Clarington Public Library

Library Services Delivery Model

Final Report
June, 2007

Libraries In Transition
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Clarington Public Library Services Delivery Model
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Section 1: Executive Summary

The Municipality of Clarington is one of the fastest growing areas in Canada. In anticipation of rapid growth over the next decades, the Clarington Library Board requested the assistance of *Libraries in Transition* to "develop a new library service delivery model detailing optimal design for access to library services for the residents of the Municipality of Clarington".

A strategy for matching growth includes closely monitoring the population growth, then fully exploiting available Development Charges and implementing the library's Master Plan using authoritative Library Standards for facilities construction, collection growth, technology infrastructure and staff planning. Where possible, the library development strategy should consider advantageous partnerships with other municipal facilities and schools.

Community stakeholders, municipal officials, library staff and the Board agree that the Library is an integral part of the community, now and in the future. The most important services of the library are the collections and the range of electronic products and services. Consistent with other edge and suburban communities, residents appreciate the personal attention staff pays to them and their information needs. They are loyal to their local community libraries and hope the future plan for the library can retain that philosophy.

Comparative research indicates that Clarington needs to develop and grow in key asset areas: municipal funding, space, collections, opening hours and staffing levels. On a more positive note, however, the library surpasses standards and comparator libraries in the area of the number of public access computer workstations.

Following public and stakeholder consultations, trends and best practices research, *the new plan proposes an orientation towards a distributed library model, a network of larger, full service district libraries. This network may be supplemented over the years with a community library and smaller neighbourhood libraries*

The Library Services Development Model takes all of these factors into consideration. The Model includes a summary growth plan over the next ten years, a plan for each location, as well as estimated costs for the New Growth.

By 2016, there should be Three District Library Service Areas:

1. Western District that will include Courtice (expanded) District Library

    a. responsible for serving information needs to communities such as South Courtice, Maple Grove, Mitchell Corners, Solina, and Enfield

2. Central District that will include Bowmanville District Library

    a. serving the areas north such as North Glen, Hampton, Tyrone, Burketon, Enniskillen and Hayden

3. Eastern District that will include the new Newcastle Community Library, and the Orono Neighbourhood Library

    a. this district will serve communities such as Brownsville, Newtonville, Leskard, Kendal and Kirby

The financial strategy to meet the new Master Plan includes:

- annual operating budgets with these standards approved by the Library Board in 2006:

    - collection items   2.5 items per capita

    - staffing   1.4 staff hour per square foot

    - operational $ 44 per square foot

- capital budgets for short term, medium term, long term and future term growth for building new and expanded facilities, calculated at:

    - construction $385   per square foot ($2007)

    - space   .6   square foot per capita

    - furnishings/equipment   1   workstation per 1,000 population

    - technology $ 10   per square foot for technology

    - collection   2.5 items per cap @ $99.00 per capita

Section 2: Methodology

This study proposes a Library Services Delivery Framework that considers "the services, collections and delivery mechanisms for the future, identifying current successful practices at Clarington as well as trends and best practices, locally, nationally and internationally".

The study included extensive consultations with community stakeholders including the public, community groups and agencies, Municipal officials, the Library Board, Library Managers and Staff. The consultation occurred between September and December 2006, through various mechanisms: town hall meetings, surveys (in print and on line), interviews and workshops. Research regarding public library trends, library standards' review and comparative data from similar and adjacent library systems was gathered and incorporated into the study. Three Interim reports were prepared during the life of this project. The final report summarizes all of the research and consultation data, proposes a Library Services Delivery Framework along with key asset benchmarks and projected capital costs for this plan over a ten year period.

Section 3: Trends in Public Libraries

A. Context for Clarington

An active standalone community exhibiting urban and rural characteristics, the Municipality of Clarington is also a suburban community. David Brooks, a city planner, has defined edge and suburban communities as smaller communities surrounding ma-urban centres and recipients of population overflow. Brooks distinguishes a suburb from an edge community in this way:

> *"The difference between an edge city and a suburb is basically that... edge cities don't just have homes, they also have lots of office space. People live and work in edge cities, they don't commute."*

By this definition, Clarington is not yet an edge city in the way that Oshawa or Pickering are but this will likely change within the next ten years. Moving from a commuter community to an "at home" community changes residents' perceptions and expectations for services and the way they use them.

B. Evolving Roles for Public Libraries

During the community consultation process, public library roles were discussed.

The following are the key themes that were repeated in most of the community discussions:

- Public library as community space

- Public library as primary community information centre

- Public library as community computing centre

- Public library as a preferred partner

- Public library—big city services, small town customer service

These roles are elaborated upon here, as follows:

Public Library as Community Space
> *"Like a comfortable chair, a good public library moulds itself around a community, taking from the community its shape and form and giving to the community the support it needs where the community needs it." (Sullivan)*

Rural spaces, distances and limited community places suggest that libraries adopt many community roles in addition to their more traditional functions. Libraries in this context are ideally placed to serve as a community information centre and gathering place due to their non partisan philosophy, longer hours of service and a broad base community membership. Knowledge of information in a variety of formats often earmarks a library as a warehouse for all kinds of information. Early adoption of technology in libraries provides an additional platform for community information access and distribution.

Public Library as Primary Community Information Centre
No longer restricted to storing and distributing print media alone, libraries provide community members with information in nearly all formats; print, DVD, VHS, CDs, audio, electronic, maps, Braille, even contacts to other people or agencies with expertise in the community.

Library publishers also track what information libraries and the public seek and gather information about libraries' purchasing trends. A key professional source used by libraries to monitor information publishing, purchasing and usage practices is the *Library Journal*.

As more popular materials are purchased in public libraries, circulation statistics are responding positively. Library Journal surveys present trend information that shows a correlation between adult book purchases and circulation. In the 2005 Survey, 42 % of reporting libraries showed an increase in adult book budgets; 49% showed an increase in circulation. (*Library Journal February 15, 2005*) In the 2006 Survey, 43% of reporting libraries showed an increase in adult book budgets; 55% reported an increase in circulation. (*Library Journal February 15, 2006*)

Purchasing in alternative formats is increasing exponentially. More multimedia, languages and print formats like graphic novels and large print are in higher demand.

The INTERNET and the fast turnaround times exploited by Chapters and such stores have created a "just in time" expectation from our clients. Access to up-to-date library catalogues that incorporate some of the new user friendly features provides more reader advisory information than ever before: upcoming best sellers; alternative authors, book reviews, customer reviews, cover displays, plus attendant services such as holds/reserves.

Budgets do need to accommodate multi-copy purchases, and paperback purchases. Best sellers are still in high demand but frequent readers also want to see less run-of-the-mill fiction in collections. Genre formats especially mysteries are still the most popular type of fiction, in regular print, paperback, large print, audio book and now eBook formats.

Non fiction trends show an increase demand and highest circulation for how-to materials, consumer health, biographies and cookbooks.

Print reference collections are gradually decreasing as more and more reference information is accessed via electronic sources and the INTERNET. The use of the INTERNET and electronic resources for business, career information and health is still high with literature information, reviews and critique information on the rise. (*Library Journal* Feb 15, 2003)

Public Library as Community Computing Centre
As early adopters of community computing, public libraries have provided open access to library resources, the catalogue and databases through public access workstations. The public library was one of the first community agencies to offer access and training in INTERNET research.

Few if any public libraries have enough capacity in terms of computer workstations; there are never enough. The public use them for e-mail, student research, academic research and personal learning. Libraries struggle to keep the technology and the software as timely as possible. Library staff provides ongoing computer assistance and troubleshooting services.

There is some debate about the future role of the library in community computing; some believe that most people will purchase their own computers and will come to rely on the library less and less for these services. Research, however, suggests otherwise.

A recent survey of Ontarians about their current and future use of the library indicates

> *"Public libraries will play an essential role in training residents to access information through computers" (79% somewhat or very likely' 40% very likely).*

EBooks and the opportunity to download them through the library onto hand-held devices are proving wildly popular in many libraries especially those with larger commuter populations. According to surveys conducted in other Ontario communities, one of the most important library services offered to users is the convenience of picking up pre-requested materials from any location within the system. Requests can be placed from home 24/7 online or placed at another library location or anywhere. The fact that libraries are so well networked, either within their own communities or to others round the world shows how important libraries are and will be in the use of technology now and the future.

E products and services will change as will technology platforms. Most public libraries are exploring the use of wireless technology, again in line with user expectations.

Libraries are also actively developing digitized collections of local interest materials such as local history collections. Hand in hand with the growing interest in family history and genealogy, and the availability of government grants for digitization projects, libraries are expanding their use of community technology.

Public Library as a Preferred Partner
Limited or newly developing services and facilities in the rural/urban environment encourage community partnerships. Marketers for years have recognized the importance of libraries as partners: an excellent community image, cross-sectoral population, neutral points of view, longer hours of operation and well-honed customer service skills are factors that attract partners.

Partnerships may take the appearance of shared facilities and where possible, shared services. Some partnerships may include annual service agreements as often seen in library consortia and cooperatives. In Ontario there is an arrangement that provides the participants with preferred pricing for a range of electronic products and services. The libraries that surround Clarington and Clarington itself provide their residents with reciprocal borrowing privileges.

Other partnerships include libraries with schools, community centres, recreational facilities or other municipal departments. Libraries partner with local businesses and Chambers of Commerce. Clarington library at Courtice shares a building with a day care centre and a recreational centre, for instance

As libraries and communities grow, more unusual partnerships emerge. For instance a library in one Ontario edge city, Markham Public Library, has recently engaged in a partnership with a local hospital in the provision of high demand consumer health information. A similar partnership in the provision of consumer health information has just been initiated among libraries in Durham Region including Clarington Public Library.

Public Library—Big City Library Services/Small Town Customer Service
Small public libraries have had the advantage of offering one-on-one service to recognizable and often cohesive groups of residents. That smaller town feeling sees staff going the extra mile in offering services or alerting customers about up coming books or potential fines.

Being on a first name basis is valued, especially when a community is threatened with rapid growth, as many suburban and edge city libraries have experienced in recent years.

People choosing to move to smaller communities from large ones, look forward to enjoying a more personalized library service.

Lessons Learned from Edge Cities
Research and discussions with some library CEOs in edge communities identified issues that Clarington may want to consider as it plans for its future:

- growth and demographic shifts may happen more quickly than projected

- demographic mix may be quite different from the current population served. For instance, Vaughan had previously served a largely Italian community but today serves more multiculturally diverse communities including Pakistani, Indian, Russians, Asian and Jewish; the Italian community has declined over recent years

- all services in the community will be vying for the same development charge funds; libraries need to make compelling arguments for those funds, providing a "vision" and a service delivery model blueprint

- technology will be the kingpin in all aspects of development for the upcoming years

- all and any aspects of technology need to be considered in order to cope with growth. One library's mantra has been "How can we further exploit the technology and the INTERNET?"

- demand by users will drive the need for technology, especially in commuter communities—wireless has to be front and centre

- partnerships with school and colleges are natural and highly beneficial

- staff needs to be brought along in all aspects of change—younger staff will have different expectations of the workplace. Training and retraining is essential

- renovating existing facilities is needed to meet shorter term growth but a long term facility plan should be in hand sooner than later

Section 4: Library Standards

A library service delivery plan relies on two kinds of analyses in order to create a baseline from that to proceed:

- how the library is currently performing in terms of recognized library standards

- how the library compares to others of similar design and size.

Standards used for this project are included in the bibliography attached in Appendix C.

Standards Comparison						
	Clarington		**ARUPLO**		**Wisconsin**	
Indicators	**2005**	**2016**	**2005**	**2016**	**2005**	**2016**
Population	80,735	105,872	80,735	105,872	80,735	105,872
Collections	160,646					
Items/cap	2	2.5	2.4-2.5	2-2.5	2.7	2.7
Staffing	31	49	42.5	55	40	52
Workstations	70	105	54	70	80	104

Table 1

From the perspective of Library standards, here is how Clarington Public Library is performing.

Above Average Standards:

It is very encouraging to see that the number of workstations at Clarington exceeds the Association of Rural and Urban Public Libraries of Ontario (ARUPLO) basic standard although the number is slightly lower than the Wisconsin Standards.

Below Standards:

Looking at these Standards, Clarington Public Library ranks low in Collection size. This may well account for the effectiveness of the collection and the library's circulation statistics

Staffing levels are below recommended minimum (Wisconsin), and at the lower end of the recommended range of the ARUPLO standards.

The total space allocation for Clarington as of 2005 is 37,585 square feet. Standards for library systems serving the current population as well as the projected population levels are shown in Table 2. Compared to the Ontario Ministry standards, Clarington Public Library has an overall space shortfall for 2005. (.47 sq feet/cap) The recommended standard for Clarington in the future is minimum .6 sq feet per capita.

Space Allocations				
	Clarington	**Projected**	**Ontario**	**Ministry**
	2005	**2016**	**2005**	**2016**
Population	80,735	105,872	<100,000	>100,000
Sq Ftg	37,586	63,523	-----	----
Sq Ft/Cap	.47	.6	.6	.5-.6
Recommended	.6	.6	.6	.5-.6

Table 2

Section 5: Comparator Libraries

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Two groups of libraries were selected for comparator purposes; a group of Durham libraries that exhibit similar "edge" city characteristics, and a group of libraries that serve populations similar to the projected population, or higher, of Clarington.

The Durham Group

Comparing Clarington to the Durham Region libraries shows the measure of activity Clarington may experience over the next ten years, responsive to the population growth expected from the west. Using the latest Canadian Urban Libraries Council (CULC) statistics, the base year 2005 was selected for the purposes of consistent comparison.

These libraries include Whitby, Oshawa, Ajax and Pickering.

Key performance indicators for these communities including Clarington are provided in Tables 3 through 6 inclusive.

		DURHAM REGION LIBRARIES				
		General Information—CULC 2005				
	Population	**Registered Borrowers**	**%**	**Locations**	**Space**	**Electronic Workstations**
Clarington	80,735	31,480	39%	4	37,585	77
Ajax	88,000	50,762	58%	4	40,600	53
Pickering	94,400	52,099	55%	5	45,000	60
Whitby	110,000	68,852	62%	4	64,379	72
Oshawa	155,000	47,594	31%	3	84,000	27

Table 3

		DURHAM REGION LIBRARIES				
		Service Statistics-CULC 2005				
	Hours	**Circulation**	**Programs**	**Attendance**	**Visits**	**E-visits**
Clarington	9,620	561,524	728	17,075	241,800	79,034
Ajax	7,740	675,400	1,068	16,317	336,155	85,875
Pickering	9,129	1,056,965	918	25,778	599,575	306,500
Whitby	10,051	858,094	832	13,898	532,416	266,220
Oshawa	7,904	848,395	849	16,829	419,172	n/a

Table 4

DURHAM REGION LIBRARIES Assets—CULC 2005						
	$$$ Total Revenue	$$$ Municipal Revenue	$$$ Funding Per cap	Materials Inventory	$$$ Staff Budget	Staff Levels
Clarington	2,110,791	1,881,458	23.30	160,646	1,394,093	31
Ajax	2,975,415	2,567,345	29.17	186,928	2,014,035	37
Pickering	4,126,286	3,788,610	40.13	211,975	3,030,015	54
Whitby	3,461,053	3,154,045	28.67	188,865	2,467,469	53
Oshawa	6,475,720	5,830,600	37.60	393,818	4,031,831	84.5

Table 5

DURHAM REGION LIBRARIES Detailed Expenditures by Format--CULC 2005					
	Books	Periodicals	$$$ A/V	Electronic	Total
Clarington	121,170	13,668	13,114	40,706	196,034
Ajax	N/A	N/A	N/A	N/A	351,643
Pickering	266,008	23,457	70,737	2,767	435,403
Whitby	205,618	19,562	2,501	36,055	277,884
Oshawa	N/A	N/A	N/A	29,457	751,815

Table 6

Other Comparator Libraries—Projected Population Group

The second group of libraries serves a population of 100,000 and higher. Their performance indicators provide some insights for planning purposes.

The libraries suggested for consideration here include:

- an edge city library ; Richmond Hill

- a commuter library; Barrie

- two urban/rural mix libraries; Cambridge and Kingston Frontenac

The performance indicators for these libraries are displayed in Tables 7 through to 10.

Comparator Libraries Serving a Population of 100,000 and higher General Information-CULC 2005					
	Population	Registered Borrowers	%	Locations	Space
Kingston Frontenac	139,500	95,891	69%	17	99,161
Richmond Hill	169,300	135,655	80%	4	87,200
Cambridge	122,000	65,441	54%	4	65,175
Barrie	125,000	71,586	57%	1	41,000
*Clarington	80,735	31,480	39%	4	37,585
* for 2005					

Table 7

Comparator Libraries Serving a Population of 100,000 and higher Service Statistics--CULC 2005						
	Hours	Circulation	Programs	Program Attendance	Visits	E-Visits
Kingston Frontenac	19,100	1,197,351	1,192	22,519	789,421	143,208
Richmond Hill	9,250	1,694,056	703	12,647	852,700	360,537
Cambridge	11,044	1,053,863	1,457	26,522	770,500	273,520
Barrie	3,276	1,456,719	582	16,717	839,749	636,969
*Clarington	9,620	561,524	728	17,075	241,800	79,034
*for 2005						

Table 8

Comparator Libraries Serving a Population of 100,000 and higher Assets--CULC 2005 $$$$						
	Total Revenue	Municipal Revenue	Materials Budget	Materials Inventory	Staff Budget	Staff Levels
Kingston Frontenac	5,374,047	4,824,121	668,270	628,032	3,756,088	74
Richmond Hill	10,051,630	9,588,092	2,199,089	433,055	4,348,598	80
Cambridge	4,226,652	3,523,581	598,672	284,122	2,862,865	62
Barrie	3,836,248	2,990,504	540,688	225,532	2,198,468	42
*Clarington	$ 2,110,791	$1,881,458	$196,034	$160,646	$1,394,093	31
*for 2005						

Table 9

		Comparator Libraries Serving a Population of 100,000 and higher Detailed Expenditures by Format--CULC 2005 $$$			
	Books	**Periodicals**	**A/V**	**Electronic**	**Total**
Kingston Frontenac	503,425	29,845	65,000	70,000	668,270
Richmond Hill	1,541,640	63,308	284,367	163,046	2,199,089
Cambridge	464,224	35,235	59,477	39,736	598,672
Barrie	370,560	23,802	86,006	60,321	540,688
*Clarington	121,170	13,668	13,114	40,706	196,034
* for 2005					

Table 10

Taking into consideration the Library Standards, the Durham Region comparator libraries' indicators as well as the statistics for libraries at the projected population range for Clarington by 2016 (100,000 and more), benchmarks for Clarington Public Library are detailed in **Section 8: New Library Services Delivery Model**.

How does Clarington compare to Durham libraries?

<u>**Above Average Highlights:**</u>

Again Clarington has the highest number of computer workstations, which will serve the library well in its transition to a more prominent electronic environment.

Hand in hand with an electronic environment, materials expenditures in the area of electronic resources is higher on average than other libraries within this group.

So too the hours of operation for the system tend to be higher than those of other libraries. The Ontario Market Probe study reminds us that more opening hours for our diverse public is and will be highly valued by the community.

<u>**On Target Highlights:**</u>

Library locations for Clarington tend to be the same as most libraries within this group. Although the number of programs offered at the library is lower than average, the attendance at these programs ranks third in this group of libraries

<u>**Below Average Highlights:**</u>

Both the number of registered borrowers and the percentage of card holders are lower than nearly all the other libraries within this group.

Circulation is lowest for this group of libraries, as is the number of annual visits to the library. While electronic visits are lower than most of these libraries, all of the other indicators for electronic resource usage are very positive.

The Assets area of Clarington's profile is not encouraging. Clarington Public Library's funding is lowest for the group.

The materials budget is notably lower than the other libraries as is the collection inventory. The budget for staffing is lowest of the group and staff levels for 2005 were the lowest of the comparator libraries. The detailed collections allocations are lowest for books and audio visual materials. For periodicals, Clarington is second lowest in its allocation.

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Section 6: Implications of the Comparative Review

A. Collections

Overall funding to build timely and relevant collections will need to be addressed over the next ten years. Public input reflects what standards and comparator libraries trends tell us; there is a need for more resources of all kinds.

Clarington Library has created a comprehensive collection development plan that will help target collection shortfalls. Hand in hand with a collection building policy, there is already in place a collection weeding plan. Staff and members of the public have commented about the age and poor condition of parts of the collection. A few people surmised that in years past, the low usage of the Orono library was due in part to its old and unattractive collection. This is changing however with weeding and the addition of new, up to date titles.

Today's "just-in-time" expectations of users suggest that libraries need to acquire new and popular materials, along with more study oriented resources. It is recommended that the library establish a benchmark for collection age (80% of most collection areas being 10 to 15 years old and less). The Library's collections areas where items are older than 10 years need to be reviewed for weeding and updating.

Using this as a guideline, a review of data regarding the age and population of the Clarington Library collection has shown some interesting results.

The most relevant and timely collections in the Clarington collections include:
- multimedia
- graphic novels
- youth collections
- leased materials

Collections meeting expectations include:
- most children's collections
- junior French collections
- most adult fiction

Collections of concern requiring weeding and/or collection building include:
- adult large print
- adult non fiction, in particular
  - adult reference
  - government reference
- adult French
- young adult French
- multilingual collections

Other highlights are presented in the following chart:

Collection Highlights Older Collection Areas	
Collection Age...................................	% > 11 years
Adult Large Print	20%
Adult Fiction.....................................	27%
Adult French	66%
Adult Reference	35%
Adult non Fiction	24%
Pure Science........................	24%
Life Science..........................	39%
Botanical Sciences...............	37%
Engineering/Auto..................	35%
Travel...................................	22%
Performing Arts	23%
Junior Fiction	29%
Most of the Belles-Lettres Collections are very old and need to be weeded.	
Most popular adult non fiction collection areas are up to date such as Medicine, Cookbooks, Self Help (Psychology), but not Automotive collections or Handyman collections.	

B. Hours of Operation/Staffing:

Residents who responded to the Ontario Market Probe study commented that *all libraries need to be open more hours.* The public and staff at Clarington comment that the library needs to be open on Sundays and Mondays, and that the Courtice library needs to align its hours of operation to those of the Centre. Given the distances between library locations in Clarington, consistent daily opening hours are required.

The staffing levels, in comparison to other libraries and the Standards, are too low. Staff is unable to deliver all of the products and services expected of them and to serve the public during opening hours, simply because there are not sufficient staff resources to do so. Sunday and Monday openings in addition to rular schedules will require additional staffing.

There is also a greater need for more marketing, outreach, programming and community partnership building, now and over the next ten years. These kinds of services need start up, maintenance and growth funds, involving different staff skill sets over time. The recent addition of a marketing staff member recognizes the importance of this sector of library activity. However, more resources will need to be acquired to maintain and grow community outreach.

C. Programming/Attendance/ Library Visits

It is encouraging to note that while Clarington offers a low to average number of programs (in comparison to other like-type libraries), program attendance is quite good (people attending per program, second only to Pickering Library).

Conversely, annual visits are lowest of the Durham comparator libraries. Electronic visits keep increasing that reflects the importance of the electronic environment in long term library planning.

All of these factors together suggest the following:

- people will come to the library for specific reasons such as programs, technology
- people are not aware of the full range of products and services offered by the library
    - this point was confirmed by one of the town hall attendees who was heard to say "I didn't know the library did …"
    - only positive comments have been heard about the new brochure; it was recommended that it be mailed out to households
    - people have been charmed by the Chapters phenomenon where they can see the latest, new books, multiple copies nicely displayed, cover out, an inviting ambience
    - people need to be reminded of the good things libraries do
        - a representative from the Board of Trade commented that library workshops previously given to a few of their members were very well received; she wanted to know if the library plans on offering the same courses, and others, again

D. Library Facilities

Clarington Library includes four library locations: Courtice, Bowmanville, Newcastle and Orono. **Courtice,** on the western edge of the community, is located in a recreation facility and shares space with a daycare centre (originally planned for library space) The library is undersized for its future, requiring another 11,000 square feet of space. Part of that space should include a meeting room for the library. The signage at the Courtice location is very poor, from the street on in. There is no signage in the entrance of the foyer. To the left, there is a little sign in a dimly lit area that points to the library. The library itself is lovely, well planned and well spaced at this time but will require expansion to meet its population in the next few years.

A new **Newcastle** Library is targeted for construction is 2008-2009 with another expansion planned for 2025.

Located in a lovely older house on a lot that includes a gazebo, the **Orono** library recently underwent an engineering study to determine functionality and safety. The upstairs rooms cannot be used until the safety/floor loading issues are addressed. There are no barrier free features at the front entrance point of the library or for access to the second floor. However, the library has designated areas for children, youth and the adult collections and study areas.

Bowmanville Library serves as the largest library of the system. An attractive downtown building, it is shared with City Hall. The front door opens right onto the street and parking for users and staff can be a challenge. Collections are nicely displayed and the shelving well spaced. The INTERNET workstations are grouped together near the front—lighting is a challenge in this area. Adjacent to this is a lounge area with comfortable chairs, close to displays of current and best seller collections. The open atrium area, while attractive, can make the library seem noisy at times.

Non fiction and research collections are located on the second floor. Clear, large signage that can be seen from the circulation desk needs to be put in place near the staircase. This attractive area is conducive to quieter study, with lots of table space and good lighting. A small lounge area is located in the back corner of this floor.

The mezzanine includes the journal display area adjacent to a café—very busy yet well designed space for quiet reading and coffee. The meeting room on this floor is used for some programming.

Some changes have been made in this location over the last few years, appreciated by the staff and the public. This location overall is attractive, and other than the lighting and signage problems, is very functional and comfortable.

E. Electronic Environment

Clarington Public Library is moving in the right direction, in prioritizing funding for allocation of workstations and electronic resources. Public, staff and stakeholder input, not to mention overall activity statistics over the last few years support the need for an electronic environment and resources. A strong technology infrastructure is crucial for the new Library Services Delivery Plan.

Section 7: Stakeholder Consultations

A. Public Consultations

Three public town hall consultations were held; one each at Bowmanville, Orono and Courtice. Fewer than ten members of the public attended but various Board members did attend all sessions and provided important information from their perspective as involved residents as well as stewards of library services. Surveys were also provided at the Library for the public to complete and submit. An electronic version was also posted on the Library's website.

Consultant's General Observations:

There were very few if any concerns about library services for now and the future.

Although the town hall sessions were intended to solicit input about the future of the library system as a whole, people do not see the Library in that context. Their interest tends to be location-specific. Therefore, the Town hall sessions also became information sessions providing information about the full range of library products and services available to all, location-independent.

The following represents a summary of key messages heard from attendees at these sessions. More comments are available in the Clarington Public Library Services Delivery Plan Interim Report # 2.

What makes Clarington Public Library important to you?

The library, the breadth of library collections and services are very important to the people of the community. Technology and access to the INTERNET overall is one of the most important recent services offered by the library, now and in the future. A victim of its success, the library cannot seem to keep up with the demand for computer workstations although measures have been implemented to insure fairer timesharing of this valuable resource. Residents recognize the importance of these services to the community and in particular to their children and grandchildren. They look to the library to provide training in the use of the wide range of electronic information resources.

Residents appreciate the programs offered to children. In addition to advancing literacy skills to children, families enjoy personal customer service, a lifestyle factor considered very important to residents in Clarington

Residents recognized the value of the library as a one stop shopping place, where a number of activities can occur at a time. Libraries like Courtice, sharing a building with the recreation centre and the daycare centre are attractive to families.

Users indicated that having a local neighbourhood library is very important to them. They want a library relatively close by, one that reflects their own community.

How do you think the library will change over the next ten years? What other collections and services should the library provide?

With the rapid growth coming primarily from the urban areas in the west, Clarington Public Library is challenged with managing "urban" expectations. This includes the expectation of longer opening hours for the public, like Sundays and Mondays at all locations.

Often heard in the consultations was the comment "we want the same things we have now, just more of them". This included collections, programs, workstations and opening hours.

Engaging youth in library activities is a challenge and an expectation. Youth need study space at all locations. They also need services that are useful to their many and different needs. How the library can incorporate more technology into its range of products and services is a key area to explore.

Seniors will represent a large part of the community in the next ten years. The collections will need to be populated with large print materials, audio collections and CNIB resources. Staff may need courses on special needs communities.

Collections expenditures will also need to increase in multiple media materials for all ages, for education and entertainment purposes. The growth of the multicultural community will require collection development in various languages although it is recognized that options will need to be explored to accommodate demand. Offering ESL programs at the library, in partnership with ESL teachers is seen as a proactive way of intrating new Canadians into this community. Libraries in the surrounding communities also share collections among themselves.

Library programming will continue to be popular—the public have suggested expanding the range/kinds of programming such as adult programs and sponsored author visits. Programs offered in partnership with other agencies were suggested, such as genealogy workshops with the Library and Archives. This led to the suggestion of having a meeting room in each of the library locations for programming, special workshops and events. The rooms might also be rented out, for non library uses, thus creating a source of income for the library.

The need for technology access and delivery will only increase, both on site and remotely, from home or from schools. Technology will allow more outreach services delivered in cleverer ways such as downloading e books and audio books onto handheld devices, or information delivered directly into the home computer.

Distribution of library services across the community was discussed. The community has commented on the need to serve the north more effectively in the future. At the same time, people have commented on the steady development along Highway 2 eastward and see a need to consider branches along that corridor.

Library outreach will become an important delivery mechanism for the future. The Good Neighbours program needs to be expanded to match the growing needs of that community.

A need for more marketing has been a recurring theme in the workshops and stakeholder meetings.

Public libraries will play an essential role in training residents to access information through computers.

The Board Chair suggested that this phrase be changed to say "Public libraries will play an essential role in training residents."

Libraries will always have a role in community computing but some would suggest that the library take a lead role in the evolution of information technology and training in its use.

In addition to teaching literacy to children from the earliest age, teaching electronic resources and the INTERNET would be integral in that process too.

A few respondents believe that everyone will have their own computers and will not need the library either for accessing the INTERNET or for training. Others say that the future of technology is unknown technology. Perhaps a role for the library is to stay on the leading edge of technological developments.

What do we need to make this happen? Suggestions include the need for more staff training, marketing, and partnerships with the University Of Ontario Institute Of Technology, for instance.

Public library buildings will expand and collections of various formats will grow along with new and increased services.

As long as there is a need for literacy and information, libraries, collections and technology will continue to grow. The challenge will be in finding sufficient funds to make this happen.

Respondents commented on the regional/ rural composition of this community, recognizing the need for the library to provide access and training in technology for everyone but in particular for those who have no access at home or whose community is not yet broad band enabled.

Libraries will also serve as entertainment centres; leisure reading materials, multi media resources and programs. For the growing senior population, many of whom are on fixed incomes; libraries may be the only source of pleasure reading and research materials.

The public library will be a focal point for the community, a safe and comfortable meeting place.

How libraries are used by the public as a community space is as different as the users using them. Libraries serve multiple functions so they need to be designed to accommodate all of those. Libraries need to promote the fact that they are fun places to be. They are one of the few places left where you do not have to pay upfront for the privilege of being there.

The Library as a community destination is a common theme. Some respondents are concerned about what youth would do if they weren't coming to the library.

What of other community functions? At one Town hall, one attendee mentioned a library that stayed open on Christmas Eve afternoon, inviting local seniors to join the staff for tea. A few years ago, libraries were designated "cooling places" during the province's recovery from a power outage crisis. Libraries have also been considered as community emergency centres due, in part, to their accessibility to technology.

Public libraries will be the centre of government information and business development.

Public reaction to this statement was mixed. Some believe it makes good sense for the library to assist the public in understanding government information and to serve as a main distribution point for it. Some members do not believe businesses readily turn to the library for information yet comments from the Board of Trade differ.

In past years, the library provided special workshops on the use of databases and the INTERNET to new businesses. The Board of Trade has requested that workshops be offered once again.

Clarington needs a library system with a Main library and many neighbourhood branches.
Clarington does not need more library locations in the community.
Clarington needs to change/renovate some/a library location.

The public like the library system as it is. They do want all libraries to provide full services and collections, if possible. Most users are loyal to their local branch as opposed to the library system as a whole. Some people would like to see a greater library presence in the north and rural areas. Creative ideas such as storefront libraries in retail facilities were suggested as ways of meeting rural needs. The idea of resurrecting bookmobiles was not well received. No one suggested any library closures.

Expanding Courtice is identified a priority to accommodate growing demand.

Clarington needs to consider building libraries in partnership with, or adjacent to, other agencies/organizations

Generally speaking the public is receptive to the library pursuing partnerships with recreation centres, schools, and seniors' centres. The library has already demonstrated its ability to build good partnerships as seen with the Early Years program and the Good Neighbours outreach services. Expanding these partnerships is recommended.

The library needs to pursue more sponsorships to help underwrite the costs of their services. More business partnerships and sponsorships are encouraged.

B. Summary of Survey Results

In addition to town hall meetings, copies of a survey were made available at all library locations. As well, a web version was posted on the Library's webpage.

Sixty (60) completed surveys were returned. Highlights are provided here, arranged by those aspects of library service of greatest importance, average importance and least importance.

Library Services of Most Importance:
- collections for all ages are and will be the most important service offered by the library
- online resources, access to computers and the INTERNET are as important to respondents: the online environment will grow in importance over the next ten years
- hours of service are important to the residents, ranking second only to collections
- staff assistance ranks high in importance; the need for this assistance will increase over the next ten years, according to survey participants

Library Services of Importance:

- community space is important to users but interest in this aspect of the library will remain about the same for the future
- overall interest in multimedia is important but mostly to younger users
- survey respondents do expect greater need for audio visual materials in the future

Library Services of Less Importance:

- interest in adult programming is lower than that for other age groups
- more programming is anticipated in the future

Of the additional comments in the survey, four stood out as critical for survey participants. In order of importance, they are:

- Clarington needs a library system with a Main library and many neighbourhood libraries
- Public library buildings will expand and collections of various formats will grow along with new and increased services
- The public library will be the focal point in the community, a safe   and comfortable meeting place.
  - One respondent, 14 years old, said "The library is a place I can go to have fun because it's too dangerous outside. It is safe and fun here."
- Public libraries will play an essential role in training residents to access information through computers

C. Government and Community Agencies

Municipal government staff is supportive of the library and recognize its importance to the community at large. In recent times, the library has established good communications with departments and Council.

Many of these departments are also undergoing change that accompanies rapid growth. All encourage clear and strategic planning in developing future library services. The Municipality has planned well for past growth; that can only be achieved with realistic transition planning.

Shared facility and site planning is strongly encouraged, in order to achieve some economies of scale.

The Municipality of Clarington is mostly protected land. As such new development is limited. Growth tends to be along the Highway 2 corridor and will continue to be so. That said, the future extension of the 407 to the north, connecting with Highway 35/115, may affect traffic patterns coming from the north.

The library enjoys a positive relationship with community agencies such as Community Care. A partner with Good Neighbours, the library is encouraged to grow this successful outreach program in response to escalating growth in this special community.

Clarington Older Adult Association is a lively active community that includes a high percentage of readers. Representative of a large future community, these residents offered recommendations on a range of collections and services: more up to date large print collections, more formats for various sight and auditory challenges, genealogy collections and partnerships with Archives and Museums, and travelogue programs. These users were very clear about the need to make all library facilities barrier free, accessible and comfortable. They want more parking adjacent to library buildings, collections on one floor, open space for easier mobility, collections and services for them located closer to the entrance, comfortable chairs and good lighting. The idea of establishing mini libraries in retirement and seniors homes was suggested.

A meeting with school board officials in Peterborough was very positive. They would like to explore possible partnerships in the future. They await the final version of the Board's Accommodation Plan (February 2007) that will address school populations and school locations. This report may be beneficial for future public library plans.

The Board of Trade is a huge supporter of library services. They see the library as a strong partner in attracting future businesses to the community. In the past, special workshops in accessing business information were provided to new businesses. The Board of Trade representative suggests that, as a result of positive feedback from her clients, the library provide refresher courses and sessions about its new products and services.

D. Staff Consultation

Staff consultation included a detailed survey as well as follow-up workshops with Managers and staff.

Meeting with Managers:

The following list of Strengths, Weaknesses, Opportunities, and Threats (SWOT) summarizes the key comments made at the Managers' meeting:

Strengths:

- people love their library as it is
- they want more and want the library to keep doing what they are doing
- people are generally happy about the new Newcastle library

Weaknesses:

- hours of operation
- Orono facility needs work and promotion
- Courtice adjacencies and location
- Bowmanville library—lack of parking; outgrowing the facility as is municipal hall
- library image and perception
- dropping usage
- need more overall strategic marketing
- Staff training—inadequate for the future

Opportunities:

- build on successes
- marketing through partnerships

- oncoming growth and developing services to meet that growth

Threats:
- what will be the Development Charges (DC) dollars in the future?
- download of government services without the resources and training
- the future of the INTERNET and the perception that it is all things to all people
- competition from other libraries in the area

Staff Consultation:

In addition to the Managers' workshop, staff consultation has included a staff survey and 3 staff visioning workshops.

32 Clarington library staff responded, managers included, to a detailed survey (17 from Bowmanville, 4 from Newcastle, 5 from Courtice, 1 from Orono, 1 from the library at large, and 4 unknown). 18 staff members attended special visioning workshops, and managers attended their own session.

Interim Report # 1 provides detailed results of the consultation with staff.

In summary, staff consultation resulted in these key points:
- in recent years, some positive space changes have been made
- areas where there appears to be sufficient space includes collection areas, computing areas, reference areas, public lounges, staff workspaces, circulation and children's areas
- for the future, there are space deficiencies at all locations, specifically in program and meeting room space, storage, youth/student areas, staff facilities and parking
- within the next ten years there should be at least one new library, in addition to Newcastle Village, and expansion/renovations to some degree at Bowmanville, Courtice and Orono
    - there are some concerns about sufficient space in Bowmanville for the future
- future users will be seniors, youth, young families and new Canadians/multicultural users
    - most will be "tech savvy"
    - commuters will be a large user group
- technology will be a large factor in the development of all services in the future
- outreach and partnerships especially with schools, literacy groups, multicultural agencies and seniors will characterize product and service development
- delivery of government product and services through the library will be part of the library's future mandate
- libraries and library buildings will definitely be here in the future
- while staff are slightly apprehensive that adequate funding and training may not be available, they are, for the most part excited about the future for their library

Section 8: New Library Services Delivery Model

A. Library Services Delivery Model

For this study, the consultant has blended two library service delivery concept models; an urban model that defines types by Central, District, Community and Neighbourhood libraries, and the ARUPLO Urban/Rural model.

Hierarchy	*Size*	*Population*
Central	60-80,000 sf	>100,000
District	15-20,000 sf	25- 35,000
Community	8-10,000 sf	15- 20,000
Neighbourhood	3- 4,000 sf	4- 5,000
Satellite/Deposit	< 1,000 sf	<1,000

B. Model Concept

It is recommended that the library become a distributed network of enhanced library service points across the Municipality of Clarington. Each service point will be accessible to any citizen within 10 to 20 kms. The collections, services and technology will meet the information demands of residents and their children accustomed to optimal levels of library services and literacy initiatives available in the larger urban environment.

C. Characteristics of the Distributed Model

Different from the current traditional model of library service offered at Clarington, the distributed model creates a network of larger, relatively self sufficient "anchor" libraries that provide nearly a full range of library services and collections for their local communities. These are called District libraries.

Smaller libraries are built between catchment areas covered by these larger libraries. Depending on their size and the populations served, these smaller libraries are Community libraries, Neighbourhood libraries, and small Deposit libraries

In a distributed model, central administrative services may be shared among the District libraries, and the coordination of various services need not be resident at one location alone. Specialized collections may grow within each library or may be assigned to one library within the network

District Libraries (population 25,000 -35,000)
These larger libraries, called District Libraries, provide a full range of services to their community areas. They are also called upon to back up groups of smaller libraries within a designated area. Backup can include access to more comprehensive collections, specialized staffing, and full range of programming for all age groups and other services such as technical troubleshooting.

Community Libraries (population 15,000-20,000)
As the name implies, these libraries meet the information needs of their smaller local communities. For the most part, collections tend to be recreational in nature and may emphasize services to children. Community libraries provide a wide range of children's programming and select adult programming. These libraries are smaller, their size planned in accordance to population served and are not open as many hours as the district libraries. They have fewer staff than a district library but more than neighbourhood libraries.

Neighbourhood Libraries (population 4,000-5,000)
These are smaller versions of community libraries but with a focus on developing recreational services.

Satellite/Deposit Libraries (population <1,000)
These libraries are the smallest of library service points. Their style and service vary according to the community they serve. They need not occupy their own building and may appear in rented facilities or other shared use space. Some deposit libraries may be un-staffed self-serve deposit collections located in occupied facilities such as community centres or retirement homes.

Some newer versions of these libraries rely heavily on the optimal use of technology.

D. Clarington Model of the Future

For purposes of library planning and development it is proposed that the future Clarington Public Library be defined by three areas:

1. **Western District** that will include Courtice (expanded) District Library
   i. responsible for serving information needs to communities such as South Courtice, Maple Grove, Mitchell Corners, Solina and Enfield
2. **Central District** that will include Bowmanville District Library
   i. serving the areas north such as North Glen, Hampton, Tyrone, Enniskillen, Burketon and Hayden
3. **Eastern District** that will include the new Newcastle Community Library, and the Orono Neighbourhood Library
   i. this district will serve communities such as Brownsville, Newtonville, Leskard, Kendal and Kirby

The model proposed shows a specific north-south relationship with libraries in the system, insuring that the smaller hamlets and villages of the north are provided with services and backup from their specific, larger district library in the south.

Components of the Western District	
Hierarchy/Library Type	*Library*
District Library	Courtice (expanded 2014)
New Neighbourhood Library	TBD Post 2016**

Components of the Central District	
Hierarchy/Library Type	*Library*
District Library	Bowmanville
New Community Library	TBD Post 2016**

Components of the Eastern District	
Hierarchy/Library Type	*Library*
District Library	Newcastle (expanded 2025)*
Neighbourhood Library	Orono
New Neighbourhood Library	TBD Post 2016**

*Newcastle may evolve into a District library post 2016 depending on population growth

** depending on density/population growth within each District area, a community library serving a population of 15,000—20,000 and new neighbourhood libraries serving populations of 4,000-5,000 might be considered post 2016

Services to Villages and Hamlets

Although the rural population will account for about 15% of the total population for Clarington, small rural centres are spread across the whole Municipality. The model proposed here will provide services to hamlets and villages from the District libraries as well as current and future Community and Neighbourhood libraries.

Population growth at this time and in the projected future does not support the development of a library network in the north. It is recommended however that as technology evolves, Clarington Public Library explore the possibility of developing small self service collections in existing buildings such as community centres or schools, in select communities.

E. Benchmarks for Clarington Public Library

Community Highlights
Although 2006 Census data was not available in time for this study, it is clear that population will change over these years, not only in numbers but in demographics. A large portion of the community will be older with unique information and service demands. There will be an incoming presence of multicultural communities in Clarington. While a smaller group, youth and teen populations will require special attention in meeting their literacy needs through the library. The commuter population will also require library services.

Services Highlights

Services will include many of those services now provided that the public love and use extensively. More community programming for all ages will be available at all locations. Outreach services, such as the expansion of the good neighbour partnership, or through smaller informal arrangements will be in place.

Collections Highlights

Collections will reflect the community needs. They will be current, multi formatted and readily accessible through distribution points. The concept of the Library Collection as One will characterize the profile of Clarington's collections where collections can be requested from one location to be available at another location. It also suggests that collection development need not focus on the availability of specialty collections in one location alone. Clarington will continue to enjoy its excellent relationship with other Durham libraries in sharing collections where possible. It is hoped that by 2021 collections can be accessed and returned at any point with the Durham Region.

Technology Highlights

Technology will be a large catalyst in growing and developing the Clarington Public Library system. Within the lifetime of this delivery model, the Library looks to upgrade its computer system to a new and more powerful version of Horizon.

Well positioned to move forward with technology and its products, Clarington Public Library can be instrumental in the development of portals for public information in strategic community priorities such as hydroelectric power, environmental concerns, and information services to New Canadians. Technology will allow the library to deliver eBooks to any user but with emphasis on the commuter population and youth (Overdrive Software). Community interest in genealogy and family history suggests that the library use its technology in the area of digitized publishing.

As one of the few community resources that can provide technology training, the Clarington Public Library needs to take a leadership role in showing any member of the public how to use the broad range of technologies and information products. These services can be provided on site and remotely, either connecting with individuals in their homes, or school classrooms. Residents should be able to rely on the library to guide them virtually to information resources at the library, elsewhere in the community or to any level of the government or the world.

It is also recommended that Clarington Public Library explore building a wireless environment. This may be done in collaboration with the Municipality.

Partnerships Highlights

Partnerships will play a large part in Clarington Public Library in the future. Pursuing and building partnerships will highlight the profile of the library in the community. There is interest by other community agencies to consider partnerships such as in the provision of business information workshops, programming in genealogy and local history, or with schools, possibly sharing facilities, land, services or training It is hoped that shared facility development will be considered within Clarington's upcoming Community Services Strategic Plan.

The Kawartha Pine Ridge District School Board will be releasing its new Accommodation Plan in February 2007 that may provide some ideas for partnership building.

Partnership opportunities with adjacent library systems and organizations may share valuable resources for a greater good. Shared staff training opportunities is one such partnership. Bringing in special library speakers that can be shared by all Durham libraries is a cost effective way to train staff. Together the Durham libraries (not just public libraries) can develop a collaborative traveling guest speaker/author program.

The library may want to explore practicum situations for students from Durham college. One program offered there that may be attractive to Clarington library is in the area of marketing.

Staff Highlights

Staffing profile needs to include individuals with top notch marketing, public relations, community partnership building and technology skills. Training plus recruitment will be an important strategic direction for the library.

In addition to adding trained library staff over the next ten years, it is proposed that the library recruit an electronic products and services librarian, and technology specialists.

BENCHMARK STANDARDS

Baseline population projections are derived from the Development Charges Study calculations (May 2005), plus a proportional number per location for the rural population, and 4% for Census Under coverage. It is recommended that the Bowmanville Library not expand in size in accordance with population growth. Instead, it is suggested that building projects reflect the decentralized model proposed, with growth in other areas of the region.

Standards used for these benchmarks are:
- space .6 sq ft per capita
- collections 2.5 items per capita
- 1 workstation per 1,000 population
- 1.4 staff hours per sq foot

BENCHMARKS AND TARGET SHORTFALLS 2006-2016

SERVICE AREA/ DATES	2006 Bench Mark	Shortfall Current	2011 Bench Mark	Shortfall Proposed Target 2011	2016 Bench Mark	Shortfall Proposed Target 2016
Population	81,484	-	92,967	-	105,872	-
Size(sq ft)	48,890	(11,305)	55,780	(13,076)	63,523	(6,282)
Collections	203,710	(58,753)	232,418	(27,983)	264,680	(30,758)
Staff Levels (FTEs)	37.6	(5)	42.9	(6.8)	48.8	(0.2)
Workstations	81	(11)	92	(14)	105	0
Annual Hours	9,438	-	10,712	-	11,492	-

PROPOSED TARGETS BY LOCATION 2006-2016

SERVICE AREA/ DATES	*NEWCASTLE EXPANSION DATE 2008-09*		
	2006	2011	2016
Population	9,707	11,236	15,341
Size (sq ft)	3,981	9,100	9,100
Collections	18,258	28,090	38,353
Staff Levels	4.11	6.5	8
Workstations, Public	7	15	15
Annual Hours	1,846	2,704	2,964

COURTICE EXPANSION DATE 2014-			
SERVICE AREA/DATES	**2006**	**2011**	**2016**
Population	27,200	30,538	34,228
Size (sq ft)	6,000	6,000	20,537
Collections	36,331	76,345	85,570
Staff Levels	4.85	5.37	16
Workstations, Public	10	10	34
Annual Hours	2,574	2,964	3,484

BOWMANVILLE			
SERVICE AREA/DATES	**2006**	**2011**	**2016**
Population	42,430	49,066	54,181
Size (sq ft)	24,000	24,000	24,000
Collections	79,456	90,000	100,000
Staff Levels	18.14**	18.14	18.14
Staff Admin	4.57	5.2	5.57
Workstations, Public	49	49	54
Annual Hours	3,432	3,484	3,484

ORONO			
SERVICE AREA/DATES	**2006**	**2011**	**2016**
Population	2,147	2,127	2,122
Size (sq ft)	3,604	3,604	3,604
Collections	10,912	10,000	10,000
Staff Levels	0.91	0.91	0.91
Workstations, Public	4	4	4
Annual Hours	1,586	1,560	1,560

F. Timelines

2006 – 2011
Priorities:

- Newcastle Community Library (2008-2009)
- Partnerships with Schools
- Technology Upgrade
- Collections Growth
- Staff Growth/Training

2012 – 2016
Priorities:

- Courtice District Library (expansion) (2014)
- Collections Growth
- Partnerships to develop technology products portals, digitized services
- Partnerships to grow Outreach services
- Staff Growth/Training

Post 2016
Priorities
Depending on population growth within the area, consideration needs to be given in the development of a community level libraries and neighbourhood libraries, and possibly upgrading the service level of Newcastle library to District Library. Areas for future library growth are South Courtice, North Glen and Newtonville

Section 9: Capital Costs for New Development

The following charts reflect the short and medium- term capital costs projected for new growth. 2006-2016. The elements identified include:

- Building size based on population growth (.6 sq ft per capita)
- Building cost $385. per sq ft (in $2007)
- Collection size at 2.5 items per cap
- Collection costs at $99. per capita
- Technology infrastructure at $10 per sq ft

Short Term Capital Costs, 2006-2011- Newcastle Community Library

| Year	Population	Branch Size	Bldg Cost	Current Collection	Requir'd Collection	Difference	Difference Cost	Technology Costs	TOTAL
2006	9,707			18,258					
2007		9,100	$ 3,372,500	19,032				$ 77,500	**$ 3,450,000**
2008				20,032					
2009				21,032					
2010				22,032					
2011	11,236			23,032					
2012				24,032					
2013				25,032					
2014				26,032					
2015				27,032					
2016	15,341			28,032	38,353	10,321	$ 408,692		
TOTALS			**$ 3,372,500**				**$ 408,692**	**$ 77,500**	**$ 3,858,692**

Medium Term Capital Costs 2012-2016- Courtice District Library

Year	Population	Branch Size	Bldg Cost	Current Collection	Requir'd Collection	Difference	Difference Cost	Technology Costs	TOTAL
2006	27,200			36,331					
2007				36,331					**$ -**
2008				36,331					
2009				36,331					
2010				36,331					
2011	30,538			36,331					
2012				36,331					
2013				36,331					
2014		20,537	$ 5,596,745	36,331				$ 145,370	
2015				36,331					
2016	34,228			36,331	85,570	49,239	$ 1,949,864		
TOTALS			**$ 5,596,745**				**$ 1,949,864**	**$ 145,370**	**$ 7,691,979**

Appendix A: Stakeholders

Stakeholders contacted:

- Public
    - residents from the Municipality
- Municipality of Clarington
    - Frank Wu, CAO
    - Fred Horvath, Operations
    - Nancy Taylor, Finance
    - Tony Canella, Engineering
    - Faye Langmaid, Planning
    - David Crome, Planning
    - Joe Caruana, Community Services
- Library Board and CEO
- Library Managers
- Library Staff
- Community Groups:
    - Sally Barrie, Community Care
    - Sheila Hall, Board of Trade
    - Bev Moore, Kawartha Pine Ridge District School Board
    - Liz Kerr, Kawartha Pine Ridge District School Board
    - Sherry Summersides, Kawartha Pine Ridge District School Board
    - Pam Drayson, Durham College, University of Ontario Institute of Technology
    - Durham Libraries CEOs (LEDRs)
        - Cynthia Mearns, Pickering; Ian Ross, Whitby; Ian Heckford, Oshawa; Geoff Nie, Ajax; Edie Hopkins, Clarington
    - Firehouse staff
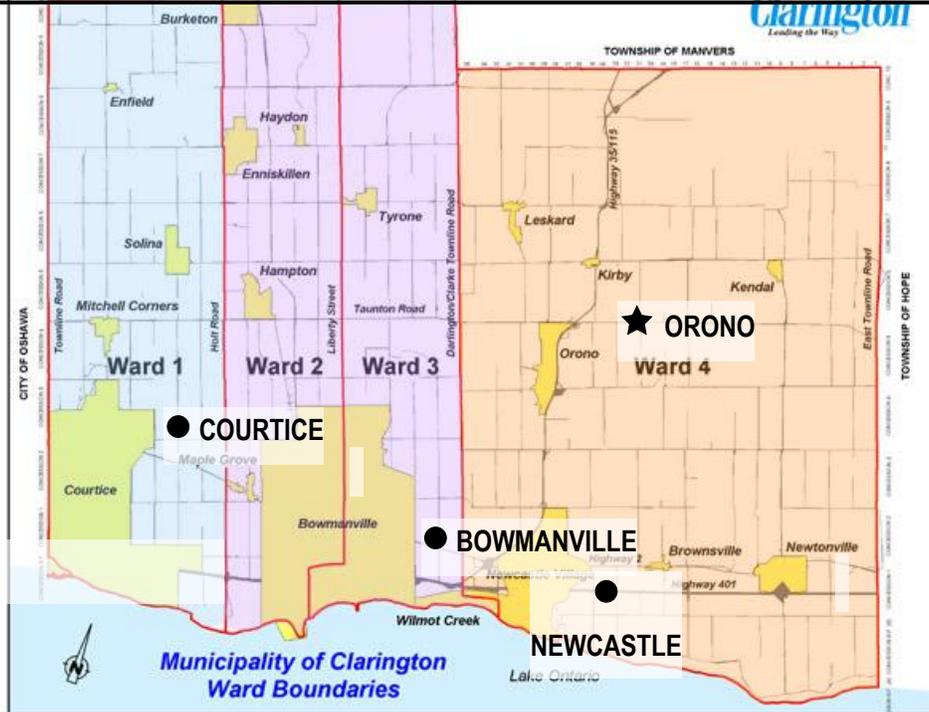
C.   Municipality of Clarington

Western District (Ward 1)

 Includes:
- Courtice District Library
- Neighbourhood Library Post 2016

And service to communities to the east (Maple Grove) and north (Mitchell Corners, Solina, and Enfield)

Central District (Wards 2 and 3)

 Includes:
- Bowmanville District Library
- Community Library Post 2016

And service to communities to the north (Hampton, Tyrone, Enniskillen, Burketon and Haydon)

Eastern District (Ward 4)

Includes:
- Newcastle Community Library (2008-2009)
- Orono Neighbourhood Library
- Another Library Post 2016

And service to communities to the east (Newtonville, Brownsville, and to the north (Leskard, Kirby, and Kendal)

Legend

- ● District Library
- ○ Community Library
- ★ Neighbourhood Library

Appendix C: Bibliography

Library Standards

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Appendix D: Municipality of Clarington
Population & Household Forecast 2004-2014

Year	Census Population	% Change	Total Households	% Change
2004	74,820	---	25,560	---
2005	76,560	2.3 %	26,330	3.0 %
2006	78,340	2.3 %	27,120	3.0 %
2007	80,440	2.7%	28,000	3.2 %
2008	82,590	2.7%	28,900	3.2 %
2009	84,800	2.7 %	29,830	3.2 %
2010	87,070	2.7 %	30,790	3.2 %
2011	89,400	2.7 %	31,790	3.2 %
2012	91,750	2.6 %	32,790	3.2 %
2013	94,160	2.6 %	33,830	3.2 %
2014	96,640	2.6 %	34,900	3.2 %

Sub Area Population Forecast

2001 – 2016

	Bowmanville	Courtice	Newcastle	Orono	Rural	Total
2001	26,150	20,520	6,380	1,730	15,050	69,830
2006	31,830	22,000	7,540	1,650	15,330	78,340
2011	37,760	25,000	8,920	1,610	16,100	89,400
2016	42,140	28,300	12,760	1,580	17,020	101,800

Sub Area Household Forecast

2001 – 2016

	Bowmanville	Courtice	Newcastle	Orono	Rural	Total
2001	8,860	6,540	2,380	620	4,980	23,380
2006	11,060	7,330	2,850	620	5,260	27,120
2011	13,440	8,620	3,410	620	5,700	31,790
2016	15,470	10,060	4,810	630	6,180	37,140

Source: Municipality of Clarington Development Charges Background Study, May 2005

Note: Census Population does not include the Census Under-coverage of approximately 4% of the Total Population