



Library Service Review

Presentation to Library Board

December 6, 2023



in association with

**Beth Ross & Associates
Bibliotechs Inc.**



Agenda

- Introductions
- Purpose of the Service Review
- Work Undertaken
- Key Findings
- Recommendations
- Implementation Plan
- Q & A

Who we are: *a multidisciplinary team*



- **TCI Management Consultants** (*overall strategy*)
- **Beth Ross Associates** (*library operations & organization*)
- **Bibliotechs Inc.** (*technology*)

A photograph of a library interior. In the foreground, there is a tufted orange sofa. Behind it, a wooden lamp with a textured shade sits on a table. In the background, tall wooden bookshelves are filled with books. The text "Library Experience" is overlaid in white on a dark rectangular background.

Library Experience

Recent Team Library Experience

- Grey Highlands Public Library – Update of Strategic Plan [2023]
- Caledon Public Library – Comprehensive Growth Strategy [2022]
- Stormont, Dundas, Glengarry – Library Service Review [2022]
- Whitchurch-Stouffville Public Library – Needs Assessment and Master Plan [2022]
- Halton Hills Public Library – Strategic Plan and Branding Project [2022]
- East Gwillimbury Public Library – Master Plan [2022]
- Bradford West Gwillimbury Public Library – Service Review [2022]
- PAMA Archives – Needs Assessment Study [2022]
- St. Thomas Public Library – Master Plan [2022]
- Newmarket Public Library – Strategic Plan [2022]
- Orillia Public Library – Strategic Plan [2022]
- County of Brant Public Library – Strategic Plan [2021]
- Orangeville Public Library – Long-Term Business and Branding Strategy [2021]
- Brantford Library – New Facilities Study [2021]
- Orillia Public Library – Service Review [2021]
- Cape Breton Regional Library Service – Programs and Operational Plan for a New Central Library [2020]
- Thorold Public Library – Feasibility Study [2019-20]
- Kawartha Lakes Public Library Strategic Plan [2019]
- Peterborough Public Library – Master Plan [2018]
- Milton Library – Alternative Service Strategy [2018]
- Clarington Public Library – Service Review [2016]
- Tay Township Public Library – Master Plan [2016-17]

Purpose of the Review

In early 2023, the Library Board determined that a service delivery review would help to inform the future provision of programs and services in whatever new facility is ultimately developed.

Evaluate the current library service, as well as identify library services that would benefit the community in a larger library space based on community need.

Recommendations of this review will identify how the library/community hub could better meet the unique needs of residents and visitors of the Municipality of Callander through hours of service, collections, programming, technology, outreach, and partnerships.

Specific overarching goals of the work were to be:

- a. clear understanding of current and projected demographics;**
- b. review of the current library service; and**
- c. a plan for how a new facility to house the Callander Public Library/Community Hub could better meet the needs of the community.**

Our Approach to the Service Review



What we did

- Reviewed previous documents
- Community survey
- Staff interviews / Site visit
- Stakeholder interviews
- Benchmarked comparable libraries
- Technology review
- Review space needs
- Board workshop
- Several meetings with a Steering Committee

The Key Findings: Community Survey



- Excellent response: 143 completed surveys!
- Representative of community: lived in community (86%), good mix of ages, household type, 80% were female
- Typically, frequent users
- Satisfaction with signage, finding materials, wireless access and collections
- Lower levels of satisfaction with programming space, creative spaces, parking, washrooms and meeting spaces to meet community need
- Many specific comments regarding new programs and services
- Would they favour of building a larger public library and community hub with considerably more room for collections, programs and meeting space? 83% said they would definitely support this option, 11% somewhat likely to support this option, 2% probably not likely to support this initiative, and 5% definitely would not support this initiative.

The Key Findings: Stakeholders

- 18 key stakeholders provided input. Councillors, Board members, municipal representatives and some community organizations.
- Strengths - personal and friendly staff; great kids' programs; help with social media; creating a warm and welcoming environment; provision of a wide variety of programs (especially for its limited size)
- Weaknesses - marketing the programs; inability to meet accessibility standards; overall size of the common area; lack of private or training space; old and outdated building; too small space; no parking; lack of programming space; lack of staff work space; lack of space for the collection; and lack of meeting space.
- Support for an expanded facility

Benchmarking – Comparator Libraries

Library	Population Served	Library	Population Served
Bancroft	5,349	Hastings Highland	4,075
Blind River	3,969	Huntsville	15,012
Burk's Falls	3,867	North Bay	51,553
Callander	3,863	Parry Sound	10,859
Deep River	4,109	Powassan	6,248
Dryden	7,749	Prescott	4,222
East Ferris	4,862	South River-Machar	2,042

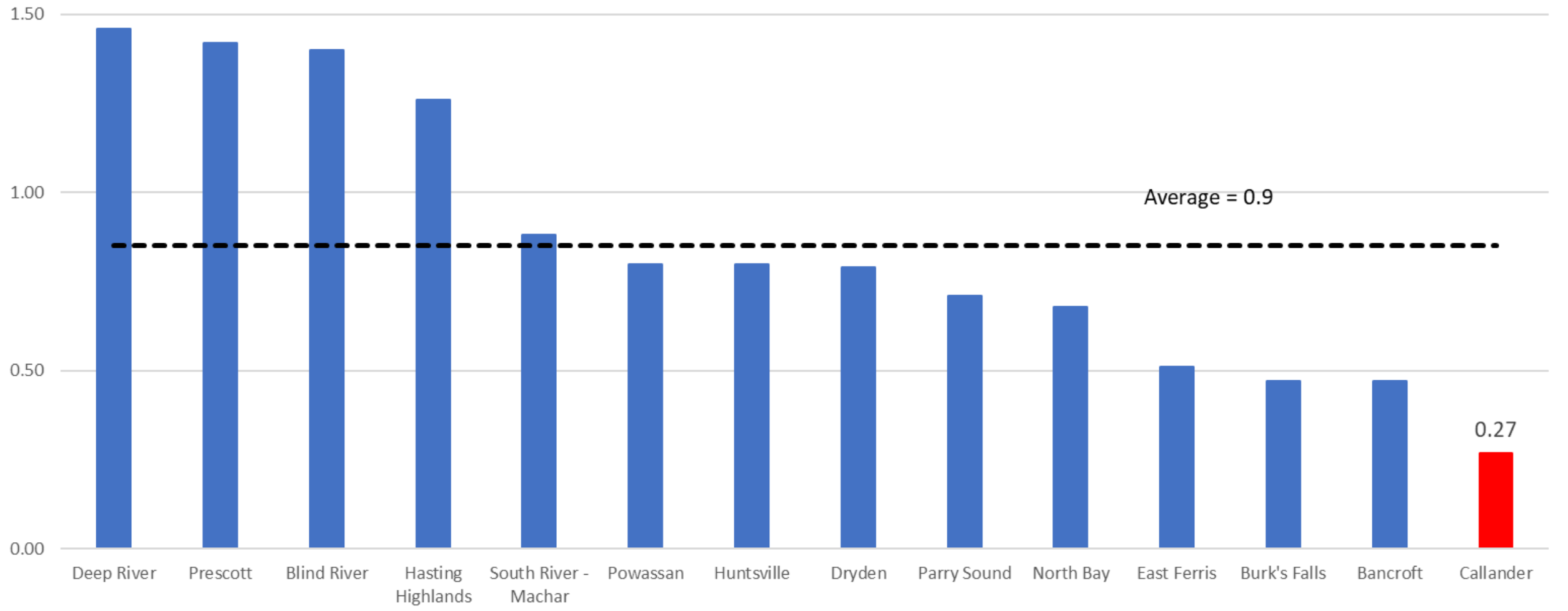
The Key Findings: Benchmarking

- In comparison with nearby comparable library systems, Callander Public Library, **higher than average:**
 - *Programs per 1,000 capita*
 - *Program attendance per capita*
 - *Circulation per capita*
 - *Circulation per physical items (turnover rate)*
 - *FTE staff per 1,000 capita*
 - *Local financial support per capita*

The Key Findings: Benchmarking

- In comparison with nearby comparable library systems, Callander Public Library, **lower than average:**
 - *Physical items per capita*
 - *Facility square footage per capita*

Square Footage of All Facilities per Capita



Note: Bancroft, Burks Falls, and East Ferris are all planning new and expanded libraries.

Comparison with ARUPLO Standards

	Guideline (for a small branch)	Callander
Net library space	2,500 – 5,000 s.f.	1,038 s.f.
Hours of operation per week	20-25	35
Staff complement (FTE)	1-2.5	3.4
Number of items in collection	6,000 – 12,000	9,806
Number of user seats	12-30	10
Number of public computers	3 minimum	6

Synthesis of Themes (pp. 28-29)

- ✓ mentioned only a few times
- ✓✓ mentioned multiple times
- ✓✓✓ mentioned by almost everyone

Theme	Community Survey	Staff Interviews	Stakeholder Interviews	Benchmarking	Consultant's Judgment
Current space is too small for effective operation	✓✓✓	✓✓✓	✓✓✓	✓	✓
Some lack of awareness by the community regarding programs and services available	✓✓	✓✓	✓✓	N/A	✓
Friendliness and helpfulness of staff	✓✓✓	✓✓✓	✓✓✓	N/A	✓
Good use of programs and services	✓✓	✓✓	✓✓	✓	✓
Good circulation of materials	✓	✓✓	✓	✓	✓
Opportunity to expand collection in traditional and non-traditional items	✓✓	✓	✓	N/A	✓

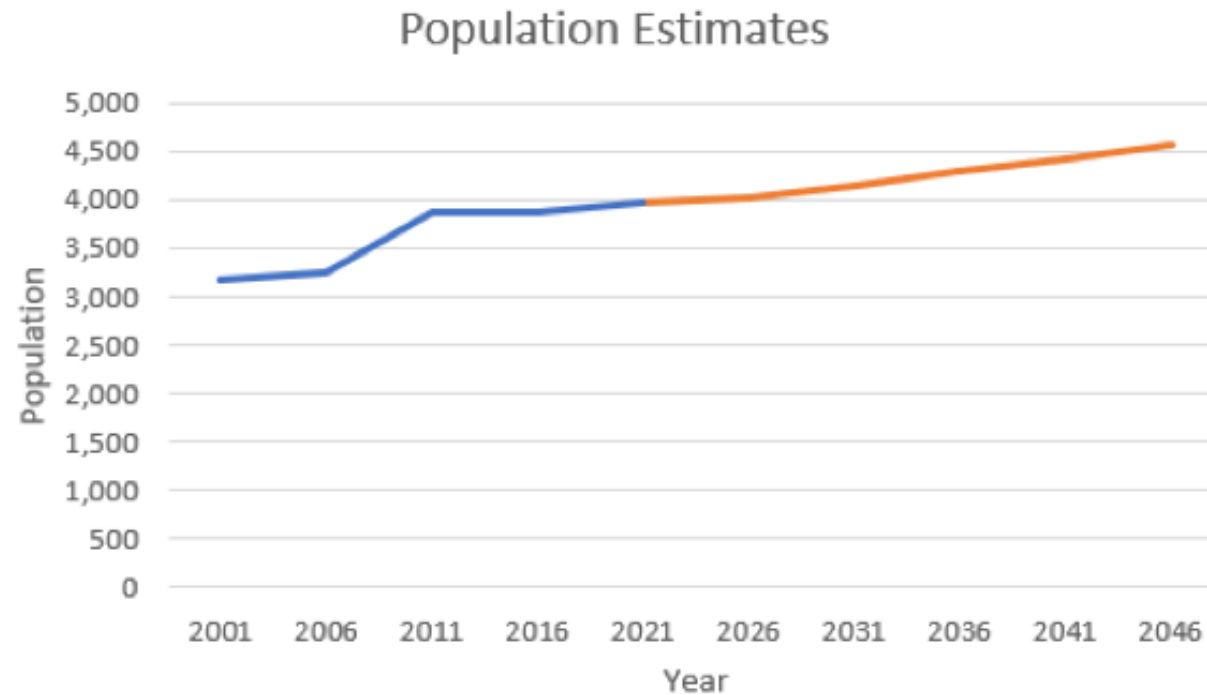
The Key Findings: Space Issues

- There is only one study table with six chairs. No other comfortable seating is available.
- There is no separate meeting space for programs or community activities and meetings.
- There is no privacy for tutoring or computer training.
- Most library programming is held outdoors during the summer.



Growth Projection

- Used 4,500 for projection purposes:



The Key Findings: Future Space Needs



- Projected population of Callander (2041) = 4,500
- **Standards approach** – OLS Making the Case for your Library Building
 - 2 sf per capita for a stand-alone library = 9,000 sf
- **Components approach** – bottom up approach (pp 38-40) – 6,680 net sf and 8,500 gross sf – includes 700 sf program space for 60 people to meet

Component	Square Feet per Unit	Number of Units	Standalone Library
Collections	0.14	18,000	2,520
Public Service Areas			
Adult seating	35	30	1,050
Children's seating	30	10	300
Public computers	35	8	280
Program Room	700	1	700
Meeting Room(s)	165	2	330
Study Room(s)	100	2	200
Maker Space	300	1	300
Total Public Area			5,680
Staff and Service Areas			
Service/circulation desk	200	1	200
Work room	300	1	300
Storage	150	1	150
CEO's office	150	1	150
Staff break room and lockers	100	1	100
Staff washroom	100	1	100
Total Staff and Service Area			1,000
Components total (Net Square Feet)			6,680
Non-assignable space 27%			1,804
Total Gross Square Feet required			8,484

Service Review
results in

**17 specific
recommendations**

Recommendations: Phase 1 – Planning before Construction Begins

1. Continue planning for a new facility
2. Aggressively weed the collection
3. Develop technology plan
4. Continue existing programming
5. Continue existing hours of operation
6. Continue book delivery service but also explore after-hours access
7. Continue developing online programs and services
8. Proactively develop new partnerships
9. Comprehensive update of all policies and procedures

Recommendations: Phase 2 – After Construction has Started

- 10. Update the Library's Strategic Plan and this Service Review
- 11. Expand the collection
- 12. Expand children's programming
- 13. Implement teen and young adults' programming:
- 14. Offer a wider range of seniors' programs
- 15. Expand non-traditional collections
- 16. Update technology plan
- 17. Implement staffing and organization changes as required

Implementation: Timing of Recommendations

Phase 1 – Planning Before Construction Begins										
1. Continue planning for a new facility										
2. Aggressively weed the collection										
3. Develop technology plan										
4. Continue existing programming										
5. Continue existing hours of operation										
6. Continue book delivery service but also explore after-hours access										
7. Continue developing online programs and services										
8. Proactively develop new partnerships										
9. Comprehensive update of all policies and procedures										
Phase 2 – After Construction Has Started										
10. Update the Library's Strategic Plan and this Service Review										
11. Expand the collection										

Implementation: Resource Requirements

Recommendation	Human Resource Requirements	Financial Resource Requirements
Phase 1 – Planning Before Construction Begins		
1. Continue planning for a new facility	- significant time on part of library staff, and other municipal staff	- to be determined
2. Aggressively weed the collection	- small amount of time on regular basis	- none
3. Develop technology plan	- some time on part of management	- if external expertise is retained, could be \$10,000 - \$20,000
4. Continue existing programming	- no net increase in time	- no net increase in budget
5. Continue existing hours of operation	- no net increase in time	- no net increase in budget
6. Continue book delivery service but also explore after-hours access	- small amount of time increase in time	- after-hours access options can vary, could be \$50,000 - \$75,000
7. Continue developing online programs and services	- no net increase in time	- no net increase in budget
8. Proactively develop new partnerships	- small amount of increase in time	- no net increase in budget
9. Comprehensive update of all policies and procedures	- small amount of increase in time	- no net increase in budget
Phase 2 – After Construction Has Started		
10. Update the Library's Strategic Plan and this Service Review	- significant time on part of library staff	- if external expertise is retained, could be \$30,000 - \$50,000 (could be combined as one study)
11. Expand the collection	- significant time on part of library management	- suggest target amount of \$5,000 - \$10,000 per year (additional to existing budget) for collections

Thank You!

And now we'd be
pleased to address
any

Qs *with* As

