “local peers” and with the “Influencers.” Moreover, the sum of ranks was also reasonably consistent so that any increases in any ranks were matched by decreases in others. There were a few of the 16 variables that were not consistent over the years so changes in the library and its uses are visible.

What we see in these pages is something that reflects reality: that running a library is complex and there are tradeoffs so it is a matter of balancing the many forces at work.

In the **SERVICE** dimension St. Marys ranked second in 2014 but we see it was first the two years before. Service as defined here measures variables related to resources and staff available to help the library's users and ranking second in this dimension is noteworthy but why the fall from first? We can see that Employees per capita fell from first to third. This is a number that attempts to measure the amount of staff per each member of the resident population and more staff per population—all other things being equal—is better. Population per service point is a similar kind of number in that it measures the number of the resident population per each service point and here, generally, smaller is better. In this case, there is one service point for all the population and building another branch just to get this number down is a bad tradeoff, indeed. In our analysis of data from all the Ontario public libraries, the number of the resident population per workstation is one of the variables that is growing across the province and one that is future-oriented. The more workstations per population served by the library, means fewer lines to use these computers, among other things.

The **USAGE** dimension is first for the three years. Note the variable “program attendance per registered borrower,” which shows that a high number of the registered borrowers are attending program offerings by the library. Programs and their attendance by the public were another bright spot in our studies of the data from the province's libraries. Libraries appear to be treating programs as a demand by the public the libraries can meet and help users adapt to and exploit the rapidly changing information environment.

COMMUNITY ENGAGEMENT ranks first in all three years among the local peers. Note that the registered borrowers as a % of resident population is first. Our reports have consistently found this number to be declining over the years throughout the province. This is a relatively high number and it probably is reflected in the high circulations per capita shown in the Usage dimension.

The **EFFICIENCY** dimension shows St. Marys ranked second and without any first ranked variables. The low rank for Collection expenditures per circulation is a bit odd. Given the high circulations per capita (first for the three years—see Usage) and the third rank in Collection units per capita (Service.) In any case, Efficiency shows broad improvement through the three years.

Visits are based on “typical week” data and the calculation is an annual estimate. Visits also include electronic visits such as to the libraries' Websites and through social media.

The **DEVELOPMENT** dimension is an attempt to peer into the future. We have two variables now that we think will give an indication of the future prospects for the library. Expenditures per capita pays the bills and developing staff helps them keep up with a rapidly changing information world. This measure is a calculation based on reported expenditures for training and this number has gone down each year analyzed here.

The detailed tables contain the data for each of the libraries in the two groups (Local Peers and Influencers) for each year. Each year's tables has these two groups and each is found on three pages. There are, then, 9 pages of these detailed tables.

Local Peers, page 1

Library	Population (Resident)	Rank of Ranks ALL MEASURES (lower is better)	Sum of All Ranks All Dimensions (lower is better)
2014 L0271 St. Marys Public Library	6,156	1	37
2013 L0271 St. Marys Public Library	6,228	1	35
2012 L0271 St. Marys Public Library	6,221	1	38

Service

Year	Rank of Ranks Service measures (lower is better)	Collection units per capita	Rank for Collection units per capita	Employees per capita X1000	Rank for Employees per capita	Population (Resident) per workstation	Rank for Population per workstation	Population per service point	Rank for Population per service point
2014	2	10.1	3	17.9	3	560	1	6,156	5
2013	1	10.0	3	47.4	1	566	1	6,228	5
2012	1	16.0	1	36.2	1	566	1	6,221	5

Usage

Year	Rank of Ranks Usage measures (lower is better)	Stock turnover	Rank for Stock turnover	Circulations per capita	Rank for Circulations per capita	Program Attendance per registered borrower	Rank for Program Attendance per registered borrower
2014	1	2.1	3	21.2	1	451	1
2013	1	2.1	2	20.9	1	424	1
2012	1	1.0	5	15.8	1	459	1

Community Engagement

Year	Rank of Ranks Community Engagement measures (lower is better)	Registered Borrowers as a % Resident Population	Rank for Registered Borrowers as a %	Programs offered per capita	Rank for Programs offered per capita	Hours open per capita X100	Rank for Hours open per capita	Estimated Annual Visits per capita	Rank for Estimated Visits per capita
2014	1	49.2	1	10.3	1	0.82	2	18.93	1
2013	1	49.6	1	15.1	1	0.81	1	18.71	3
2012	1	49.5	1	10.9	1	0.79	1	17.44	2

Local Peers, page 2

Library			Population	Rank of Ranks ALL MEASURES (lower is better)	Sum of All Ranks All Dimensions (lower is better)
YEAR	Number	Library Name	(Resident)		
2014	L0271	St. Marys Public Library	6,156	1	37
2013	L0271	St. Marys Public Library	6,228	1	35
2012	L0271	St. Marys Public Library	6,221	1	38

Efficiency

YEAR	Rank of Ranks Efficiency measures (lower is better)	Collection expenditure: per circulation \$	Rank for Collection expenditures per circulation	Estimated Visits per open hour	Rank for Estimated Visits per open hour	Total expenditure: per estimated annual visit \$	Rank for Total expenditures per estimated annual visit
2014	2	0.49	4	44.4	2	3.71	2
2013	2	0.43	4	44.4	3	3.48	2
2012	5	0.57	7	42.6	3	4.45	4

Development

YEAR	Rank of Ranks Development measures (lower is better)	Staff Training Expenditure as a % of Total Expenditure	Rank for Staff Training Expenditures as a % of Total Expenditures	Expenditures per capita \$	Rank for Expenditures per capita
2014	2	0.61	5	70.16	2
2013	1	0.82	4	65.05	2
2012	1	1.04	3	77.59	1

Influencers, page 1

Library	Rank of Ranks ALL MEASURES (lower is better)	Sum of All Ranks All Dimensions (lower is better)
2014 L0271 St. Marys Public Library	1	47
2013 L0271 St. Marys Public Library	1	43
2012 L0271 St. Marys Public Library	1	50

Service

Year	Rank of Ranks Service measures (lower is better)	Collection units per capita	Rank for Collection units per capita	Employees per capita X1000	Rank for Employees per capita	Population (Resident) per workstation	Rank for Population per workstation	Population per service point	Rank for Population per service point
2014	2	10.1	3	17.9	5	560	1	6,156	5
2013	1	10.0	3	47.4	1	566	1	6,228	5
2012	1	16.0	1	36.2	2	566	1	6,221	5

Usage

Year	Rank of Ranks Usage measures (lower is better)	Stock turnover	Rank for Stock turnover	Circulations per capita	Rank for Circulations per capita	Program Attendance per registered borrower	Rank for Program Attendance per registered borrower
2014	1	2.1	3	21.2	1	451	1
2013	1	2.1	5	20.9	1	424	1
2012	1	1.0	8	15.8	1	459	1

Community Engagement

Year	Rank of Ranks Community Engagement measures (lower is better)	Registered Borrowers as a % Resident Population	Rank for Registered Borrowers as a %	Programs offered per capita	Rank for Programs offered per capita	Hours open per capita X100	Rank of Hours open per capita	Estimated Annual Visits per capita	Rank for Estimated Visits per capita
2014	1	49.6	1	15.1	1	0.81	1	18.71	3
2013	1	49.5	1	10.9	1	0.79	1	17.44	2
2012	1	49.2	1	10.3	1	0.82	2	18.93	1

Influencers, page 2

Library	Rank of Ranks ALL MEASURES (lower is better)	Sum of All Ranks All Dimensions (lower is better)
2014 L0271 St. Marys Public Library	1	47
2013 L0271 St. Marys Public Library	1	43
2012 L0271 St. Marys Public Library	1	50

YEAR	Number	Library Name	Population (Resident)
2014	L0271	St. Marys Public Library	6,156
2013	L0271	St. Marys Public Library	6,228
2012	L0271	St. Marys Public Library	6,221

Efficiency

Year	Rank of Ranks Efficiency measures (lower is better)	Collection expenditures per circulation \$	Rank for Collection expenditures per circulation	Estimated Visits per open hour	Rank for Estimated Visits per open hour	Total expenditures per annual visit \$	Rank for Total expenditures per estimated annual visit
2014	3	0.49	5	44.4	5	3.71	3
2013	3	0.43	5	44.4	6	3.48	2
2012	9	0.57	10	42.6	6	4.45	6

Development

Year	Rank of Ranks Development measures (lower is better)	Staff Training Expenditures as a % of Total Expenditures	Rank for Staff Training Expenditures as a % of Total Expenditures	Total Operating Expenditures per capita \$	Rank for Total Operating Expenditures per capita
2014	2	0.61	5	70.16	2
2013	1	0.82	4	65.05	3
2012	1	1.04	3	77.59	1

St. Marys Public Library and its peers, 2012-2014

Detailed tables

Tables 2 – 4 contain the detailed data by year for “Local Peers” and those libraries plus the “Influencers.” Each Table has three pages.

Table 2 has the detailed data for 2012.

Table 3 has the detailed data for 2013.

Table 4 has the detailed data for 2014.

Table 2: St. Marys Public Library, Detailed Summary of Ranks, 2012, page 1

Local Peers

			Service										Usage									
YEAR	Library Number	Library Name	Population (Resident)	Rank of Ranks		Rank of Ranks Service measures (lower is better)	Rank for				Population (Resident) per workstation	Rank for Population per workstation	Population per service point	Rank for Population per service point	Rank of Ranks Usage measures (lower is better)		Rank for Stock turnover		Circulations per capita	Rank for Circulations per capita	Program Attendance per registered borrower	Rank for Program Attendance per registered borrower
				ALL MEASURES (lower is better)	Sum of All Ranks All Dimensions (lower is better)		Collection units per capita	Collection units per capita	Employees per capita X1000	Rank for Employees per capita					Usage measures (lower is better)	Stock turnover	Stock turnover					
2012	L0271	St. Marys Public Library	6,221	1	38	1	16.0	1	36.2	1	566	1	6,221	5	1	1.0	5	15.8	1	459	1	
2012	L0188	Huron County	57,579	5	87	4	6.6	5	17.1	6	768	4	4,429	3	9	1.0	6	6.3	8	63	9	
2012	L0245	London	369,940	3	69	9	2.6	9	19.7	5	885	6	23,121	8	2	4.5	1	11.7	3	127	6	
2012	L0205	Middlesex County	70,903	7	99	5	3.5	8	15.3	7	762	3	4,727	4	7	1.6	3	5.6	9	108	7	
2012	L0231	North Perth	12,631	2	65	2	11.5	2	20.0	4	601	2	4,210	2	6	0.8	9	9.7	5	204	3	
2012	L0257	Oxford County	42,934	4	71	3	6.3	6	23.2	3	810	5	3,303	1	4	1.6	4	10.0	4	130	5	
2012	L0265	Perth East*	10,157	7	99	7	8.6	3	-	9	1,129	8	10,157	7	5	0.9	7	8.1	6	214	2	
2012	L0269	Stratford	30,886	6	89	7	6.3	7	28.9	2	1,235	9	30,886	9	3	2.0	2	12.4	2	91	8	
2012	L0372	West Perth	8,919	9	103	6	7.8	4	9.0	8	1,115	7	8,919	6	7	0.8	8	6.6	7	197	4	

* Perth East did not report a number of employee categories and the lowest rank was imputed for employees per capita

Influencers

			Service										Usage									
YEAR	Library Number	Library Name	Population (Resident)	Rank of Ranks		Rank of Ranks Service measures (lower is better)	Rank for				Population (Resident) per workstation	Rank for Population per workstation	Population per service point	Rank for Population per service point	Rank of Ranks Usage measures (lower is better)		Rank for Stock turnover		Circulations per capita	Rank for Circulations per capita	Program Attendance per registered borrower	Rank for Program Attendance per registered borrower
				ALL MEASURES (lower is better)	Sum of All Ranks All Dimensions (lower is better)		Collection units per capita	Collection units per capita	Employees per capita X1000	Rank for Employees per capita					Usage measures (lower is better)	Stock turnover	Stock turnover					
2012	L0271	St. Marys Public Library	6,221	1	50	1	16.0	1	36.2	2	566	1	6,221	5	1	1.0	8	15.8	1	459	1	
2012	L0474	Hamilton	535,234	5	97	6	2.4	11	50.5	1	1,236	10	8,496	6	3	5.5	1	13.0	2	66	11	
2012	L0188	Huron County	57,579	7	110	4	6.6	5	17.1	8	768	4	4,429	3	12	1.0	9	6.3	11	63	12	
2012	L0245	London	369,940	3	82	10	2.6	10	19.7	7	885	6	23,121	10	2	4.5	3	11.7	4	127	6	
2012	L0205	Middlesex County Library	70,903	10	125	5	3.5	9	15.3	10	762	3	4,727	4	10	1.6	6	5.6	12	108	7	
2012	L0206	Mississauga	743,000	12	147	12	2.1	12	15.5	9	1,700	12	41,278	12	7	4.8	2	9.8	7	70	10	
2012	L0231	North Perth	12,631	2	81	2	11.5	2	20.0	6	601	2	4,210	2	9	0.8	12	9.7	8	204	3	
2012	L0257	Oxford County	42,934	4	89	3	6.3	6	23.2	4	810	5	3,303	1	5	1.6	7	10.0	6	130	5	
2012	L0265	Perth East*	10,157	9	121	9	8.6	3	-	12	1,129	8	10,157	8	8	0.9	10	8.1	9	214	2	
2012	L0269	Stratford	30,886	6	107	8	6.3	7	28.9	3	1,235	9	30,886	11	4	2.0	5	12.4	3	91	8	
2012	L0353	Toronto	2,791,140	7	110	10	3.9	8	21.1	5	1,309	11	21,470	9	5	2.9	4	11.5	5	80	9	
2012	L0372	West Perth	8,919	11	129	7	7.8	4	9.0	11	1,115	7	8,919	7	10	0.8	11	6.6	10	197	4	

Libraries added to the local peers

* Perth East did not report a number of employee categories and the lowest rank was imputed for employees per capita

Table 2: St. Marys Public Library, Detailed Summary of Ranks, 2012, page 2

Local Peers

			Community Engagement										Efficiency									
YEAR	Library Number	Library Name	Population (Resident)	Rank of Rank: ALL MEASURES (lower is better)		Rank of Rank: Community Engagement measures (lower is better)		Registered Borrowers as a %		Rank for Programs offered		Rank for Hours open		Estimated Annual Visits		Rank for Estimated Visits		Total expenditures per estimated annual visit		Rank for Total expenditures per estimated annual visit		
				MEASURES	All Dimensions	Population	Registered Borrowers as a %	per capita	per capita	per capita	per capita	per capita	per capita	per capita	per capita	per capita	per capita	per capita	per capita	\$	per circulation	per hour
2012	L0271	St. Marys Public Library	6,221	1	38	1	49.5	1	10.9	1	0.79	1	17.44	2	5	0.57	7	42.6	3	4.45	4	
2012	L0188	Huron County	57,379	5	87	4	33.7	4	1.9	8	0.72	2	7.48	6	6	0.23	1	19.9	8	5.45	6	
2012	L0245	London	369,940	3	69	2	42.0	2	3.9	2	0.21	8	21.92	1	1	0.49	5	201.2	1	2.49	1	
2012	L0205	Middlesex County	70,903	7	99	6	31.7	6	2.2	7	0.52	5	6.26	8	9	1.09	9	23.1	7	6.27	8	
2012	L0231	North Perth	12,631	2	65	4	30.7	7	3.3	5	0.67	4	14.49	4	2	0.37	3	41.9	4	3.00	2	
2012	L0257	Oxford County	42,934	4	71	3	35.6	3	3.8	3	0.69	3	12.17	5	7	0.77	8	34.1	5	5.85	7	
2012	L0265	Perth East	10,157	7	99	9	13.4	9	2.4	6	0.40	7	7.04	7	3	0.36	2	33.5	6	3.37	3	
2012	L0269	Stratford	30,886	6	89	6	32.8	5	1.2	9	0.19	9	14.69	3	4	0.55	6	147.9	2	5.18	5	
2012	L0372	West Perth	8,919	9	103	8	22.6	8	3.7	4	0.49	6	3.61	9	8	0.45	4	14.1	9	7.17	9	

Influencers

			Community Engagement										Efficiency								
YEAR	Library Number	Library Name	Population (Resident)	Rank of Rank: ALL MEASURES (lower is better)		Rank of Rank: Community Engagement measures (lower is better)		Registered Borrowers as a %		Rank for Programs offered		Rank for Hours open		Estimated Annual Visits		Rank for Estimated Visits		Total expenditures per estimated annual visit		Rank for Total expenditures per estimated annual visit	
				MEASURES	All Dimensions	Population	Registered Borrowers as a %	per capita	per capita	per capita	per capita	per capita	per capita	per capita	per capita	per capita	per capita	per capita	\$	per circulation	per hour
2012	L0271	St. Marys Public Library	6,221	1	50	1	49.5	1	10.9	1	0.79	1	17.44	2	9	0.57	10	42.6	6	4.45	6
2012	L0474	Hamilton	535,234	5	97	7	34.6	4	1.4	9	0.18	11	12.92	6	5	0.48	6	136.9	4	4.41	5
2012	L0188	Huron County	57,379	7	110	5	33.7	6	1.9	8	0.72	2	7.48	8	8	0.23	1	19.9	11	5.45	8
2012	L0245	London	369,940	3	82	2	42.0	2	3.9	2	0.21	8	21.92	1	1	0.49	7	201.2	1	2.49	1
2012	L0205	Middlesex County Library	70,903	10	125	9	31.7	8	2.2	7	0.52	5	6.26	11	12	1.09	12	23.1	10	6.27	11
2012	L0206	Mississauga	743,000	12	147	12	26.7	10	0.9	12	0.15	12	6.41	10	6	0.37	4	84.3	5	5.55	9
2012	L0231	North Perth	12,631	2	81	4	30.7	9	3.3	5	0.67	4	14.49	5	2	0.37	3	41.9	7	3.00	2
2012	L0257	Oxford County	42,934	4	89	3	35.6	3	3.8	3	0.69	3	12.17	7	10	0.77	11	34.1	8	5.85	10
2012	L0265	Perth East	10,157	9	121	11	13.4	12	2.4	6	0.40	7	7.04	9	3	0.36	2	33.5	9	3.37	3
2012	L0269	Stratford	30,886	6	107	7	32.8	7	1.2	10	0.19	9	14.69	4	7	0.55	9	147.9	3	5.18	7
2012	L0353	Toronto	2,791,140	7	110	6	34.3	5	1.0	11	0.19	10	16.70	3	3	0.54	8	170.2	2	3.89	4
2012	L0372	West Perth	8,919	11	129	10	22.6	11	3.7	4	0.49	6	3.61	12	10	0.45	5	14.1	12	7.17	12

Libraries added to the local peers

Table 2: St. Marys Public Library, Detailed Summary of Ranks, 2012, page 3

Local Peers

				Development						
				Rank of Ranks ALL MEASURES (lower is better)	Sum of All Ranks All Dimensions (lower is better)	Rank of Ranks Development measures (lower is better)	Staff Training Expenditure: as a % of Total Expenditure:	Rank for Staff Training Expenditures as a % of Total Expenditures	Expenditures per capita \$	Rank for Expenditures per capita
YEAR	Library Number	Library Name	Population (Resident)							
2012	L0271	St. Marys Public Library	6,221	1	38	1	1.04	3	77.59	1
2012	L0188	Huron County	57,579	5	87	6	0.68	5	40.77	6
2012	L0245	London	369,940	3	69	6	0.52	7	54.52	4
2012	L0205	Middlesex County	70,903	7	99	2	1.74	1	39.29	7
2012	L0231	North Perth	12,631	2	65	3	0.79	4	43.44	5
2012	L0257	Oxford County	42,934	4	71	3	0.63	6	71.20	3
2012	L0265	Perth East	10,157	7	99	9	0.46	8	23.72	9
2012	L0269	Stratford	30,886	6	89	6	0.37	9	76.06	2
2012	L0372	West Perth	8,919	9	103	5	1.09	2	25.91	8

Influencers

				Rank of Ranks ALL MEASURES (lower is better)	Sum of All Ranks All Dimensions (lower is better)	Rank of Ranks Development measures (lower is better)	Staff Training Expenditure: as a % of Total Expenditure:	Rank for Staff Training Expenditures as a % of Total Expenditures	Expenditures per capita \$	Rank for Expenditures per capita
YEAR	Library Number	Library Name	Population (Resident)							
2012	L0271	St. Marys Public Library	6,221	1	50	1	1.04	3	77.59	1
2012	L0474	Hamilton	535,234	5	97	2	0.71	5	56.99	5
2012	L0188	Huron County	57,579	7	110	8	0.68	6	40.77	8
2012	L0245	London	369,940	3	82	8	0.52	8	54.52	6
2012	L0205	Middlesex County Library	70,903	10	125	2	1.74	1	39.29	9
2012	L0206	Mississauga	743,000	12	147	11	0.24	11	35.60	10
2012	L0231	North Perth	12,631	2	81	5	0.79	4	43.44	7
2012	L0257	Oxford County	42,934	4	89	2	0.63	7	71.20	3
2012	L0265	Perth East	10,157	9	121	11	0.46	9	23.72	12
2012	L0269	Stratford	30,886	6	107	6	0.37	10	76.06	2
2012	L0353	Toronto	2,791,140	7	110	10	0.14	12	64.89	4
2012	L0372	West Perth	8,919	11	129	7	1.09	2	25.91	11

Libraries added to the local peers

Table 3: St. Marys Public Library, Detailed Summary of Ranks, 2013, page 1

		Service										Usage								
Local Peers		Rank of Ranks ALL MEASURES (lower is better)	Sum of All Ranks All Dimensions (lower is better)	Rank of Ranks Service measures (lower is better)	Collection units per capita	Rank for Collection units per capita	Employees per capita X1000	Rank for Employees per capita	Population (Resident) per workstation	Rank for Population per workstation	Population per service point	Rank for Population per service point	Rank of Ranks Usage measures (lower is better)	Stock turnover	Rank for Stock turnover	Circulations per capita	Rank for Circulations per capita	Program Attendance per registered borrower	Rank for Program Attendance per registered borrower	
2013	L0271 St. Marys Public Library	6,228	1	35	1	10.0	3	47.4	1	566	1	6,228	5	1	2.1	2	20.9	1	424	1
2013	L0188 Huron County	57,579	9	106	4	7.9	4	17.6	6	720	5	4,429	3	9	0.8	8	6.5	8	79	9
2013	L0245 London	373,730	2	66	5	2.6	9	19.3	4	644	2	23,358	8	2	4.3	1	11.1	3	134	7
2013	L0205 Middlesex County	70,903	6	91	7	3.5	8	16.7	7	762	6	4,727	4	8	1.6	5	5.7	9	146	5
2013	L0231 North Perth	12,631	3	72	2	10.2	2	18.3	5	702	4	4,210	2	4	0.9	7	9.1	4	155	4
2013	L0257 Oxford County	58,582	4	81	3	5.0	7	21.6	3	658	3	4,184	1	6	1.7	4	8.7	5	133	8
2013	L0265 Perth East*	10,136	7	94	8	7.1	5	-	9	1,126	7	10,136	7	4	0.9	6	6.7	7	266	2
2013	L0269 Stratford	30,886	4	81	7	5.7	6	29.0	2	1,235	8	30,886	9	2	2.1	3	11.8	2	146	6
2013	L0372 West Perth	8,919	7	94	6	10.9	1	9.8	8	1,274	9	8,919	6	7	0.6	9	7.0	6	199	3

* Perth East did not report a number of employee categories and the lowest rank was imputed for employees per capita

		Service										Usage								
Influencers		Rank of Ranks ALL MEASURES (lower is better)	Sum of All Ranks All Dimensions (lower is better)	Rank of Ranks Service measures (lower is better)	Collection units per capita	Rank for Collection units per capita	Employees per capita X1000	Rank for Employees per capita	Population (Resident) per workstation	Rank for Population per workstation	Population per service point	Rank for Population per service point	Rank of Ranks Usage measures (lower is better)	Stock turnover	Rank for Stock turnover	Circulations per capita	Rank for Circulations per capita	Program Attendance per registered borrower	Rank for Program Attendance per registered borrower	
2013	L0271 St. Marys Public Library	6,228	1	43	1	10.0	3	47.4	1	566	1	6,228	5	1	2.1	5	20.9	1	424	1
2013	L0474 Hamilton	540,000	7	110	5	2.0	12	29.6	2	1,164	8	8,710	6	2	6.4	1	12.8	2	96	9
2013	L0188 Huron County	57,579	11	131	4	7.9	4	17.6	8	720	5	4,429	3	12	0.8	11	6.5	11	79	10
2013	L0245 London	373,730	2	79	5	2.6	10	19.3	6	644	2	23,358	10	3	4.3	2	11.1	5	134	7
2013	L0205 Middlesex County Library	70,903	8	114	5	3.5	9	16.7	9	762	6	4,727	4	11	1.6	8	5.7	12	146	5
2013	L0206 Mississauga	754,000	12	138	12	2.1	11	14.0	10	1,741	12	41,889	12	8	4.3	3	8.8	7	68	12
2013	L0231 North Perth	12,631	3	90	2	10.2	2	18.3	7	702	4	4,210	2	6	0.9	10	9.1	6	155	4
2013	L0257 Oxford County	58,582	5	101	2	5.0	7	21.6	4	658	3	4,184	1	9	1.7	7	8.7	8	133	8
2013	L0265 Perth East*	10,136	9	119	10	7.1	5	-	12	1,126	7	10,136	8	7	0.9	9	6.7	10	266	2
2013	L0269 Stratford	30,886	4	94	8	5.7	6	29.0	3	1,235	9	30,886	11	4	2.1	6	11.8	3	146	6
2013	L0353 Toronto	2,771,770	6	109	11	4.1	8	21.2	5	1,289	11	21,159	9	5	2.9	4	11.6	4	79	11
2013	L0372 West Perth	8,919	10	120	8	10.9	1	9.8	11	1,274	10	8,919	7	10	0.6	12	7.0	9	199	3

* Perth East did not report a number of employee categories and the lowest rank was imputed for employees per capita

Libraries added to the local peers

Table 3: St. Marys Public Library, Detailed Summary of Ranks, 2013, page 2

Local Peers

			Community Engagement										Efficiency								
YEAR	Library Number	Library Name	Population (Resident)	Rank of Ranks ALL		Rank of Ranks Community Engagement measures (lower is better)	Registered Borrowers as a %	Rank for Registered Borrowers as a %	Programs offered per capita	Rank for Programs offered per capita	Hours open per capita X100	Rank of Hours open per capita	Estimated Annual Visits per capita	Rank for Estimated Visits per capita	Collection expenditure per circulation \$	Rank for Collection expenditures per circulation	Estimated Visits per open hour	Rank for Estimated Visits per open hour	Total expenditure per estimated annual visit \$	Rank for Total expenditures per estimated annual visit	
				MEASURES (lower is better)	All Dimensions (lower is better)																
2013	L0271	St. Marys Public Library	6,228	1	35	1	49.6	1	15.1	1	0.81	1	18.71	3	2	0.43	4	44.4	3	3.48	2
2013	L0188	Huron County	57,579	9	106	6	32.5	4	2.3	8	0.72	2	3.65	9	9	1.03	8	9.7	9	13.50	9
2013	L0245	London	373,730	2	66	2	40.8	2	4.2	2	0.21	8	21.30	1	1	0.49	5	197.5	1	2.52	1
2013	L0205	Middlesex County	70,903	6	91	4	31.8	5	3.5	3	0.57	5	6.80	6	8	1.31	9	23.0	5	6.79	7
2013	L0231	North Perth	12,631	3	72	3	37.1	3	3.3	5	0.67	3	6.85	5	6	0.42	3	19.8	7	6.38	6
2013	L0257	Oxford County	58,582	4	81	5	28.4	7	3.0	7	0.60	4	9.30	4	7	0.70	7	29.6	4	6.87	8
2013	L0265	Perth East	10,136	7	94	8	12.8	9	3.5	4	0.40	7	4.39	7	4	0.41	2	20.9	6	5.51	4
2013	L0269	Stratford	30,886	4	81	7	30.8	6	1.6	9	0.19	9	19.07	2	3	0.53	6	192.0	2	4.01	3
2013	L0372	West Perth	8,919	7	94	9	21.1	8	3.3	6	0.49	6	4.28	8	5	0.38	1	16.7	8	5.70	5

Influencers

			Community Engagement										Efficiency								
YEAR	Library Number	Library Name	Population (Resident)	Rank of Ranks ALL		Rank of Ranks Community Engagement measures (lower is better)	Registered Borrowers as a %	Rank for Registered Borrowers as a %	Programs offered per capita	Rank for Programs offered per capita	Hours open per capita X100	Rank of Hours open per capita	Estimated Annual Visits per capita	Rank for Estimated Visits per capita	Collection expenditure per circulation \$	Rank for Collection expenditures per circulation	Estimated Visits per open hour	Rank for Estimated Visits per open hour	Total expenditure per estimated annual visit \$	Rank for Total expenditures per estimated annual visit	
				MEASURES (lower is better)	All Dimensions (lower is better)																
2013	L0271	St. Marys Public Library	6,228	1	43	1	49.6	1	15.1	1	0.81	1	18.71	3	3	0.43	5	44.4	6	3.48	2
2013	L0474	Hamilton	540,000	7	110	11	30.4	8	1.4	10	0.19	11	7.80	6	8	0.47	6	80.0	5	7.21	11
2013	L0188	Huron County	57,579	11	131	6	32.5	5	2.3	8	0.72	2	3.65	12	12	1.03	11	9.7	12	13.50	12
2013	L0245	London	373,730	2	79	2	40.8	2	4.2	2	0.21	8	21.30	1	1	0.49	7	197.5	1	2.52	1
2013	L0205	Middlesex County Library	70,903	8	114	4	31.8	6	3.5	3	0.57	5	6.80	9	11	1.31	12	23.0	8	6.79	9
2013	L0206	Mississauga	754,000	12	138	12	29.1	9	1.0	12	0.14	12	6.98	7	2	0.37	1	93.1	4	4.93	5
2013	L0231	North Perth	12,631	3	90	3	37.1	3	3.3	5	0.67	3	6.85	8	8	0.42	4	19.8	10	6.38	8
2013	L0257	Oxford County	58,582	5	101	5	28.4	10	3.0	7	0.60	4	9.30	5	10	0.70	10	29.6	7	6.87	10
2013	L0265	Perth East	10,136	9	119	9	12.8	12	3.5	4	0.40	7	4.39	10	6	0.41	3	20.9	9	5.51	6
2013	L0269	Stratford	30,886	4	94	7	30.8	7	1.6	9	0.19	10	19.07	2	4	0.53	8	192.0	2	4.01	4
2013	L0353	Toronto	2,771,770	6	109	7	36.9	4	1.1	11	0.19	9	17.44	4	5	0.54	9	174.8	3	3.86	3
2013	L0372	West Perth	8,919	10	120	10	21.1	11	3.3	6	0.49	6	4.28	11	7	0.38	2	16.7	11	5.70	7

Libraries added to the local peers

Table 3: St. Marys Public Library, Detailed Summary of Ranks, 2013, page 3

Local Peers

YEAR	Library Number	Library Name	Population (Resident)
2013	L0271	St. Marys Public Library	6,228
2013	L0188	Huron County	57,579
2013	L0245	London	373,730
2013	L0205	Middlesex County	70,903
2013	L0231	North Perth	12,631
2013	L0257	Oxford County	58,582
2013	L0265	Perth East	10,136
2013	L0269	Stratford	30,886
2013	L0372	West Perth	8,919

Rank of Ranks ALL MEASURES (lower is better)	Sum of All Ranks All Dimensions (lower is better)
1	35
9	106
2	66
6	91
3	72
4	81
7	94
4	81
7	94

Rank of Ranks Development measures (lower is better)	Staff Training Expenditures as a % of Total Expenditures	Rank for Staff Training Expenditures as a % of Total Expenditures	Expenditures per capita \$	Rank for Expenditures per capita
1	0.82	4	65.05	2
9	0.44	9	49.33	5
6	0.50	8	53.73	4
2	1.56	1	46.16	6
6	0.68	5	43.77	7
4	0.63	6	63.92	3
6	0.87	3	24.21	9
3	0.61	7	76.43	1
5	0.89	2	24.38	8

Influencers

YEAR	Library Number	Library Name	Population (Resident)
2013	L0271	St. Marys Public Library	6,228
2013	L0474	Hamilton	540,000
2013	L0188	Huron County	57,579
2013	L0245	London	373,730
2013	L0205	Middlesex County Library	70,903
2013	L0206	Mississauga	754,000
2013	L0231	North Perth	12,631
2013	L0257	Oxford County	58,582
2013	L0265	Perth East	10,136
2013	L0269	Stratford	30,886
2013	L0353	Toronto	2,771,770
2013	L0372	West Perth	8,919

Rank of Ranks ALL MEASURES (lower is better)	Sum of All Ranks All Dimensions (lower is better)
1	43
7	110
11	131
2	79
8	114
12	138
3	90
5	101
9	119
4	94
6	109
10	120

Rank of Ranks Development measures (lower is better)	Staff Training Expenditures as a % of Total Expenditures	Rank for Staff Training Expenditures as a % of Total Expenditures	Expenditures per capita \$	Rank for Expenditures per capita
1	0.82	4	65.05	3
5	0.55	8	56.28	5
11	0.44	10	49.33	7
9	0.50	9	53.73	6
3	1.56	1	46.16	8
12	0.26	11	34.42	10
7	0.68	5	43.77	9
4	0.63	6	63.92	4
9	0.87	3	24.21	12
2	0.61	7	76.43	1
7	0.20	12	67.29	2
5	0.89	2	24.38	11

Libraries added to the local peers

Table 4: St. Marys Public Library, Detailed Summary of Ranks, 2014, page 1

Local Peers

YEAR	Library Number	Library Name	Population (Resident)
2014	L0271	St. Marys Public Library	6,156
2014	L0188	Huron County	57,579
2014	L0245	London	373,730
2014	L0205	Middlesex County Library	74,898
2014	L0231	North Perth	12,631
2014	L0257	Oxford County	90,481
2014	L0265	Perth East	10,016
2014	L0269	Stratford	30,886
2014	L0372	West Perth	8,919

Rank of Ranks ALL MEASURES (lower is better)	Sum of All Ranks All Dimensions (lower is better)
1	37
8	99
3	67
5	82
2	66
8	99
6	96
4	76
7	98

Service									
Rank of Ranks Service measures (lower is better)	Collection units per capita	Collection units per capita	Employees per capita X1000	Rank for Employee: per capita	Population (Resident) per workstation	Rank for Population per workstation	Population per service point	Rank for Population per service point	
2	10.1	3	17.9	3	560	1	6,156	5	
3	8.8	4	16.9	5	677	3	4,429	2	
5	2.5	9	19.5	2	622	2	23,358	9	
5	3.1	8	16.2	6	727	5	4,993	3	
1	11.2	2	17.9	4	702	4	4,210	1	
8	3.3	7	12.8	7	1,090	6	6,463	6	
7	11.4	1	12.6	8	1,431	8	10,016	8	
4	5.7	6	28.2	1	1,404	7	5,148	4	
9	8.6	5	9.6	9	1,487	9	8,919	7	

Usage						
Rank of Ranks Usage measures (lower is better)	Stock turnover	Rank for Stock turnover	Circulations per capita	Rank for Circulations per capita	Program Attendance per registered borrower	Rank for Program Attendance per registered borrower
1	2.1	3	21.2	1	451	1
9	0.7	8	6.4	7	91	9
2	4.2	1	10.6	3	132	8
6	1.7	5	5.5	9	178	4
4	0.8	6	8.9	4	193	3
5	2.3	2	7.5	5	138	7
8	0.6	9	6.3	8	245	2
2	2.0	4	11.4	2	154	6
6	0.8	7	6.5	6	154	5

Influencers

YEAR	Library Number	Library Name	Population (Resident)
2014	L0271	St. Marys Public Library	6,156
2014	L0474	Hamilton	545,850
2014	L0188	Huron County	57,579
2014	L0245	London	373,730
2014	L0205	Middlesex County Library	74,898
2014	L0206	Mississauga	759,000
2014	L0231	North Perth	12,631
2014	L0257	Oxford County	90,481
2014	L0265	Perth East	10,016
2014	L0269	Stratford	30,886
2014	L0353	Toronto	2,808,503
2014	L0372	West Perth	8,919

Rank of Ranks ALL MEASURES (lower is better)	Sum of All Ranks All Dimensions (lower is better)
1	47
5	98
10	125
2	80
7	106
12	138
3	85
11	126
8	123
4	96
6	100
9	124

Service									
Rank of Ranks Service measures (lower is better)	Collection units per capita	Collection units per capita	Employees per capita X1000	Rank for Employee: per capita	Population (Resident) per workstation	Rank for Population per workstation	Population per service point	Rank for Population per service point	
2	10.1	13	17.9	5	560	1	6,156	5	
6	1.9	11	44.3	1	1,144	7	8,804	7	
3	8.8	4	16.9	7	677	3	4,429	2	
7	2.5	10	19.5	4	622	2	23,358	11	
5	3.1	9	16.2	8	727	5	4,993	3	
12	1.9	12	13.4	9	1,761	12	42,167	12	
1	11.2	2	17.9	6	702	4	4,210	1	
9	3.3	8	12.8	10	1,090	6	6,463	6	
10	11.4	1	12.6	11	1,431	10	10,016	9	
4	5.7	6	28.2	2	1,404	9	5,148	4	
8	3.9	7	21.2	3	1,284	8	21,941	10	
11	8.6	5	9.6	12	1,487	11	8,919	8	

Usage						
Rank of Ranks Usage measures (lower is better)	Stock turnover	Rank for Stock turnover	Circulations per capita	Rank for Circulations per capita	Program Attendance per registered borrower	Rank for Program Attendance per registered borrower
1	2.1	6	21.2	1	451	1
2	6.3	1	12.2	2	102	9
12	0.7	11	6.4	10	91	10
3	4.2	3	10.6	5	132	8
9	1.7	8	5.5	12	178	4
8	4.3	2	8.0	7	39	12
5	0.8	9	8.9	6	193	3
7	2.3	5	7.5	8	138	7
11	0.6	12	6.3	11	245	2
3	2.0	7	11.4	3	154	6
6	3.0	4	11.4	4	90	11
9	0.8	10	6.5	9	154	5

Libraries added to the local peers

Table 4: St. Marys Public Library, Detailed Summary of Ranks, 2014, page 2

Local Peers

			Community Engagement										Efficiency								
YEAR	Library Number	Library Name	Population (Resident)	Rank of Ranks ALL MEASURES (lower is better)		Rank of Ranks Community Engagement measures (lower is better)	Registered Borrowers as a % Resident Population	Rank for Registered Borrowers as a %	Programs offered per capita	Rank for Programs offered per capita	Hours open per capita X100	Rank of Hours open per capita	Estimated Annual Visits per capita	Rank for Estimated Visits per capita	Rank of Ranks Efficiency measures (lower is better)	Collection expenditures per circulation \$	Rank for Collection expenditures per circulation	Estimated Visits per open hour	Rank for Estimated Visits per open hour	Total expenditures per estimated annual visit \$	Rank for Total expenditures per estimated annual visit
				MEASURES (lower is better)	All Dimensions (lower is better)																
2014	L0271	St. Marys Public Library	6,156	1	37	1	49.2	1	10.3	1	0.82	2	18.93	1	2	0.49	4	44.4	2	3.71	2
2014	L0188	Huron County	57,579	8	99	6	29.4	5	2.5	6	0.72	3	3.04	9	9	1.12	9	8.1	8	17.06	9
2014	L0245	London	373,730	3	67	3	39.6	2	4.0	3	0.21	9	18.74	2	1	0.50	5	173.8	1	2.92	1
2014	L0205	Middlesex County Library	74,898	5	82	3	30.0	4	4.5	2	0.54	5	7.13	5	7	0.86	8	25.5	4	6.31	7
2014	L0231	North Perth	12,631	2	66	2	32.0	3	3.8	4	0.67	4	7.79	4	4	0.37	2	22.5	6	6.16	5
2014	L0257	Oxford County	90,481	8	99	9	19.9	8	2.4	8	0.39	8	6.65	6	6	0.57	7	32.7	3	6.17	6
2014	L0265	Perth East	10,016	6	96	8	11.7	9	3.2	5	0.41	7	4.91	8	3	0.12	1	23.0	5	5.21	4
2014	L0269	Stratford	30,886	4	76	5	29.4	6	1.8	9	2.92	1	11.60	3	8	0.57	6	7.6	9	7.22	8
2014	L0372	West Perth	8,919	7	98	7	20.1	7	2.5	7	0.49	6	5.77	7	4	0.42	3	22.5	7	4.66	3

Influencers

			Community Engagement										Efficiency								
YEAR	Library Number	Library Name	Population (Resident)	Rank of Ranks ALL MEASURES (lower is better)		Rank of Ranks Community Engagement measures (lower is better)	Registered Borrowers as a % Resident Population	Rank for Registered Borrowers as a %	Programs offered per capita	Rank for Programs offered per capita	Hours open per capita X100	Rank of Hours open per capita	Estimated Annual Visits per capita	Rank for Estimated Visits per capita	Rank of Ranks Efficiency measures (lower is better)	Collection expenditures per circulation \$	Rank for Collection expenditures per circulation	Estimated Visits per open hour	Rank for Estimated Visits per open hour	Total expenditures per estimated annual visit \$	Rank for Total expenditures per estimated annual visit
				MEASURES (lower is better)	All Dimensions (lower is better)																
2014	L0271	St. Marys Public Library	6,156	1	47	1	49.2	1	10.3	1	0.82	2	18.93	1	3	0.49	5	44.4	5	3.71	3
2014	L0474	Hamilton	545,850	5	98	9	29.1	9	1.5	10	0.19	11	13.40	4	4	0.52	7	138.8	3	4.15	4
2014	L0188	Huron County	57,579	10	125	7	29.4	7	2.5	6	0.72	3	3.04	12	12	1.12	12	8.1	11	17.06	12
2014	L0245	London	373,730	2	80	2	39.6	2	4.0	3	0.21	9	18.74	2	1	0.50	6	173.8	2	2.92	1
2014	L0205	Middlesex County Library	74,898	7	106	4	30.0	6	4.5	2	0.54	5	7.13	7	10	0.86	11	25.5	7	6.31	10
2014	L0206	Mississauga	759,000	12	138	12	31.2	5	1.0	12	0.14	12	6.91	8	4	0.44	4	92.7	4	4.96	6
2014	L0231	North Perth	12,631	3	85	3	32.0	4	3.8	4	0.67	4	7.79	6	8	0.37	2	22.5	9	6.16	8
2014	L0257	Oxford County	90,481	11	126	11	19.9	11	2.4	8	0.39	8	6.65	9	9	0.57	10	32.7	6	6.17	9
2014	L0265	Perth East	10,016	8	123	10	11.7	12	3.2	5	0.41	7	4.91	11	6	0.12	1	23.0	8	5.21	7
2014	L0269	Stratford	30,886	4	96	5	29.4	8	1.8	9	2.92	1	11.60	5	11	0.57	9	7.6	12	7.22	11
2014	L0353	Toronto	2,808,503	6	100	6	33.5	3	1.2	11	0.19	10	18.63	3	2	0.56	8	187.9	1	3.59	2
2014	L0372	West Perth	8,919	9	124	8	20.1	10	2.5	7	0.49	6	5.77	10	7	0.42	3	22.5	10	4.66	5

Libraries added to the local peers

Table 4: St. Marys Public Library, Detailed Summary of Ranks, 2014, page 3

Local Peers

YEAR	Library Number	Library Name	Population (Resident)
2014	L0271	St. Marys Public Library	6,156
2014	L0188	Huron County	57,579
2014	L0245	London	373,730
2014	L0205	Middlesex County Library	74,898
2014	L0231	North Perth	12,631
2014	L0257	Oxford County	90,481
2014	L0265	Perth East	10,016
2014	L0269	Stratford	30,886
2014	L0372	West Perth	8,919

Rank of Ranks ALL MEASURES (lower is better)	Sum of All Ranks All Dimensions (lower is better)
1	37
8	99
3	67
5	82
2	66
8	99
6	96
4	76
7	98

Rank of Ranks Development measures (lower is better)	Staff Training Expenditures as a % of Total Expenditures		Rank for Staff Training Expenditures per capita	
	as a % of Total Expenditures	Rank for Staff Training Expenditures as a % of Total Expenditures	per capita \$	Rank for Expenditures per capita
2	0.61	5	70.16	2
6	0.48	8	51.91	4
4	0.51	7	54.65	3
2	1.40	1	45.00	6
9	0.45	9	47.95	5
7	0.56	6	41.03	7
7	0.62	4	25.54	9
1	0.75	3	83.71	1
4	1.02	2	26.88	8

Influencers

YEAR	Library Number	Library Name	Population (Resident)
2014	L0271	St. Marys Public Library	6,156
2014	L0474	Hamilton	545,850
2014	L0188	Huron County	57,579
2014	L0245	London	373,730
2014	L0205	Middlesex County Library	74,898
2014	L0206	Mississauga	759,000
2014	L0231	North Perth	12,631
2014	L0257	Oxford County	90,481
2014	L0265	Perth East	10,016
2014	L0269	Stratford	30,886
2014	L0353	Toronto	2,808,503
2014	L0372	West Perth	8,919

Rank of Ranks ALL MEASURES (lower is better)	Sum of All Ranks All Dimensions (lower is better)
1	47
5	98
10	125
2	80
7	106
12	138
3	85
11	126
8	123
4	96
6	100
9	124

Rank of Ranks Development measures (lower is better)	Staff Training Expenditures as a % of Total Expenditures		Rank for Staff Training Expenditures per capita	
	as a % of Total Expenditures	Rank for Staff Training Expenditures as a % of Total Expenditures	per capita \$	Rank for Expenditures per capita
2	0.61	5	70.16	2
4	0.51	8	55.55	4
7	0.48	9	51.91	6
4	0.51	7	54.65	5
3	1.40	1	45.00	8
12	0.25	11	34.28	10
11	0.45	10	47.95	7
7	0.56	6	41.03	9
10	0.62	4	25.54	12
1	0.75	3	83.71	1
7	0.20	12	66.81	3
6	1.02	2	26.88	11

Libraries added to the local peers



Appendix F - Library Trends 2016: Opportunities for Innovation & Community Growth and Engagement

By Stephen Abram, MLS

August 2, 2016

This report highlights the major library trends and technology trends relevant to public libraries. It is written in the context of the St. Marys communities whose expectations are set by local heritage and culture combined with the influences of other libraries and centers in Ontario. We have selected trends (not fads) and key issues that are critical to the long term success of public libraries.

Contents

1 Library Trends and Best Practices

Introduction

- 1.0 Library Trends and Best Practices
- 1.1 Lifestyle and Societal Trends
- 1.2 Technology Trends
- 1.3 Library Facility and Service Trends
- 1.4 Public Perceptions of the Library
- 1.5 Comparative Survey Results - Ontario Peer Libraries
- 1.6 Alternative Visions for Public Libraries of the Future
- 1.7 Management & Planning Trends
- 1.8 Programming Trends
- 1.9 Community and Downtown Revitalization Trends

Introduction

From the beginning public libraries grappled with the concept of free, unfettered access and their value and impact for their communities. Public Libraries started as Mechanics Institutes in Ontario aimed at increasing the literacy and skills of the working population. They evolved into the multi-dimensional and impactful institutions of today where they have evolved to be much more than books and buildings. Today's libraries have a measurable and valuable impact on the quality of life and the success of our communities – economically, socially, educationally, and culturally. The Public Library value proposition is strong and includes (but isn't limited to):

- **Return on Investment:** many studies show that public investment in libraries delivers a measurable, positive return on investment economically, socially and for the capacity of communities to attract businesses and residents.
- **Economic Development:** supporting small business and entrepreneurs who will drive local economic recovery, growth, and job creation by providing them with resources such as databases on market trends and information on regulatory obligations;
- **Employment Support:** providing services and resources for career planning, job search, education, and upgrading skills;
- **Welcoming New Canadians:** helping newcomers to Canada succeed through settlement support; language acquisition including ESL programs, accreditation and employment support and maintaining cultural connections;
- **Early Literacy Development:** supporting success in life and reading and school readiness through a vast array of pre-school and children's literacy programs;
- **Support for Formal Education and Homework Help:** professional help and collections to support learners of all ages to develop advanced information fluency competencies, do research and complete projects. Open longer hours than school libraries, public libraries are also critical support systems for adult distance education and home schooling. Across the province, libraries are busier than ever with students at all ages and stages;
- **Serving the whole community:** public libraries ensure that the *whole* community of Ontarians – including those with visual or physical limitations, from any cultural or language community, natives, and more – receive equitable access to the resources of our society for success.
- **Equitable access to community resources:** public libraries are often the only place where all residents can access free computing resources, the internet, peripherals, training, and assistance to accomplish their goals as citizens, workers, and more.

- **Access to Government Services:** providing professional support services, accessible locations, and technology infrastructure to serve as a major access point for e-government. Public Libraries provide cost-effective opportunities to reach Ontarians to deliver government services for everything from forms and information to advice;
- **Questions Deserve Quality Answers:** Ontarians have important information needs and deserve quality answers regardless of their economic status or location. On issues of health, parenting, finance, life choices, and more, libraries go beyond Google to improve the quality of questions and answers.
- **Cultural Vitality:** a critical piece of a community's cultural framework, public libraries are essential to a healthy and sustainable society as social equity, environmental responsibility and economic viability; and local history heritage.
- **Affordable Leisure Activities:** offering free borrowing of books, music and movies and exciting library programs for children, families, seniors, and people of all ages and tied directly to community needs and demand.

Libraries evolved not just as a reflection of society but as leaders. Libraries have been challenged by never-ending changes in society, law, technology, demography, and education. These changes have been about so much more than e-books or the web but represent a fundamental challenge to the underpinning of library value and professional values and the basic business model of libraries.

So, highlighting the major trends in all types of libraries, we explore the easy to see and identify changes (technology, devices, drones, and more) and the harder to see changes in social behaviours with respect to social interaction, reading, learning, invention, decision-making, creativity, innovation, demography, and more. Soft or hard change, they're both equally important to the history of libraries and our evolution as key instruments of society to address its own challenges for economic, social, and learning success.

What is the real role and value of libraries and librarians?

Lewis Carroll wrote in *Alice in Wonderland* that, "If you don't know where you are going then any road will get you there." Two things help you make the choice to make changes or evolve: your core values and what distinct value you deliver better than anyone else in your role in the context of your environment – whether that's a community, an institution, as an individual professional, or as an educator.

Drivers of Evolution

This section explores the drivers of change and the environmental factors that force evolution within the Public Library space. It will include the factors that influence the way our users live, work, play, and choose:

- Technology (social media, learning systems)
- Demographics (the generations matrix)
- Learning systems and policy (LMS's, MOOCs, etc.)
- Policy frameworks (e.g. OA, DRM, copyright, etc.)

These future trends and issues will require information professionals to remain forward-thinking (for their organizations as well as their own professional development).

This report should be read in the context of the other reports about St. Marys Public Library and this Master Plan and Service Review consultation.

The purpose of the report is to provide the Board and senior staff with the key trends affecting the services and facilities of SMPL. As you review the report, we encourage you to keep asking yourself *“what does this mean for St. Marys, for its businesses and people, and for SMPL?”* With this in mind, you may wish to make notes as you review this material.

It is **not** the purpose of the report to provide an exhaustive review yet of the SMPL or St. Marys. Its purpose is to provide all participants with a common base of background information. To that end, we summarized relevant information in as concise a format as possible. If you feel there is critical information about the SMPL or St. Marys not included in this report or know of a research report or study about public libraries in general that is pertinent to the planning process, please share these with us, the Board members and senior staff.

To follow trends in the library space, a good choice is to follow this blog, which is hosted by Lighthouse Consulting and written by Stephen Abram. According to OCLC, one of the largest library vendors, it is on the five most popular blogs in librarianship worldwide.

Stephen's Lighthouse

<http://www.stephenslighthouse.com>

1.0 Library Trends and Best Practices

“Libraries have made and continue to make a difference in the quality of life of every Canadian. They symbolize freedom of expression, they promote literacy and reading and they provide both young and old with access to new worlds. “

Roch Carrier,
Author & former National Librarian of Canada

The Library’s capacity to anticipate and respond to a changing world is always a conflict of choices. Strategic planning is first and foremost about abandoning outdated practices and embracing change. If a strategic plan does not chart a bold new direction for the Library that is consistent with the changing needs of users (and, importantly, non-users), it will not be a useful tool for managing future service delivery. The library’s strategic portfolio and facilities must be aligned with community needs and expectations. Consequently, the trends and best practices briefly summarized here are extremely important. As you read this ask yourself “to what extent is SMPL aligned with trends and best practices? What must change to better position the Library to face the challenges of the next 10-15 years and to ensure that the Library continues to be a relevant and meaningful community institution for most residents?”

The function and role of public libraries are changing with the surge of information and technologies. Libraries are no longer simply “warehouses” for print material, if they ever were, that is borrowed by residents for off-site use. Increasingly, the Library is an information, social, learning, and cultural centre supporting a wide range of community activities and objectives. In addition, there has been a marked shift in the ways in which people use libraries, with both in-Library use and remote access increasing. The function and design of libraries are changing in response to these changing roles and demographic shifts, emerging technologies, and increasing consumer expectations.

Collections are still very important. That said, we must ask ourselves what programs the collection supports. Everything from recreational reading to homework support is now viewed through the lens of programming. Recreational reading can be part of the social glue that cements a resident’s relationship to their community and improves their quality of life. Non-fiction runs the gamut of personal interests through professional development and school, work and college readiness. Marketing and community engagement have increased exponentially in importance.

In the discussion that follows, we have briefly summarized the most significant trends and best practices affecting public libraries in Ontario. There is, of course, a substantial body of literature dealing with the future of public libraries in North America. We have focused this discussion

on the selected trends dealing with the future of Public Library services in growing centres and on considerations that may be relevant to the future Strategic Plan. While there is a strong inter-relationship among trends and best practices, we have organized this discussion in four parts:

- Lifestyle and Societal Trends
- Technology Trends
- Library Facility and Service Trends
- Public Perceptions of the Library

1.1 Lifestyle and Societal Trends

The following is broad categories of lifestyle and societal trends. This list is not intended to be exhaustive -- instead it captures some of the more prevalent trends and emerging issues that may impact public libraries and other municipal service providers. Trends are presented in alphabetical order and not in any priority.

- **Accessibility** issues, expedited by the **Accessibility for Ontarians with Disabilities Act (AODA)**, will be at the forefront of Public Library service delivery for many years to come. New and revised legislation, coupled with public expectation, will impact Library policies and practices. Libraries will seek to further reduce physical, financial, cultural and language barriers (among others) which impede access and use of library resources. CELA is a big player in this space.
- **All Day Kindergarten** is being phased in across Ontario, impacting public library daytime pre-school and early literacy programs.
- **Digital Divide.** Library users range from those who are the most intensive and capable web users, (creating web sites, writing blogs, uploading videos and producing digital content), to those who are “inactive” participants who may be online but do not participate in social media or interactive content. Public libraries continue to have a responsibility for all residents and are expected by many to help address this ‘digital divide’. Many expect libraries to offer services that have at least some relevance and value to the entire spectrum of online users and to those users who do not or cannot (e.g. for reasons of access, literacy or education) participate online in any way. Trying to be all things to all people is a very difficult challenge. Focus is the key.
- **Discretionary Time Deficit.** Trends over the past ten or more years indicate “lack of time” continues to be a barrier to participation in all “discretionary” activities, including Public Library usage. The growth in leisure time forecast in the 70s has not materialized and people are increasingly pressed for time. While the leisure time imbalance may in fact start to shift with the changing age structure of the population, convenience (location, parking, open hours, and a range of e-services) will be a key consideration in accessing public library

services over the next 5 years.

- **Desired Use of Leisure Time.** While commentators disagree on the extent to which Canadians will have more leisure time in the future, they generally predict a significant shift in the ways in which they will use their leisure time. These projections see a relative decline in traditional recreational activities and a significant increase in social networking, entertainment and virtual experiences in free time. Whether the public library or the private sector will be the primary recipient of this increased demand and expanded market is unclear.
 - o “According to Nielsen and NM Incite’s Social Media Report, consumers continue to spend more time on social networks than on any other category of sites – roughly 20% of their total time online via personal computer (PC), and 30% of total time online via mobile. Additionally, total time spent on social media in the U.S. across PCs and mobile devices increased 37% to 121 billion minutes in July 2012” (Review of 2012 and Trends Watch 2013. Paula J. Hane. January 3, 2013)
- **Environmental & “Green” Concerns.** There is a heightened awareness in everything “eco-friendly” and “green”. This may have significant implications for all aspects of Library service delivery including facility development and design, program development and delivery, materials development and processing, and information dissemination. St. Marys, being on the moraine, has increased awareness of these issues.
- **Family Structure and Dynamics.** Trends indicate a rise in non-traditional family structures (single parent, divorced parents, multiple-households, same sex marriage, etc.), the predominance of two working-parent households, commuter lifestyles. These changes and dynamics may have implications for hours of operation and the delivery of Library programs and services over the next 5 years.
- **Health and Wellness Concerns** will continue to be a top-of-mind issue/concern to society and an increasing focus for government spending in the coming years. Libraries that can provide accessible health/wellness resources or electronic information or links to other health information providers will be well positioned to meet growing demand for this type of information. However, the extent to which the Library moves beyond its traditional role as an information provider and becomes more active as a programmer, partner with community health providers (including government) and lender of resources other than information to a health conscious community is unclear. While libraries wisely shy away from medical advice, they have a strong niche in chronic conditions for information and programs.
- **Immigration.** New immigrants and refugees to Canada in search of affordable housing will continue to locate in communities on the periphery of the country’s largest cities. Research has shown that immigrants may have different expectations of public libraries,

public and social services, and technology. The Public Library and its partners will have a key role to play in orienting newcomers to the community and the range of services available.

- **Information Literacy.** Libraries have a longstanding role in providing access to information and ensuring information literacy (i.e., teaching proficiency in finding information and assessing its relevance, accuracy, authoritativeness, and value). There is an opportunity for Public Libraries to continue to play a dominant role in this regard, in partnership with schools and other social agencies. There is no question about the need for information literacy in a generally unregulated and ever-expanding digital universe.
- **Labour Trends** point to growing employment opportunities in health care, technology/ computer systems, professional services, culture, and small/ entrepreneurial businesses. Libraries that can partner with other agencies to provide training and employment services and other collaborations in these areas will increase their profile and relevance in the community. Preparing the workforce for new skills is a critical role for Public Libraries.
- **Partnership and Collaboration.** Library partnerships are evolving and expanding, and the Public Library's role in helping the public navigate through the plethora of content and information available will continue to be an important one. Through a wide range of partnerships and collaborations with government, educational institutions, the private sector, and other agencies, Public Libraries will play an increasingly significant role in enabling people to select, assess and use information to best meet their needs.
- **Private Schools, Alternative Schools and Home-Schooling** options appear to be on the rise. According to the Fraser Institute and the Institute of Marriage and Family Canada, community members are increasingly transferring their children from the public education system to private or niche schools within the public boards
- **"Smart" Device Expectations.** Those under the age of 25 now are not "passive recipients" of education, media or technologies; they learn differently and seek and use information differently than previous generations. The challenge for public libraries will be to continue to engage this segment of the population and ensure that the Library resources and services remain relevant to their needs and interests.
- **Web-Savvy Library Users.** Library users are increasingly participating in a variety of Internet-based activities: browsing, borrowing, retrieving, downloading, and interacting with Web content. The majority of Internet users are experienced Web users and most have been online for more than five years. These experienced users expect quality, relevant, and efficient Web content from libraries. They are also demanding greater online programming to learn on their own time.
- **Zoomers.** The aging of the population is resulting in a new wave of older adults with

different expectations, needs and interests than the previous generation. Meeting the diversity of needs of this growing segment of the population will require more resources and possibly different approaches to providing public library programs and services for older adults. The Zoomer seniors are very different than the seniors cohort that preceded them.

1.2 Technology Trends

With rapid developments in the field of computers and information technology, predicting the future of technology as it affects public Library services is particularly challenging. Current trends, however, indicate that access to all forms of information and content will become increasingly associated with smaller, more powerful, and more versatile hand-held wireless devices. Some current and emerging trends and their implications for public libraries follow:

- **Online Learning:** Although MOOCs (Massive Open Online Courses) are creating issues that largely affect academic libraries, the opportunities that have cropped up for public libraries resulting from spiking interest in online learning cannot be underestimated. In the US, the Atlanta-Fulton Public Library system and Los Angeles Public Library created eCampus, a resource that offers users online learning through access to MOOC databases, including Gale Cengage’s Learn4Life / Gale Courses¹¹. The program has been successful and users have commented that it’s “very convenient and easy and free”¹². eCampus allows users to complete their high school/GED, receive career-changing training, navigate divorce and learn to deal with aging parents. The challenges that online learning may bring to public libraries include advanced reference questions, computer workstations being reserved for longer periods of time, and the requisite technology and IT support.¹³ Online learning at public libraries may be just what is needed for Canadians requiring lifelong learning, particularly work-place skills – although Canadians are highly educated, they received a “C” grade in adult participation in non-formal job-related education.¹⁴
- **In-Library Wireless Expectations.** People expect all public areas, including libraries (including their parking lots), to have free high speed Wi-Fi. Worktables with plug-ins for laptops or other mobile devices will be increasingly needed, and group workspaces wired for laptops will be in high demand.
- **Digital Download Kiosks** are a relatively new feature in the Library, requiring power outlets and a connection to the Library’s network. These kiosks allow in-Library users to download e-books, audiobooks, videos, music and games directly to their MP3 players, handheld devices (smart-phones, iPhones, iPods, and iPads) or laptops. An innovative and forward thinking projects that bring digital download kiosks outside the Library walls:

- A project in the US at the New York Public Library has seen the Library's collection go underground with subway station kiosks that allow transit riders to download the first ten pages of a book to enjoy during their commute¹⁵.
 - Another pilot in the US involves the Free Library of Philadelphia partnering with local transportation authority and Dunkin' Donuts to assemble 76 advertising boards on the train platforms featuring 50 books and author podcasts for download by QR code.¹⁶
 - LibraryBox is a storage device that serves as its own internet hub and allows for the distribution of thousands of music, audiobooks, or e-books at transit stations, stores, community centres and more. Recently iBeacons can accomplish the same things with situationally aware technologies.
- **Mobile Device Arena** The explosion of mobile device usage now dominates access. More and more, people are using different mobile devices run on various operating platforms as opposed to the once dominant desktop PC running on a Windows operating system.¹⁷ It is being referred to as a "Post PC Era"¹⁸ where BYOD, or "Bring Your Own Device",¹⁹ is common. This scenario requires hybrid IT staff to be able to support multiple operating systems (Google's Android, Apple's iOS, Windows 10, etc.) as well as have familiarity with cloud services. Additionally, Library staff will require the core competencies needed to assist Library users with accessing web content and Library resources using these various devices.
 - **Increasing Demand for Audio & Video Live-Streaming** which requires reliable high-speed access. Users are increasingly downloading and/or transferring video and audio content to iPods, Blackberries, Kindle, Kobo, & other e-book readers & devices. Video streaming is hot right now; in fact, it is forecast that "more than 90% of the online population will regularly watch online video by 2017."²⁰ The demise of VHS and DVD is coming swiftly and libraries need to be prepared to support streaming content in this service portfolio.
 - **Web Content for Hand-Held Devices** will increasingly be demanded. Since more Library users are retrieving information through hand-held devices, web content needs to be amenable to these smaller, mobile devices. In addition to the shift towards multiple operating platforms seen in various mobile devices, there has also been a shift towards accessing content through apps as opposed browsers. The most successful and sophisticated websites not only supply a mobile device friendly version, but a complementary app to enhance end-user experience using various mobile devices. Many libraries lag behind in this area and need to respond to this remarkable shift in how their resources are being accessed.²⁰
 - **E-Book Readership & Sales:** Pew Research indicates a huge increase in e-book readership that is plateauing in 2016: "In the past year, the number of those who read e-books

increased from 16% of all Americans ages 16 and older to 23%. At the same time, the number of those who read printed books in the previous 12 months fell from 72% of the population ages 16 and older to 67%”²¹ However this increase in e-book readership may not reflect Canadian e-book buying behaviours. It appears that e-books are highly desirable in over 40's more than high school and young adult populations.

- **Publishers, Libraries & e-books:** There have been some promising pilots concerning evolving relationships between publishers and libraries:
 - Simon & Shuster: a US pilot that will allow their full list of titles to be available for license for a year at New York Public, Brooklyn and Queens public libraries. Users will have access to the full list of S&S titles, as soon as they are published and users will also be able to purchase S&S titles through the Library catalogue (where the Library receives a small share for each sale).²³ This pilot should go a long way to structuring the foundational e-lending business model between public libraries and publishers. If successful, the program will start up in additional libraries.
 - Retail Affiliate Program: Toronto Public Library (TPL) users are now able to purchase books from Indigo via the TPL website²⁴. The Library receives a small sum for each sale. Ottawa Public Library will soon be following suit with a “buy” button on their online catalogue²⁵.
- **Next Generation e-Book Readers** are emerging. Current e-Book readers (Kobo, Kindle) have grown rapidly in usage. The price gap, however, is fast closing between them and newer tablet devices²⁶, which are multi-purpose, some even operating like a mini-laptop (Google Nexus, Apple iPad and iPad Mini, and Microsoft Surface). For the user, these digital activities are not replacements for reading books, newspapers, and magazines, etc., but are increasing the options for expanding communication and sharing content.
- **User Contributions to Content.** Library users are not only browsing, borrowing and downloading, but they are increasingly creating and interacting with content available through the web. User- contributed subject headings and “tagging” on Library web pages is increasingly common. A variety of social networking tools are allowing users to comment on and interact with Library web content in many other ways. Bibliocommons is a big library layer in this library web engagement space. Content is defined as beyond text – and libraries must be ready for making programs that encompass music, podcasts, video, and visual formats.
- **“Cloud” Computing** is a technology trend that offers a great opportunity for public libraries to reduce IT expenses while stabilizing their systems. The term “cloud” is a metaphor for the Internet, where in-house servers and data services are replaced by remote-hosted

interfaces (web-enabled). Google and Amazon are two big, early providers in this remote-access applications sub-industry. Popularity of personal cloud computing has also arisen concurrently to increased mobile device usage. Some issues that have arisen as a result of cloud computing include privacy concerns as well as problems for consumers wishing to switch providers and not being able to bring their content with them.

- **Hardware Size Shrinking but Space Needs Growing.** Although computer hardware is becoming more compact, the total amount of space for a computer workstation is not significantly reduced. Conversely, the Library's main computer centre, housing the Library's servers, switches, routers, firewalls and related equipment will need to be larger to accommodate the additional servers necessary to support existing and emerging technologies, at least in the short term. (See Cloud Computing above).
- **Computer Training Space and Equipment.** The Library's role as a training centre for hands-on instruction in the use of computers, application software and Internet-based resources will continue to grow. Dedicated spaces will be required for learner's desktop or laptop computers, printer/scanners and a trainer/instructor station with computers, an LCD projector and an on-site screen.
- **Latest Technology Tools:** 3D Printing is here: you can buy your very own home 3D printer at Staples. This technology is being exploited in many Library Maker Spaces. Chicago Public Library is among the many public libraries bringing production capability to its users by introducing the SMPL Innovation Lab with three 3D printers, two laser cutters, a milling machine and a vinyl cutter²⁷. Wearable technology has sparked controversy on surveillance and privacy issues, among other things. But how might this technology be used libraries? Libraries are considering enhanced self-guided tours, or perhaps embedded bibliographic data, book reviews and author commentary for users browsing print books on Library shelves.²⁸
- **Libraries as Centres for Technology and Innovation:** The advent of the "Virtual Library" and technology in general has changed the way in which core Library services are being delivered and will continue to have a major impact on future services. Libraries are offering more services online (and doing so at an accelerating rate by taking advantage of consortia to negotiate universal access), including virtual/digital reference services, and electronic databases, and e-books. Increasingly, support for community social and economic development is becoming a core function of the Library in an information economy characterized by rapid change. Libraries are providing workshops and training in computer literacy, e-technology, and navigation through the information age. The Library increasingly plays a role in supporting small businesses, home-based business, the self-employed and individuals who must continually upgrade skills or search for new careers in a changing marketplace. Through highly-trained staff, state-of-the-art technologies, informative, user-friendly websites, remote access to the library's resources and accessible programming, libraries are contributing to the knowledge base of communities in many ways. Current

trends indicate that access to all forms of library information and content will become increasingly associated with smaller, more powerful, and more versatile hand-held wireless devices. This will continue to impact how public libraries deliver their services with successful integration of technology into overall library service becoming a major contributor to the overall effectiveness of the library. Most libraries in Ontario get more than 50% of their visits virtually.

Footnotes:

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12 Atlanta Fulton Public Library System Launches eCampus Resources using Gale Products. Cengage Learning Corp. YouTube: <http://www.youtube.com/watch?v=oL-fG5G0afk> October 2, 2012.

13 Massive Open Opportunity: supporting MOOCs in public and academic libraries. Meredith Schwartz. Library Journal. May 10, 2013.

14 Canada gets an 'A' in education, but needs to fix links between post-secondary schooling and workforce. The Conference Board of Canada. March 27, 2013.

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20 Tech Review Forecast for 2013. Marshall Breeding. Systems Librarian. January 2013.

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26 Do e-readers have another chapter? Omar El Akkad. The Globe & Mail. April 15, 2013

27 Chicago Public Library To Open 3D Printer Space. Zach Walton. WebPro News / Technology. June 21, 2013

28 SLA Toronto Article Night: Google Glass. Meghan Ecclestone. Blog. Keepin' it real in Library Land. March 30, 2013.

1.3 Library Facility and Service Trends

The facility and service trends discussed in this section of the report are closely inter-related. They generally point to a Library that is much more integrated in the affairs of the community. It is an outward looking Library that is heavily invested in all aspects of community life and very closely linked to other community service providers. This perception of the role of the Library in the life of the community is not generally compatible with stand-alone buildings or facilities that do not accommodate a wide range of uses and users. The result is both a different role for the Library in the community and a different type of Library facility. The key trends can be briefly summarized as follows:

- **Libraries are Destinations:** Placemaking refers both to the process and philosophy of planning and creating a public space within a community – with a lot of thought given to cultural tourism or, “cultural capital”, and architectural design. The Library as a “place” is perceived by its community to be a desirable, pleasing and interesting “destination”, much like a museum or art gallery. Libraries have adapted to become destinations by adding coffee shops, theatres, art galleries, and special landscaping. Placemaking starts with facilities planning, with the actual building being centrally located, as a focal point within the community. These libraries are spacious, welcoming, highly visible, accessible places where people come together. Libraries have also become part of an “Active Streetscape” being connected to sidewalk networks, transit routes, trails, bikeways, etc. and are generating a critical mass of pedestrians that support active streetscapes. Civic squares are often developed adjacent to libraries, allowing for cross-programming, outdoor markets, fairs and community celebrations. On a grander scale, facilities planning may even use famous “designer” architects to create a building that attracts tourists who want to visit the latest architecture trend. Philosophically, placemaking is also achieved through Library partnerships with community organizations, outreach and Library programming. These activities bring separate and diverse groups within the community together and help to foster a sense of place within the community.
- **Libraries as Multi-Service Providers:** Libraries are increasingly forums for community learning and expression, serving as technological, employment, business development, cultural, art and heritage centres for their communities. They are serving a wide range of community residents and interests. They serve entrepreneurs and small business; homeschoolers; the unemployed; the new Canadian; the cultural and creative community and others who rely on libraries for the information and support essential to their lifestyles.

“Books were my ticket out of a life of poverty and manual labour. As a boy, I accompanied my father on frequent visits to the Port Carling Public Library...Looking back, I know that this early access to books and libraries widened my horizons and set me on the road to a good education and a fulfilling career. I have enjoyed introducing my own children to special books and, as Lieutenant Governor, I have launched several literacy initiatives for aboriginal children in Ontario’s North. Today, I am still a voracious and wide-ranging reader, and I continue to rely upon, and be grateful for, the excellent services of Ontario’s public libraries.”

James K. Bartleman,
Ontario’s first Aboriginal Lieutenant-Governor

- **Libraries Fostering Community Engagement:** While libraries have always been disseminators of information, innovative libraries are no longer content with one-way communication. Libraries today are bigger than their buildings. Libraries strengthen neighbourhoods and communities by creating connections and understanding needs, going beyond traditional boundaries out into their communities, fostering collaborative relationships to build relevant and responsive Library services. By building relationships and improving the ability to identify and address customer needs, getting “outside of the box” pushes libraries to constantly look for ways to partner within the community to better meet the community needs.
- **Libraries with Maker Spaces:** Creating music, videos, jewelry, games, robotics, electronics – and anything in between. Provided with the space, tools, and encouragement, library users can come together to collaborate, learn hands-on skills, create and produce something. Multi-Media Studios are one type of Maker Space where, for example, local youth can shoot a video or record music. Innisfil Public Library changed its strategic direction by cultivating a ‘hacker culture’ with new creation labs – both media digital labs and maker spaces which include robotics and 3D printers. In the same way that books opened up new avenues for many people during the last century (see Bartleman’s quote above), Maker Spaces do so today. Libraries view Maker Spaces as paths for life-long learning, skills development, and improving digital literacy, moving people from being passive users of technology to harnessing technology’s expansive capabilities.
- **Libraries with a Customer-First Focus:** Today’s libraries are adopting a customer-first focus. For many, this has resulted in: improved hours of operation; self-checkout technology; on-line booking systems to pay fines, register for programs and computers, renew and reserve items; quiet spaces for study and work; comfortable spaces for socializing; light food and beverage services; expanded programming and dedicated resources for target groups (children, teens, seniors, cultural groups, students, etc.); community calendars that

transcend institutional lines; helpful, available staff who engage with in-Library user (“walk the floor”); as well as information-rich technology and training opportunities. Not only do these improvements better serve Library customers, they also result in an operationally efficient Library and a functional work environment for staff. With the growing culture of assessment in Ontario public libraries, staff is using a variety of means and methodologies to assess services in relation to public demand and the needs of the community. Today’s Library staff are creating conversational loops with users on Facebook, Twitter and other social networking sites, to discuss important ideas of the day, current news topics, Library innovations, new Library content, etc. As technology changes the way users interact with the Library, it is also changing the way staff interact with users.

1.4 Public Perceptions of the Library

Despite significant shifts public libraries have been making with technologies, digital resources and community-relevant services and programs, the public’s perception of libraries has been very slow to change. People see the Library as an institution where parents bring their young children to learn to read, where students come to do research for assignments and where people of all ages come to casually browse and borrow reading materials of interest to them. Many people still perceive the library the way they did 20-30 years ago and feel that it has no relevancy in their lives. As a result, funders’ questioning of the libraries’ relevancy increases, and public libraries face challenges.

There are a number of studies dealing with perceptions of the Library and most of them point to significant challenges for the public Library. They demonstrate that the public has a very dated view of the library and is too often unfamiliar with the wide range of services offered by contemporary libraries. Furthermore, they suggest that many individuals, and particularly those that do not use the library, question the relevance of the public library in the Internet age and some wonder if it will continue to be an essential public institution in our communities. These themes have important implications for re-positioning the public library in society and attracting the next generation of Canadians as active users and willing supporters.

The On-Line Computer Library Centre¹ (OCLC) has commissioned considerable research into perceptions of the public library and its value in today’s information rich world. Consider some findings from the 2011 Perceptions in Libraries, 2010: Context and Community:

- The place that libraries hold today is no longer as distinct as it once was. Libraries are synonymous with “books” for many people, and the range of other services the library provides are not well understood. Over 20% said libraries “do not fit their lifestyle”.

¹ The Online Computer Library Centre has a number of research articles available at: <http://www.oclc.org/research/publications/default.htm>

- There is a disconnect between the user’s perception of libraries as books and the library’s investment in a much broader set of resources, technologies, programs, and services. Most information consumers are not aware of, nor do they use, most libraries’ electronic information resources.
- Self-reliance was a strongly held sentiment. Most library users say they have never asked for help using any library resources.
- Online information consumers are universally using the Internet search engines, rather than the library, to access electronic information resources. Quality, quantity, and speed are rated higher for search engines than for librarian assisted searches.
- Among the general population, people are reading books less and visiting the library less since they began using the Internet. Frequent library users, however, continue to be avid readers, and are visiting the library more because of the Internet. Most of the non-users do not plan to increase their use of libraries, but may access the virtual resources of the library in the future.
- Perceptions of the public library are universally held. The library as an entity is constant, consistent, expected. Rejuvenation of the library brand depends on reconstructing the experience of using the physical library, and more education about what is available in terms of electronic resources.

1.5 Comparative Survey Results – Ontario Peer Libraries

- This is a spreadsheet and charts that will be sent under under separate cover.

1.6 Alternative Visions for Public Libraries of the Future

In his report “Confronting the Future,” Roger Levien² addresses the major issues facing public libraries in the future and provides a framework for envisioning the next generation of libraries. Levien introduces four “dimensions” for considering the future of libraries each of which consists of a continuum of choices that lies between two extremes. These four Dimensions are visually depicted in this Figure and briefly described below.

The Four Dimensions of Public Libraries



Dimension 1: Physical to Virtual Libraries

This dimension relates to the form of both the Library as a facility and the form of its collection. One end of this spectrum is a purely physical library; however, this sort of library is no longer considered realistic. On the other end is the virtual library - a space on the web which

^{*2} Levien, R. “Policy Brief No. 4: Confronting the Future”. American Library Association, Office for Information Technology Policy. June 2011.

Dr. Roger E. Levien’s career has been devoted to assisting public and private decision makers in understanding and choosing among the strategic alternatives they face, especially those driven by technological development. He is president of Strategy and Innovation Consulting, where he assists the leaders of private and public organizations in developing strategic direction. He established his consultancy after retiring from the Xerox Corporation, where he served as vice president for strategy. He guided the strategic effort that transformed Xerox from a copier company to The Document Company and that shaped its transition from an analog to a digital and networked world.

<http://en.www.mcu.es/bibliotecas/docs/MC/2012/CongresoBP/leviening.pdf>

hosts all of the library's services and entire collection and which is accessible to users through the libraries web presence anywhere over the internet. On this spectrum most modern libraries are somewhere in the middle- still offering a physical building and collection while increasingly providing virtual features such as e-books and online services.

Dimension 2: Individual to Community Libraries

The second dimension deals with the type of service provided by the Library and the point of focus for its users. The extremes in this case are individual focus libraries and community focus libraries. Those that focus on the individual seeks to accommodate each user independently (with quiet study space, privacy, comfort, minimal distractions, etc.). In this scenario the primary relationship is between the librarian and the individual user. Those that focus on the community look to provide space for community interaction and group work. These libraries invest considerable resources in a broad range of services, events and programs that engage the community. These libraries are "community centres". In addition, these libraries often contain archives of local records, artifacts, memoirs and memorabilia.

Dimension 3: Collection to Creation Libraries

This third dimension involves the way in which libraries interact with and encourage their users. On one end is the traditional Library where users come to enjoy and experience the materials in the Library's collection. This Library is a repository of intellectual and recreational information available for the user to borrow. The other extreme is a Library where instead of simply borrowing the works of others users are encouraged to see the Library as a creative space and use the Library's equipment and facilities to produce their own creative products.

Dimension 4: Portal to Archive Libraries

The fourth dimension of Levien's report looks at the ownership of the Library's collection-whether physical or virtual. In the portal Library, the materials available to users are not the property of the Library - rather the Library acts as a facilitator between the user and the resources available through other organizations. On the other extreme is an archive Library whose role is to possess documentary materials in a range of genres and mediums. The archive Library has an important role to play in assembling and disseminating local information (and not simply historical information). This Library is a living community resource that tells the community's story – past, present and future.

The key trends that Levien cites as shaping the future of libraries include: continuing advances in digital media and technology, heightened competition, demographic transformation, and financial constraints. To meet the challenges that they will face in the future, libraries must make strategic choices concerning their place on the four dimensions identified by Levien.

Where is SMPL on these continuums today? In your view, where should the Library be in 10-15 years? How will the Master Plan assist the Library in re-positioning itself on these continuums? Please consider these questions and review Levien's full report.

Collection development goes far beyond recreational reading and can be applied to specific community issues:

- *How to locate services (event calendars)*
- *The library should be able to connect us to the community resources we will need, offer programs to create awareness and understanding and provide resources to support all aspects of our lives.*
- *Books for planning retirement; estate planning, finances, etc.*
- *Books on building a business; quality health resources*
- *Providing inexpensive access to training materials*
- *Access to useful online resources; age-appropriate materials and programs for young children;*
- *It could bring other resources from community together*

Programming & Services examples include:

- *Lectures; health education; art/cultural development; Targeted programs with specific goals i.e. "How to retire by 60", "Dealing with teens for adults", "Dealing with adults for teens"*
- *Seminars for small business, entrepreneurs, technology seminars; job fairs; cultural fairs; public discussions*
- *Engage the isolated population - Bring people together to discuss important public policy issues*
- *Provide teaching for those with no other options; social events for kids;*
- *Offer programs to create awareness and understanding of the Library*
- *Seminars; computer training & assistance; finances; estate planning*
- *Provide maker space, technology and help; more community engagement*
- *Interactive programs for teens*
- *Reference and help from staff finding where to go.*
- *Available technology for community members; Help facilitate the increased use of technology; instruction in using new tech materials*
- *Provide maker space, technology and help*

As a Space, libraries are building flexible spaces:

- *Meeting space; event spaces;*
- *Study space*
- *Community gathering center;*
- *A center for education; a center for public engagement*
- *Makerspaces*
- *Quiet reading spaces*

And for furnishings:

- *Everything on wheels – especially book stacks and heavy tables*
- *Multi-purpose storage*
- *Extra electrical outlets for BYOD*
- *Study carrels that adapt to single and 2-3 people work groups around single or double screens*
- *Smart rooms*
- *Smart boards*
- *Presentation rooms*
- *Very comfortable and sturdy chairs for quiet reading that adapt to technology use.*
- *Smaller service desks – maybe just one per level.*
- *Sinks in main service desk and kids area*
- *Demonstration kitchens.*
- *Glass walls for light and security*
- *RFID*

Library of the Future:

What type of library will be most relevant for the people of St. Marys in the next 10-15 years?

Destination:

- *Public place for gathering; programmed outdoor space*
- *Community meeting place; a place I want to go to; engaging; thought provoking*
- *A people place; current information available; leading edge technology; provide opportunities for community*

- *As the Place one goes to be engaged; as a "creative Learning Center"; social hub*
- *Indispensable, welcoming, physically accessible, meeting place, fun for whole family*
- *A meeting place, a place still informative, here, now, still teaching something new, a creative place*
- *A place to be part of the community; meet people and exchange ideas*
- *A social gathering space; a link to information sources - this is multifaceted and it should be as many forms as possible; display space for items of interest (from Merryweather to Art)*
- *A Place: to create, to meet, for children (to create, express, learn, be watched)*

Resources:

- *A central source for information; a go-to place to access information to improve people's lives*
- *Knowledge center; local resource aggregator; multi-media resource center; e-book center*
- *Open; active; well stocked*
- *Place of learning; expertise of librarians; resources for technology*

Community:

- *Up to date; young people should be encouraged to use the library not just internet; reading is more interesting than texting; the written word is to be cherished; open for various community events*
- *A place to be part of the community; meet people and exchange ideas*
- *Collaborator; Innovative; Responsible; Welcoming; Partnership; Community gathering place; Active; Pro-active*
- *A central hub in the community that can provide resources, referrals etc.*
- *Community; comfortable; reaching out to community; offering additional help to newcomers to country and community*
- *The Library as completely available virtually, interactive, with a virtual "branch" and helpdesk, online reader's advisory and virtual space that is also AODA accessible. The library will offer leading edge technology, technology and digital literacy training.*

Staff (service / no desks):

- *More engaged staff; staff is not stuck behind the counter; staff is actively helping people out; more community events/discussion*
- *Create a positive member/visitor experience*
- *Staff easily identifiable; invite people to "test" their knowledge/helpfulness*

Demographics:

- *Seniors more than children; actively growing; gathering social place; virtual community*
- *Vibrant lots of young people*
- *By 2018 parents with children will be visiting the library along with the retired people. What will be missing is the working people – they will be downloading the books*

Virtual Library:

- *A web presence that is truly a full branch; Virtual visits will have increased, but will there be more experiential activities and programs to get people to the site*
- *Mostly online with Face to Face resource people*

Technology:

- *Make technology available and hopefully I will be able to use it; I hope that library staff will still be accessible as our present day staff are i.e. help with "tech" stuff, looking for materials, obtaining materials/info not available here*
- *More "techno" self-help centers*

Library Staff in 2018

Library Staff will be:

- *Customer service-oriented*
- *Extremely knowledgeable of the resources, programs and services*
- *Incredibly tech savvy*
- *Operating "in real time" both virtually and in person; actively roving with mobile devices*
- *Staff will not be behind desks, they will be out and about and pro-actively engaging library users*
- *Representative of the diverse community backgrounds, and able to serve these diverse groups*
- *Programming will be the priority and all service staff will be involved in program delivery.*

1.7 Management & Planning Trends

There are several tools available in to the Public Library community that assist in prioritizing the key elements of community based strategies. These include:

- *Community Mapping* exercises that map – at the whole community level and branch level the relationship of key partners and potential partners and services.
- *Social Services Mapping* exercises that map – at the whole community level and branch level the key social services in town from the municipal, provincial and federal governments as well as social service agencies and charities. This is often shared as a resource on the library website. Often resources are included form contiguous jurisdictions.
- *Culture Mapping* exercises that map – at the whole community level and branch level the key cultural sites – art galleries, trails, parks and recreation, museums, agricultural fairs, as well as regular cultural events.
- *Business Mapping* exercises that map – at the whole community level and branch level key small and medium sized enterprises by type as well as business associations.
- All of these exercises are supported by a range of books and guides from the library professional associations. While they can be accomplished as a single map, the information bases and partnerships can be quite different due to the different audiences for other municipal departments and agencies.
- The long term trend in libraries is towards Integrated Planning activities with key municipal and community partners as well as libraries as key sites for the delivery of government programs and access (such as youth employment, job finding, health awareness, early years, passport forms, tax help, etc. The library is often in a leadership position and critical partner in orchestrating these maps and using them to support integrated planning with the community's leadership and government. While a secondary goal is cost-savings and reducing duplication, the primary goal is assuring higher quality of life and simplifying access to information, services, and events for residents.
- Community Calendars: One of the key things we hear all the time about small communities is that residents can't find enough to do of that matches their interests and don't know where to look or have too many places to look. Integrated calendars are part of the solution for this challenge.

1.8 Community Engagement Trends

There is a clear trend to social engagement with institutions, politicians, social networks, businesses and more through social media and social networks. St. Marys Public Library has made great strides in adopting social media marketing strategies and this can only grow with focus on the target audiences.

- Surveys and Polls
- Pokémon GO and augmented reality
- Interactive social media narratives
- Social marketing (Facebook, blogs, Twitter, Tumblr, Pinterest, Instagram, etc.)

1.9 Programming Trends

St. Marys Public Library has increased its program offerings in the past year and still needs to grow this – but is, however, extremely limited by space. Our surveys and focus groups showed very strong demand for increased programming. (One barrier is that the facilities tend to be smaller, there are few flexible spaces that can adapt to program offerings, there is inadequate technology, or the appropriate facility is often under the auspices of another entity and planning / scheduling can be difficult.

Here are some of the trends in library program. Each is aimed at various goals – early reading, school readiness, and employment readiness, college readiness, reducing social isolations, teen engagement, business and marketing, healthy living, and more. Each takes a while to build but ultimately there are many examples of very strong programming that increase the value and quality of life in communities.

- Maker
 - Photography
 - Film
 - 3D Printing
 - Laser cutting
 - Knitting, sewing, tools, crafts, etc.
 - Experience based programs aligned with collections and community interest/need
- Technology
 - Training programs aligned with collections and community interest/need
 - Technology applications (social networks and social media, business and student

- applications, eBay/Kijiji, Photoshop, Adobe, etc.)
 - Photography (Taking, sorting and organizing, editing photos)
 - Film (editing, green screen, stop motion, etc.)
 - 3D Printing and other 21st Century skills
 - Laser cutting (teens and business)
 - Knitting, sewing, tools, crafts, etc.
- Online Programs
 - Many programs are available online and can be delivered in an asymmetrical/asynchronous fashion. Some include certificates.
 - Examples include Lynda.com which delivers a wide range of technology training courses that can be accomplished and learned in a self-paced way, or Gale courses where hundreds of courses in business, hobbies, and social services can be delivered to library users as well as local businesses simultaneously.
 - MOOCs
- Certification
 - Many courses are accredited by IACET and the library can also offer certificates to show accomplishment.
- Business
 - Focusing on small and medium sized enterprises
 - Job hunting and professional development
- Seniors
 - Goal is to focus on personal interests and social isolation
 - Sometimes connected multi-generational activities and teen/senior alliances.
 - Topics include personal finance, personal investing, chronic health issues, travel, cooking and other topics that are adult learning oriented, or grandparent alignment, technology, etc.
- Teens
 - Attract more
 - Drones, games, app development, coding (Minecraft), weekend destination programming, Music lending, dance, hip hop, lyrics, poetry slams, and performance.
- Adult Learning
 - Advanced, introductory and levelled programs
 - Starts with 'low hanging fruit' and extends to certification
 - Some is recreational
 - Supports technology and business skills
- Pre-School and Kids
 - Invest strategically in outreach to P&R and Daycares

- Move more programs to attract working parents
- Reading
 - Book Clubs
 - Community Reads
 - Summer Reading
 - Forest of Trees
 - Author events
- Pop-Ups
 - Libraries have Pop-Ups that show up and engage the community at events, fairs, malls, and everywhere. Mobile systems allow for cardholder sign-up and lending.
- Hobbies
 - Cooking
 - Travel
 - Anything – can be led by staff or patrons
- Culture
 - Music
 - Readings and Panels
 - Local experts (stars, ants, geology, trails)
 - Galleries and displays
- Integrated Programming
 - Partnerships with other local or government programs.
- Outreach
 - Homebound
 - Schools
 - Day Cares
 - Social Services, Anti-poverty
 - Community organizations
 - At risk populations

1.10 Community and Downtown Revitalization Trends

Libraries are being used as anchor tenants in new facilities as well as stand-alone facilities to revitalize communities and generate growth and property value enhancements.

- Library as the community living room
- Neighbourhood and community centres
- Anchor institutions
- Cultural Centres
- Libraries as foot and tourism traffic generators

Major Trends Relevant to SMPL Master Plan

- **Co-working spaces**
- **Study Spaces**
- **BYOD Support**
- **Technology training spaces**
- **Flexible Program Spaces**
- **Technology training and experience spaces**
- **Social Spaces, Learning Spaces,**
- **Culture Space (Art, Gallery, Performance)**
- **Demonstration Spaces (Kitchens, Technology, Crafts, etc.)**
- **Short Term Tech: Social media engagement, Smartboards, Presentation Tech, BYOD, Gaming/Coding, Mobile, etc.**
- **Medium Term Tech: Smart Rooms, Makerspaces, etc.**
- **Long Term: Internet of Things, Augmented Reality, Beacons, etc.**
- **Partnership (Social Services and Parks & Recreation)**

Report for St. Mary's Public Library Building Tour

May 26th 2016

Introduction

This report comprises our initial impressions from our visits to the St. Mary's single branch library on May 19, 2016.

These impressions are made in the anticipation of conversations and feedback. They are intended as constructive criticism in light of St. Mary's and SMPL's strategic goals and the adequacy of the physical plant to support your long term strategies.

If there are errors, we may require further investigation or need to add more context to what we viewed on our initial tour. This provides a framework for the final report and will provide fodder for the questions we may ask local focus groups. In addition, it will inform the online survey. In the near future we will generate a set of marked up floorplans illustrating the main areas of improvement to the existing branch and some initial schematic design concept floor plans to address these challenges. Following this, and after further consultation with SMPL, we will develop the proposed concept floor plans floors illustrating the full scope of recommendations.

General Observations

These observations are offered as an overall summary of issues. These are not ranked in order of priority, cost-implications, or importance yet. This will be done at a later stage.

- There appears to be inadequate parking at the branch and was one of the points that made the SMPL fail their accreditation and needs to be addressed as part of the study. For of the service population the branch is not highly walkable for a large portion.
- The branch suffers from a severe paucity of flexible program space. Most program space is inadequately private and segmented from the public space and noise would be an issue for many program types for any audience/attendee demographic. Some space is not accessible enough from an AODA point of view.
- Sight-lines are poor for library staff especially into the heritage rooms and the computer area.
- Ten spaces are inadequate. Our focus group with the teen population will assess their needs and measure this against future growth forecasts.
- Technology usage areas are lacklustre and much too small for other than quick internet checks. They cannot support technology based programs, e-learnings, e-government or training programs at the scale most libraries engage in. With inadequate internet access to the home in some parts of the service basin this is a key issue.
- There is a need to develop spaces for collaboration, co-working, and training programs and ensure they meet current standards. The existing technology stations are open carrel style, one

person, per PC which discourages collaborative work. There is no real peripheral support for 'making' and digital innovation activities. Using sound and headphones is not the desirable way to work on online creation, digital editing, photography, film, language studies, streaming collections, etc. These are normal parts of the library service portfolio in Ontario. They support adult learning, culture, and grade school curricula.

- The IT space needs to be adequate for small group work.
- SMPL library branding signage is underdeveloped and needs a line wide identity with greater building and streetscape prominence and consistency. This is a missed opportunity to highlight valuable community assets. This is a community asset that is under-promoted and needs 'drive-by' awareness in this community beyond the building.
- Branch FF&E (furniture, fittings & equipment) are generally aged out of their useful lifetime and do not contribute to the feeling of an exciting and dynamic place. The current Interior design does not provide an uplifting and contemporary image to a culture and rural roots community such as St. Mary's and Perth South. We believe it is necessary for members of the library to see themselves aligned as part of the desirable membership & cardholders of SMPL. While it appears to imply that tax dollars are spent frugally, the reality is the perception of a poor (non or under) investment in the communities "third living room", dis-incentivizing a buy in of participation in the SMPL by the public and return visits. Elevated quality furnishings would last longer and create an image that stokes pride in the library as a community asset and encourage it as a place that is desirable destination to go, learn, and participate with neighbours and friends.
- The heritage nature of the beautiful main branch is buried under renovation work and furniture. The most beautiful rooms are used for enter-and-leave activities for book borrowing and browsing instead of their best usage as program spaces where the beautiful heritage details of windows, fireplaces, fine woods, fine floors, plaster moldings and wood carvings are hidden. The heritage building is an asset that should be refreshed/restored and developed with a contemporary addition/renovation.
- Primary service points generally have decent library sight-lines however their design does not reflect current library models of servicing customers. They are too large and too high. The laminate counters at the main desk at SMPL is worn-out through continuous use and does not meet AODA standards. This service point should be downsized and made more approachable and recognizable as a central service point. Finishing's should match the overall plan of the re-designed/refreshed interior and new custom millwork with real wood veneer and stone or solid surfacing countertops will increase the long term durability that these products offer.
- The work area is not logistically sound. Deliveries come in through the front door and have to be moved across the width of the library. The book drop does not connect to the circulation staff. The key service point should be logistically sound and be right there as residents enter the library and need direction. Such things as online holds should be self-service. Consideration should be given to RFID implementation and an ultimate plan for self-service stations to free up staff for more high value customer service.
- There are too many disparate furnishings that have migrated to the primary service points. The typical long and high standard service point is too much like a wall and discourages an easy and friendly customer service ethos. It makes it look like cardholders are interrupting the people

whose primary goal is excellent customer service. Current primary service points now demand easy access, approachability, facing out, and AODA compliance

- A formal review of the lighting is required as some spaces have too much inflexibility in lighting variety.
- The elevator is unwelcoming, out-of-date and non-compliant from an accessibility perspective. It is also possibly inadequate for the current loading of books and people.
- The colour palette needs to be refreshed and should contribute to the branch wide identity and branding. A strategic use of accent colours to establish the specificity of service aims while enlivening the environment, will make it feel like a contemporary public environment.
- PC stations need better furniture and ability to support 1, 2 and 3 people per PC. Consider caterpillar furniture. Also wire management and access to electrical for Bring Your Own Device.
- Overall power, data and wire management is in need of a review and rationalization. Currently much of the wiring is open to the public and therefore subject to vandalism. This is a safety and security issue in addition to functioning inadequately to 21st Century standards. With a needed expansion of computer stations, this can be planned for.
- Much of the book shelving runs and spinners should be put on quality wheels or mobile shelving units. This would increase the program flexibility within the branch and increase the options for using the space available.
- The majority of the chairs are uncomfortable and are unrelated to each other. The stacking chairs at most tables are neither inviting nor do they encourage cooperative projects with teens, etc. There needs to be a combination of seats that support the multiple modalities of relaxed and comfortable reading, kid-sized seating, fun seating, solo study, group study, and learning. These need to tell and seamless design story. Stacking chairs should be reserved for occasional overflow programming – not primary seating. Tables should be higher quality and on wheels and in many cases, collapsible (like some in the attic room) to increase the overall flexibility of the branch operations week to week.
- The branch could consider the introduction of a “bar type” and “harvest table sized café table” computer terminal offering. There should be power and data management that is easily accessible to the public for re-charging their personal devices. The current and future use of computers, both laptops patrons bring in with them and those the SMPL provides, should be offered in a more convivial “cafe type” setting that supports both singular and group use and encourages both adult and teen use.
- Given St. Mary’s and the province’s commitment to green communities we would propose that capital investments be put into durable products that will require little or no maintenance and whose lifespan far surpasses some less expensive (capital) products. In addition, we should ensure that all products have no off gassing and low or no VOC’s.
- The branch needs updated window treatments to allow for better light control and flexibility.
- A known issue is that the windows throughout the branch have reached the end of their useful life. Half the branch requires heritage window treatments as well as needed insulation values to save heating and cooling costs. The other, newer part of the branch has windows that have lost all their thermal performance value. The wood frames are exhibiting severe rot.
- There is too little art in the library and as cultural presence the library should incorporate an art gallery component to encourage local artists and artisans. As such the library would be better positioned to support community cultural strategies.

- Existing mechanical or HVAC issues needs a review. The basement is damp and subject to flooding. Windows must be left open to address this and there are heating and cooling costs associated with this.
- Another known issue is that the roof needs fixing and that leaks are quite common. This risks the building asset as well as the collections and other assets housed in the branch.
- There is a satellite TV dish available on the roof which goes unused. Ultimately this service could be integrated into programming for cultural and community events like author readings, operas, etc.
- The branch would benefit from a great tie-in to local history and community pride. Make the historical connection more prominent to bring traditionalists onside and orient newcomers to the rich history of St. Mary's through thematic displays, museum pieces/displays, artwork, maps, and signs.
- There is inadequate space, if any, for users to bring and plug-in their own devices. There needs to be easy-to-access plugs throughout the branch for use and recharging (a critical issue in disaster response like floods, blackouts, ice-storms, etc.) It could be considered to add a back-up generator in the facility if the town needs more places to support their residents during these times.
- Staff spaces are sometimes disassociated from the "market" and teamwork can suffer. Building team goals around the strategic plan is essential. Management staff including the CEO and librarian should be more visible and accessible to the public. The behind-the-scenes work space for front desk staff does not in many ways match modern workflows.
- More attention is needed to adding multi-functional program (and meeting) space and increased availability of study space, technology space, digital innovation space, tech training classroom, etc. Glass walls ensures that these spaces are flexible and safe while soundproofing them.
- Modern libraries have ensured adequate collection space in combination with program space to serve the many value-laden activities in their service portfolios. To create more program space, the collections potentially need to be centralized and we can see a need for a second floor with a small atrium.
- Create an access point to the interesting 'Attic' space from a second floor that is accessible by elevator. This space could accommodate a temporary or removable stage, a servery (associated with staff rest and meal space). As a fairly large accessible space this could provide the library and the community with a small venue / hall for performances, programs, author readings, teen and adult events, cooking demonstrations, maker events, and more.
- Consider replacing the existing passenger elevator and adding a new one nearer the main entrance. This might be useful if it served two purposes and addressed goods coming into the main desk while accessing the basement and upper floors safely and in an AODA compliant manner.
- Consider a staff lunchroom that can also serve as occasional program space for 'foodies' and the cookbook collection as well as to promote local farmers, restaurants, wineries, etc. as part of the economic development revitalization plan.
- Increase the extent of the window offering the great view on the beautiful gardens by not using these spaces for shelving. The kids' area is too close to adult use computers and not 'cozy' enough for kids' programs. By addressing this you provide a spectacular destination at the end

of the library for kids' program and parent reading areas that is safely segmented from computer users and teen activities.

- Specifically upgrade the library signage presence on all entrances and at roadside so that it brands positive identity and stands out to drivers. The current entrance is neither bright enough or well-signed and welcoming.
 - Some of the base planting on the heritage end of the building are aging out and are in need of a rethink and replanting. Some are overgrown and cover up too much of the historic façade that is such a great element of the facility.
 - Needs more programs and more flexible program space(s). The Kid Zone area is an inadequate space. Teens and adults are shoehorned in as well as not offering tech space(s) aligned with their needs. Consider a standard Kid Zone and Teen Zone branding across the branch.
 - A shared community space could support many program activities, especially speakers, author readings and more. It needs better lighting control, improved acoustics, easy flexibility on furnishings, which could support simple reading areas, security for periodical newspaper reading and ambient programming with better sightlines from the main service point. In addition, it would be valuable to look at ways to support and enhance the branches current program offerings. More art displays and better, more regular displays in Community Room. More flexible and regular maker and digital innovation programming. Exciting things like kilns, sewing, etc. could be done here.
 - As such, consideration should be given to a basement, or half-basement, under the renovated wing. This could support cultural and community activities and combine with an effort to provide elevator access to the basement storage and HVAC.
 - This branch could benefit from offering barista services (Keurig style for small donation) at the service point. This can even be a "pop-up" style of coffee offering.
 - This is a branch that could consider an outdoor programs area and picnic tables especially for reading programs for children and summer reading activities for tweens. Indeed, many libraries find Wi-Fi usage after hours is common in these areas.
 - There is no cloak room space which encourages winter usage.
 - A space for the 'community's living room' strategy could work here.
 - Add a ceiling computer projector and screen in the new performance/meeting room upstairs.
 - Consider delineating the adult area with carpet tile.
 - Consider adding creative and maker spaces for a built-in youth market at nearby high schools.
 - Children's area furniture and floor covering needs attention and updating.
 - Improve PC stations and make them more prominent at the front not rear. Add access point for BYOD.
-
- Community room programming could be more tightly jointly planned in partnerships (P&R) and the asset should be optimized when redesign is completed and the library culture and recreation partnership evolves.
 - The washrooms are too small and tight for space. This needs addressing and probably replacement.
 - There were several examples that the electrical is not sufficient for the library's needs. Plugging in two things can trip a fuse switch. With the need for additional computing resources and

support for sensitive servers, there needs to be a review of electrical needs to support the library strategies.

- It appears that the construction may need building code upgrades and it is in question for review whether the 30-year-old addition is more efficiently replaced rather than adapted for 21st Century needs.
- There is a beautiful and generous landscaped area around the new addition that is currently inaccessible from the children's area. This outdoor space offers the potential for much outdoor programming and a renovation of this area should create a reciprocal relationship between the inside and the outside.
- The new side entrance needs to be augmented particularly from the commemoration square to signal the Library's importance as a civic organization.

St Marys Public Library

Functional Program & Outline Specification

Issued for Costing

10/08/2016

Scope:

The proposed renovation includes restoration of the existing 2 story Carnegie library and its basement, demolition of the existing one-storey addition and replacing it with two storey + basement new addition.

Reference Drawings Attached

- 0.0 Existing Plans
 - 1.0 Proposed Basement
 - 2.0 Proposed ground Floor
 - 3.0 Proposed Second Floor
-
- Exterior:
 - Additional Parking – library to negotiate use of adjacent Bell parking lot for public use.
 - Improve signage towards Queen Street
 - Outdoor area for children and adults gathering, incorporated into existing Rotary Garden.
 - Picnic tables (not included in costing)
 - Allow for fence around portion of reading garden to block noise and create safe space for young children.
 - Replace base planting around building. Remove overgrown pine trees covering main façade.
 - Repair entry path to avoid water pooling / ice forming.
 - Main accessible Entrance, visible from street.
 - sliding automatic doors on interior.
 - Easy access to elevator
 - After-hours access to program space for community use and possible rental income - allow for roll-out gate to block access to main library area
 - Patron cloak room:
 - Patron coats
 - Kids boots. Coats and backpacks
 - Circulation desk:

- Larger area required
- Dedicated area for holds
- Dedicated area for bookclubs and school program copies.
- Adjacency to book drop and storage
- Face main entrance
- Easy access to delivery/shipping area
- Phone and workstations in appropriate locations
- Sightlines to main public areas
- Access for carts into desk space and work areas
- Proximity to elevator to easy circulation of books
- AODA compliant
- Durable materials
- Consider coffee station with small bar sink (Keurig style for small donations).
- Small sink for bar / handwashing.
- Staff offices / workstations
 - Visible and accessible to public, with natural light
 - CEO office – desk and small meeting table
 - Staff office – 2 workstations in shared office
 - 2 mobile workstations on second floor
 - Other staff stations to be part of workroom
 - Storage and cloak room for staff and for volunteers
 - Staff lunch room to double as cooking area for programs (counter, sink, cooktop, oven, large fridge, microwave, storage area).
 - Dedicated Staff washrooms
 - Staff Coat Area
- Computer areas:
 - Short term use – near circulation desk
 - Long term use, allow for privacy. Consider locating away from kids area, quiet space
 - Printer station
 - See children section for Kids computers in consolidated station
 - Area dedicated for group work or workshops.
 - Laptop bar / harvest table for patron-owned devices
- Program spaces:
 - Accessible
 - Glazed for visibility and safety.
 - One large, flexible, bright and welcoming space to accommodate 60 patrons.
 - Sink and counter
 - Stackable seats and folding table with storage
 - To be used for children programs
 - Storage for kids and other programs
 - Projector and screen with audio system
 - One large meeting room for 30 patrons.
 - Room could double as digital innovation space and collaborative work.
 - Large meeting table with plugs for laptop use

- Possible Additional small meeting rooms to be booked for tutoring or group work (otherwise program room or small meeting room could be used)
- Consider arranging access to newly-renovated Community Player Theatre in Town Hall and/or defunct Mercury Theatre across street for gatherings of over 60 patrons.
- Consider adjacency to main stack areas where stacks can be rolled out of the way for special large events.
- Stack Areas:
 - Overall accommodate 29,000 volumes , 1600 linear feet.
 - Centralize main collection:
 - Fiction
 - Non fiction
 - Teens
 - Children
 - Newsprint and magazines
 - DVDs & CDs
 - Collection display areas
- Reading areas:
 - Reading lounge adjacent to old fireplace ('community living room')
 - Locate in bright room
 - Comfortable lounge seating
 - Near magazine and newsprint collection
- Children area:
 - Story-time and activity area for # kids and parents
 - Play area
 - Carpeted, cozy area
 - See stacks for collection
 - computer stations
 - View and access out to garden
 - Easy access to family washroom
- Washroom – increase washroom number to comply with current building code for number and accessibility.

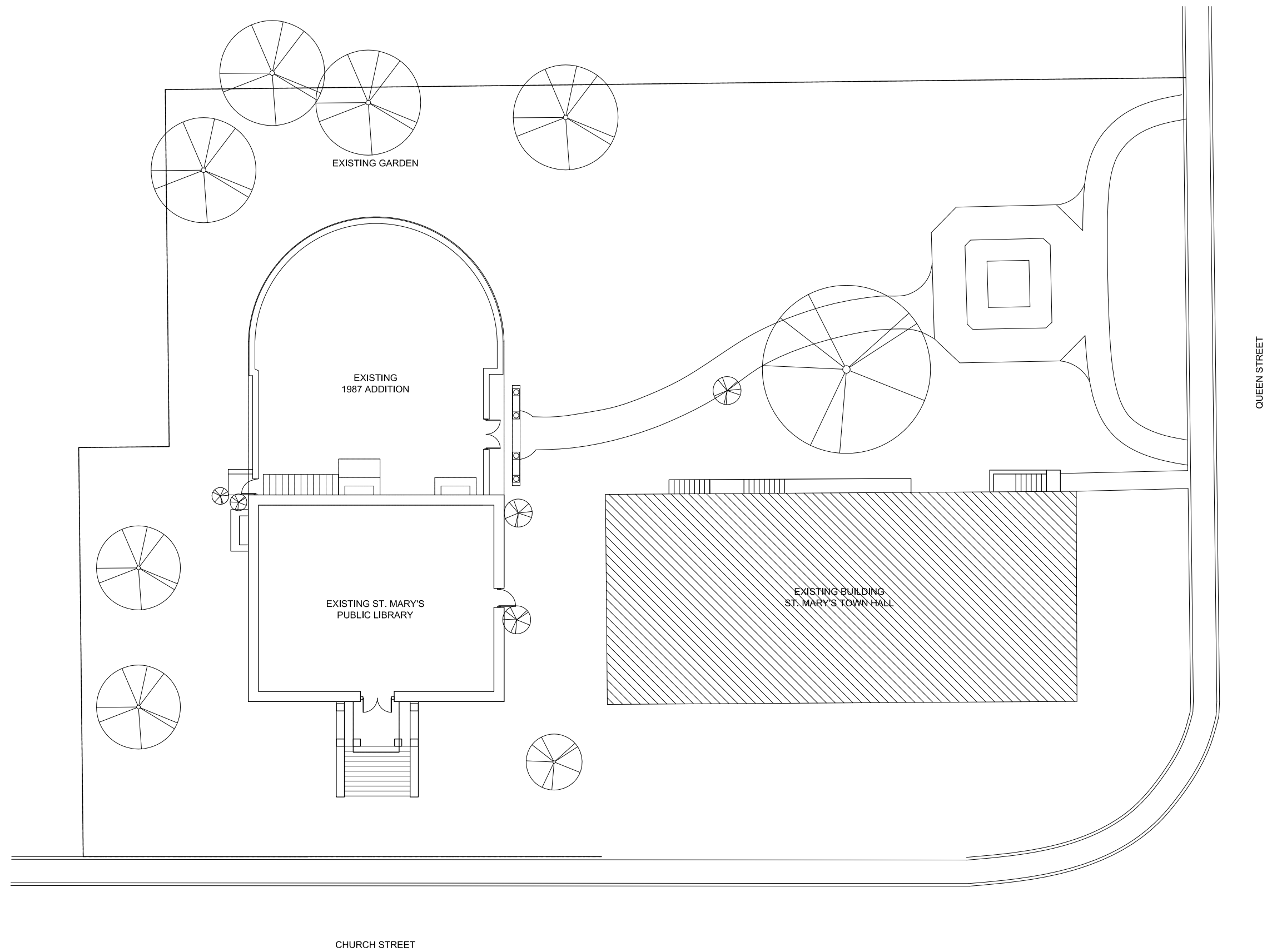
General notes:

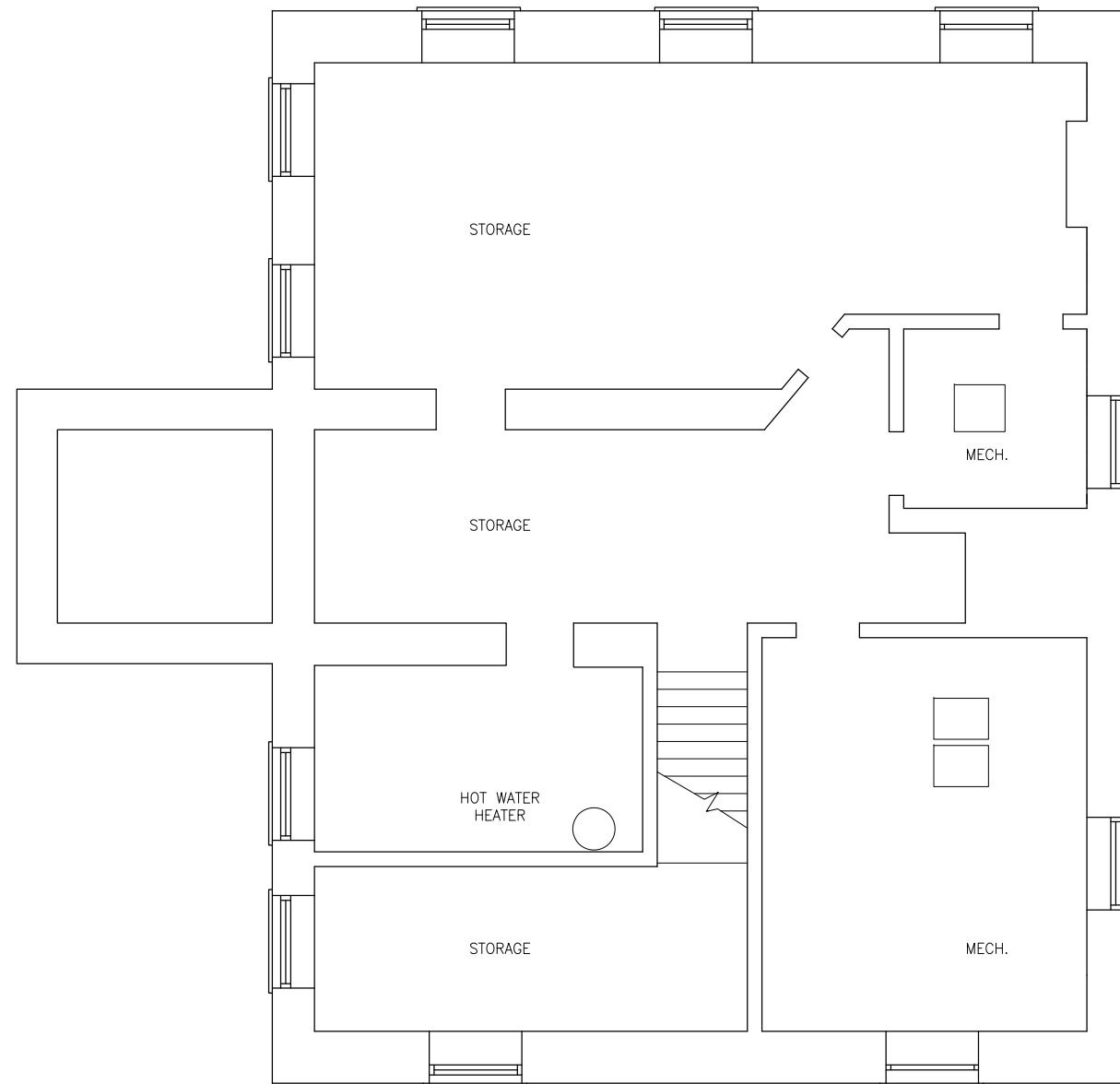
- Elevational information:
 - Current basement depth: 3 meters below ground floor
 - Second floor: 4 meters above ground floor
 - Second floor height 3 meters
- New Wayfinding with consistent signage throughout
- Improved lighting throughout:
 - New overall lighting AODA compliant, on light sensors
 - New task lighting where needed
 - Program areas on occupancy sensors with overrides.
 - Large program area to have lighting for presentations
- Power and data:

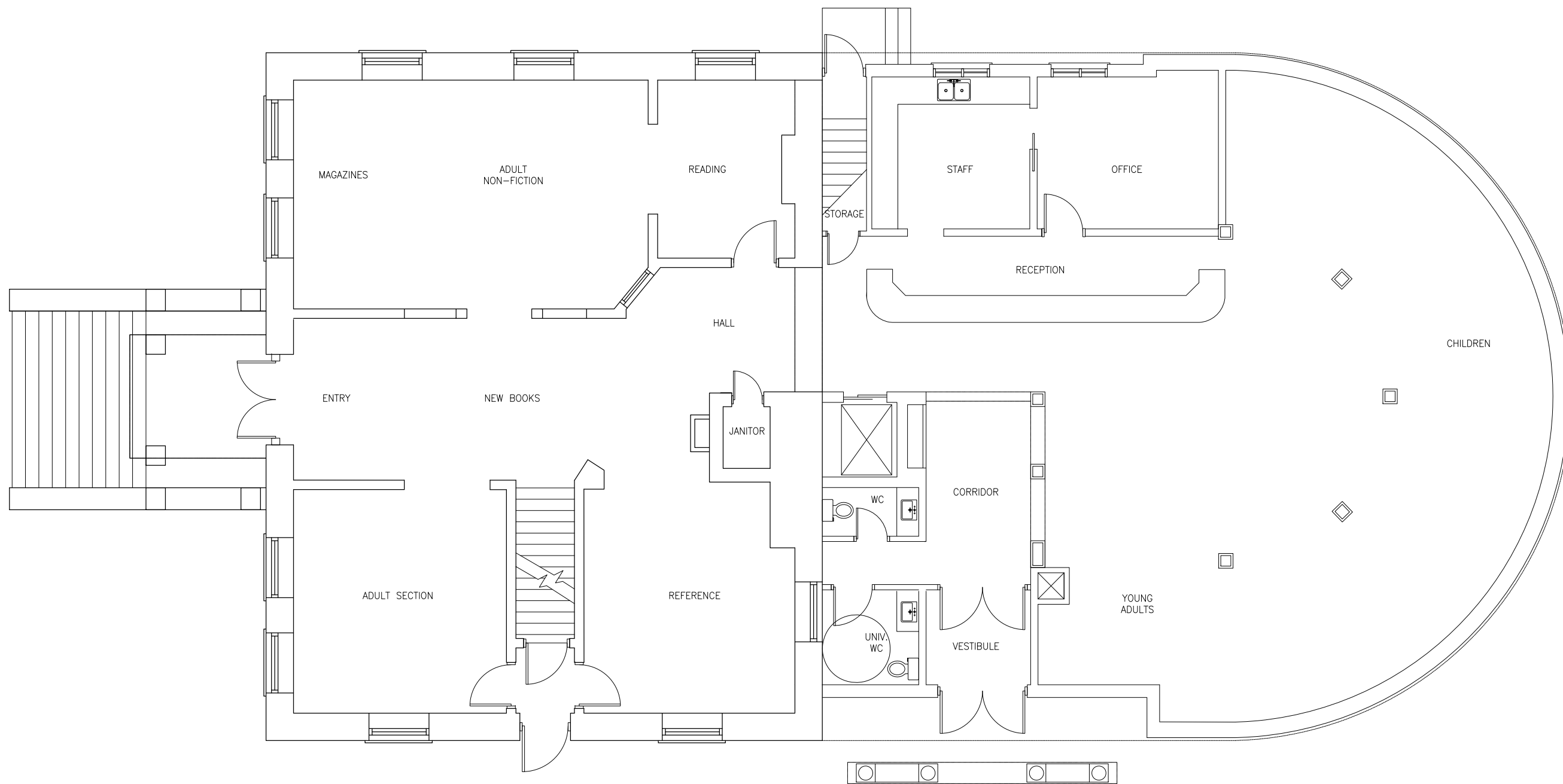
- Outlets and charging station for patron use throughout. Plugin also through furniture (in desks, or seats)
- Replace all exposed power and data, conceal behind drywall
- Strategy for Carnegie portion?
- New power and data to computer stations.
- New power and data to staff offices, workstation and service desk
- Consider activating existing satellite dish
- Consider back-up generator to serve community in emergencies.
- Allow power & data for future integration of RFID including gates at entry and self-check out stations.
- Allow for enhanced lighting controls of second floor program space for performances.
- New fire alarm system
- New security system
- HVAC
 - Existing boiler to be replaced
 - Existing furnace and condenser unit likely need replacing due to increased capacity.
 - New distribution thought.
- FF &E
 - New seating furniture and tables throughout
 - New Computer stations with wire management
 - New stacks AODA compliant height 3' wide 3, 4, and 5 shelves high (some stacks on heavy-duty castors)
 - New heavy-duty carts
 - New window coverings
 - Lectern for program space
 - Kitchen and counter as noted in programs above
 - Shelving for basement storage
- Art display & Historical artifact / exhibition display
- Exterior envelope:
 - Addition assumed to be poured concrete basement with slab on grade. Structure above in steel with concrete topping. Cladding of addition will be mostly glazed in curtainwall.
 - Windows:
 - all windows to be replaced in Carnegie portion
 - Roof:
 - Replace entire roof
- Basement
 - Waterproofing of basement perimeter to repair water leakage and moisture issues
 - Refinish existing flooring for storage and other finishes as required.

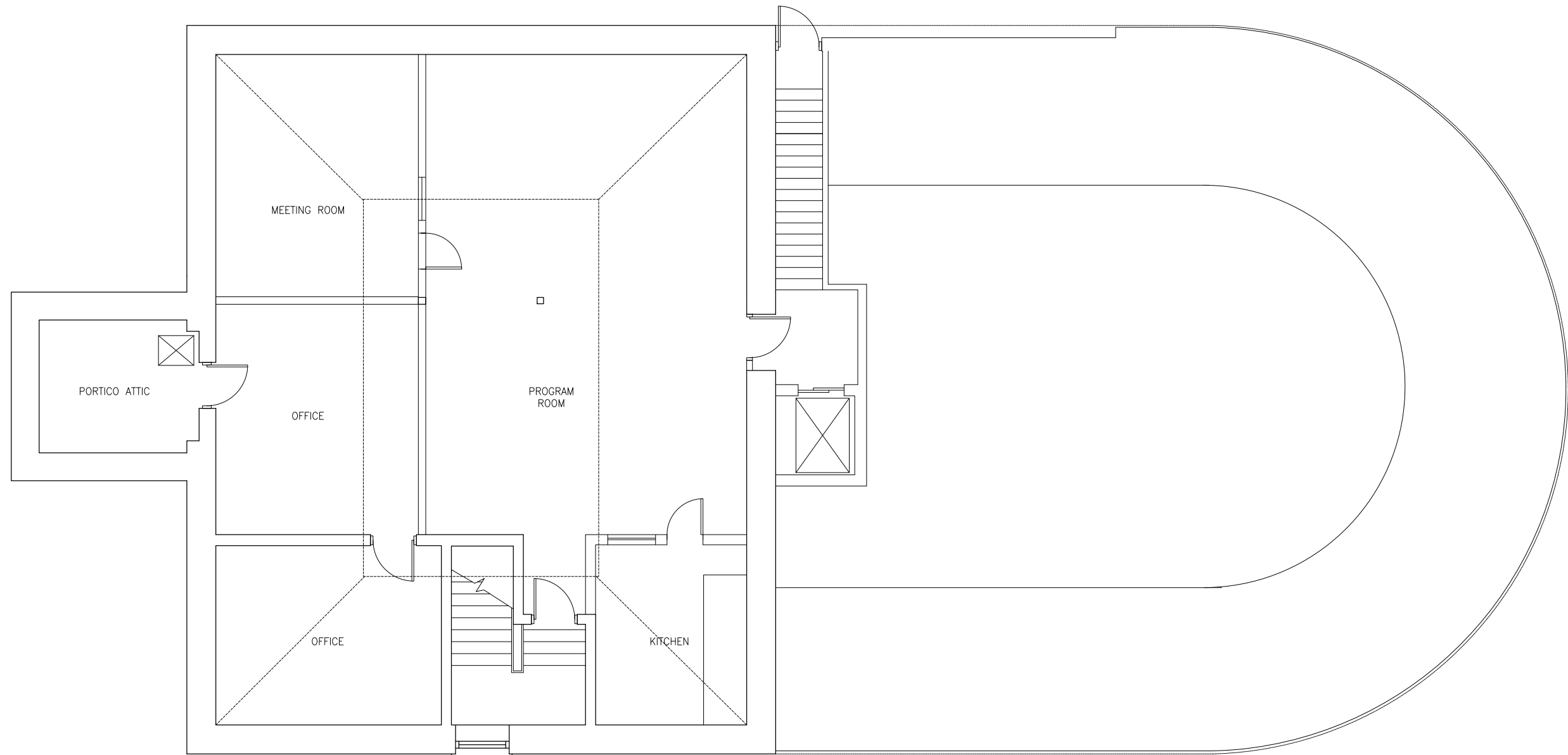
- Restoration of Carnegie portion:
 - Allow for minor repairs of existing structure (level floor in proposed program area, repairs to stone work as required)
 - See windows note above
 - See electrical for exposed conduits
 - Flooring – new carpet throughout
 - Expose and refinish original wainscoting where required

- AODA and code-compliant elevator to serve all three floors.









St. Marys Library Addition & Renovations
Order of Magnitude Estimate
St. Marys, Ontario

EXECUTIVE ESTIMATE SUMMARY

The 'Hard' Construction Cost Estimate can be summarized as follows :

Component		GFA(M2)	\$/m2 (GFA)	GFA(SF)	\$/SF (GFA)	TOTAL
St. Marys Library Addition & Renovations		1,238	3,241	13,326	\$301	\$4,012,634
Sub Total - GLA (Excluding Contingencies Allowance)		1,238	3,241	13,326	\$301	\$4,012,634
Design and Pricing Allowance	15.0%	1,238	486	13,326	\$45	\$601,900
Sub Total - GLA (Including Design Allowance)		1,238	3,727	13,326	\$346	\$4,614,534
Contingencies:						
Escalation Contingency	6.0%	1,238	195	13,326	\$18	\$240,800
Construction Contingency	10.0%	1,238	324	13,326	\$30	\$401,300
TOTAL CONSTRUCTION COST (Excluding HST)		1,238	4,246	13,326	\$395	\$5,257,000
Harmonized Sales Tax (HST) - EXCLUDED	0%					EXCLUDED
TOTAL CONSTRUCTION COST (Excluding HST)		1,238	4,246	13,326	\$394.50	\$5,257,000