Environmental Scan
2020/2021
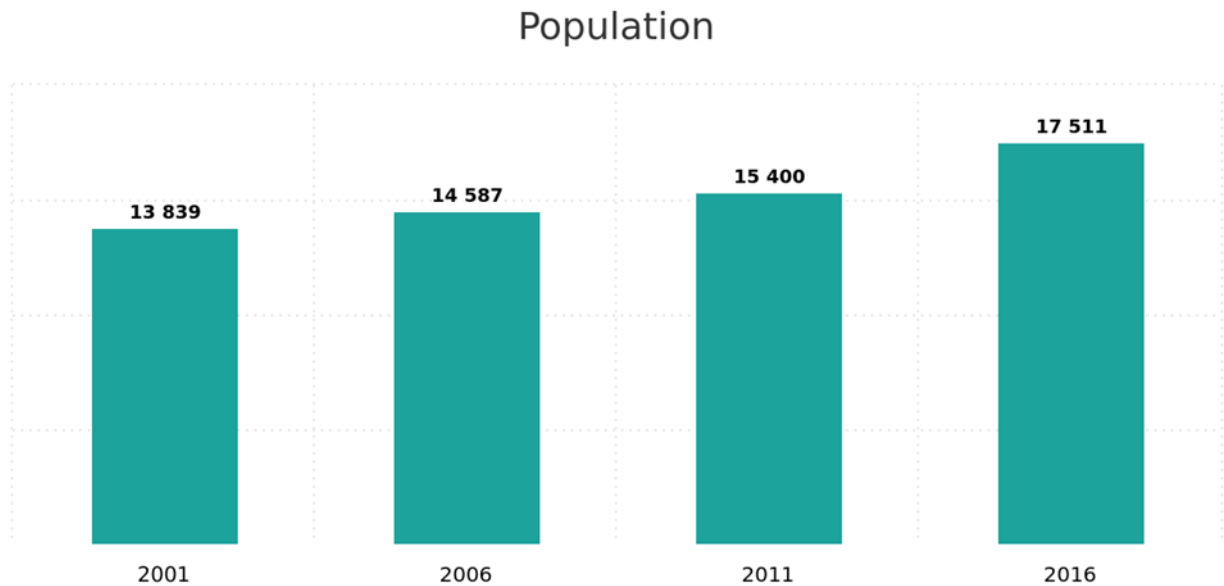
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1. The Community

i. Demographics

The following demographic summary was taken from the 2015 growth analysis done by Watson & Associates for the Town of Niagara-on-the-Lake Official Plan Review with updates by library staff in italics. An update of the Town's demographics is currently being undertaken by the Niagara Region and is not yet available. The graphs were taken from townfolio.com using Statistics Canada 2016 & 2017 data.

Located in Niagara Region, within the Greater Golden Horseshoe (G.G.H.), Niagara-on-the-Lake (NOTL) is a diverse and vibrant municipality with a population, housing and employment base distributed across five settlement areas (Glendale, Queenston, Old Town, St. Davids and Virgil) and a large rural area.
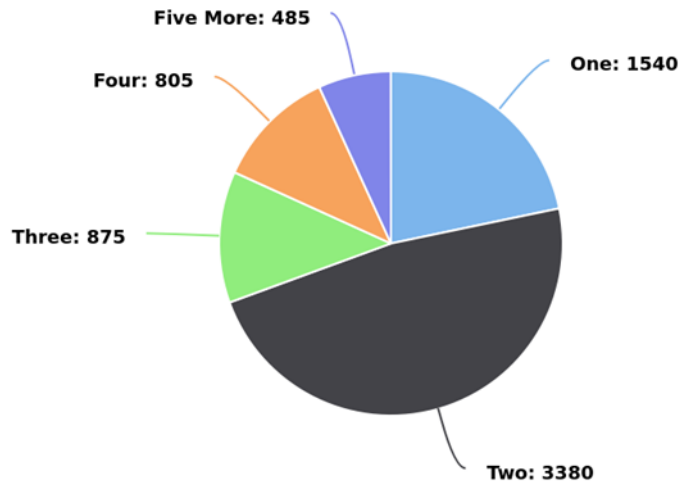
Population, Housing and Demographic Profile
- NOTL has experienced steady population and housing growth over the past two decades. The Town's population has grown from 12,945 in 1991 *to 17,511 in 2016*. Over the 1991-2011 period, NOTL's population growth rate has been higher than the Niagara Region average but lower than the provincial average.
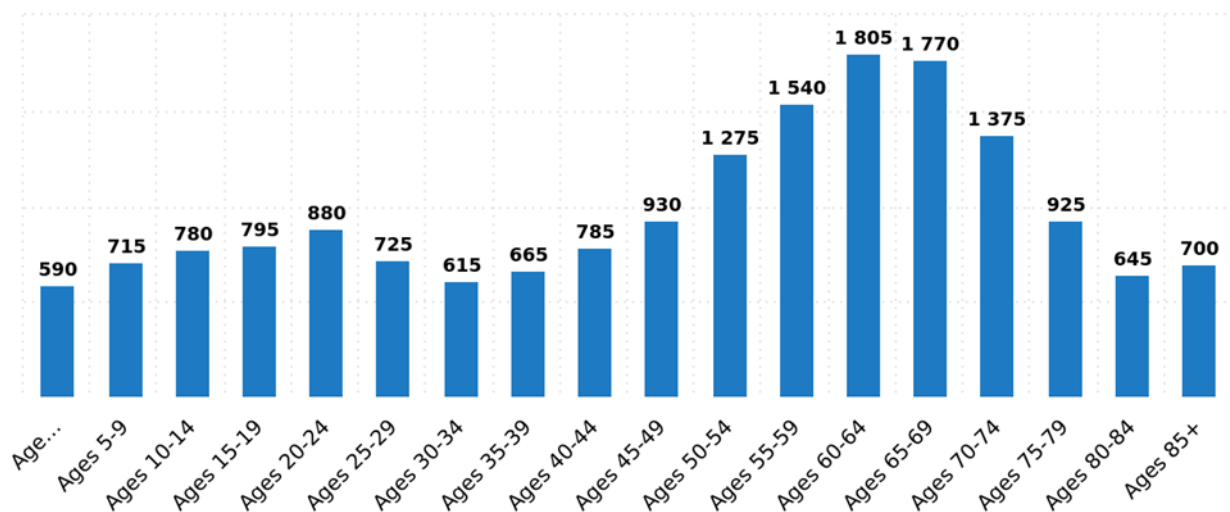
Population

- Low-density housing (single, semi-detached) is the dominant form of housing in NOTL. NOTL's average number of persons per dwelling unit (P.P.U.) is moderately higher than the Region, but comparable to the provincial average. Over the 2001 to 2011 period, average P.P.U. levels in NOTL have, however, declined at a faster rate than the Region and the Province.

Household By Size

Five More: 485
Four: 805
Three: 875
One: 1540
Two: 3380

- Over the past decade, residential building permit activity (new housing units) in the Town has averaged 175 units per year. Housing development activity has evolved to include a greater share of medium-density and high-density units than in the past, reflecting changing market demands. Over the past five years, housing growth has been concentrated in the Town's settlement areas, namely in St. Davids, the Old Town and Glendale.
- The Town's population is aging. NOTL's existing age structure is older than the provincial average and the proportion of the Town's 55+ population has increased at a faster rate than the Ontario and Regional averages, driven by strong net migration in this age group.

Ages

Age Group	Value
Age...	590
Ages 5-9	715
Ages 10-14	780
Ages 15-19	795
Ages 20-24	880
Ages 25-29	725
Ages 30-34	615
Ages 35-39	665
Ages 40-44	785
Ages 45-49	930
Ages 50-54	1 275
Ages 55-59	1 540
Ages 60-64	1 805
Ages 65-69	1 770
Ages 70-74	1 375
Ages 75-79	925
Ages 80-84	645
Ages 85+	700

Forecast Growth

In accordance with the Region's current Growth Management Strategy, Niagara 2031, the Town is expected to experience steady residential growth through 2031 with the Town's population and housing base expected to increase to 22,400 and 9,070, respectively, by 2031. With respect to employment growth, the Town's employment base (excluding No Fixed Place of Work) is expected to increase to 13,960 by 2031.

According to the Growth Plan, post 2031, Niagara Region is expected to experience relatively strong population and employment growth through 2041. It is anticipated that the Town will have relatively strong growth potential over the 2031 to 2041 period as well, based on the growth drivers identified above.

Anticipated Distribution of Growth to 2041

The vast majority of forecast housing growth through 2041 within NOTL is anticipated to be accommodated within its settlement areas, with limited opportunities for rural housing development. Based on recent residential development trends, market potential and the supply opportunities identified, St. Davids is expected to accommodate the largest share of urban residential growth to 2041, accounting for approximately 40% of future housing development. The Old Town, Glendale and Virgil are anticipated to accommodate approximately 15-20% of Town-wide housing growth each, while Queenston is expected to accommodate limited residential development. *Update; the Glendale District Plan forecasts the population of the district to increase from 3,000 in 2016 to 15,000 in 2041.*

With respect to non-residential growth, the majority of development and corresponding employment growth is anticipated to be concentrated in Glendale, Virgil and the Old Town. Glendale is expected to accommodate the vast majority of the Town's industrial employment growth and a large share of the commercial employment growth. *Update; the Glendale District Plan forecasts the number of jobs in the district to increase from 4,468 in 2019 to 7,500 by 2041.* Employment growth in Virgil and the Old Town is expected to be predominantly in the commercial sector and accommodated largely through intensification. The airport is also expected to accommodate a moderate share of industrial and commercial employment growth, but much of this is anticipated over the longer term. In contrast, employment growth in Queenston is anticipated to be relatively limited. The rural area will continue to accommodate some employment growth, predominantly in the agricultural sector.

1. The Community

ii.   Economy

*The following economic summary was taken from the 2015 growth analysis done by Watson &
Associates for the Town of Niagara-on-the-Lake Official Plan Review with updates by library
staff in italics. The graphs were taken from townfolio.com using Statistics Canada 2016 &
2017 data.*

NOTL is well positioned geographically, benefiting from access to the Q.E.W. Niagara corridor,
proximity to the U.S. border, access to a growing skilled and unskilled labour force pool and
proximity to a number of post-secondary institutions. These location attributes, as well as the
Town's relative cost competitiveness are important determinants in the site selection process
for new and existing businesses looking to locate/relocate within NOTL. Notwithstanding
these positive geographic attributes, NOTL is located within proximity to a number of large
suburban G.G.H. municipalities with which it competes directly for business attraction and
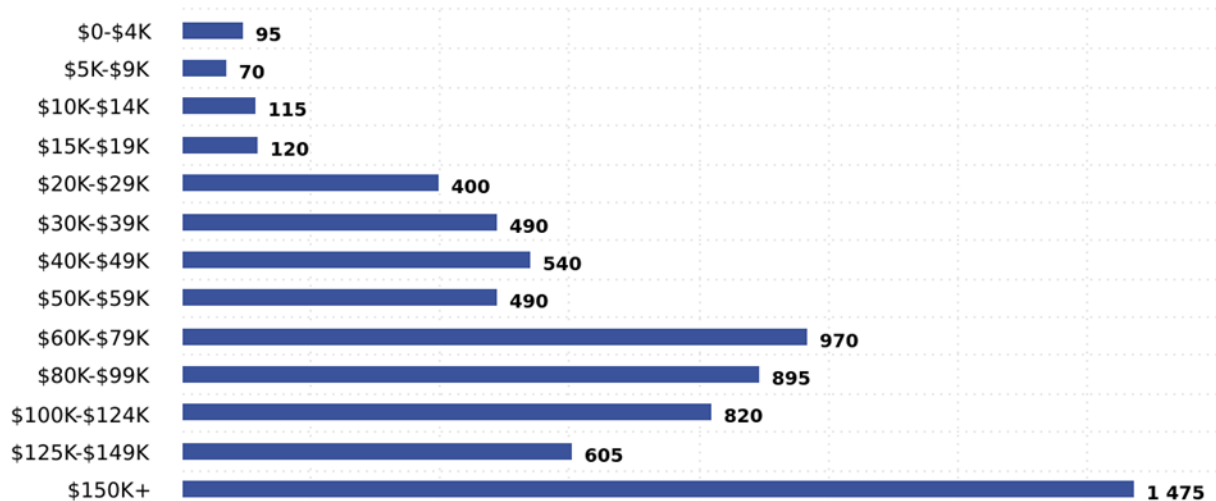retention.

In addition to the above "hard" factors, "soft" or "quality" factors are becoming increasingly
important in the corporate site selection process. Quality of life is also an important factor
influencing residential location decisions of individuals and their families. NOTL has a world
class reputation as a vibrant, growing, low-crime location in which to live in Ontario, with
access to a wide range of recreational *and cultural* opportunities, wineries and other tourism
destinations within its urban areas and throughout the surrounding countryside.

Economic Profile
- NOTL's total employment has increased from 6,900 in 1996 to an estimated 10,100 in
  2014. While the Town experienced strong employment growth between 1996 and 2006,
  over the 2006 to 2011 period, the Town's employment base declined modestly. This trend
  was also experienced across Niagara Region as a whole, as a result of a decline in the
  manufacturing sector driven by the 2008/2009 global economic downturn.
- Over the 2011-2014 period, employment growth in the Town has rebounded, driven by
  the employment growth in knowledge-based and creative class sectors, as well as retail
  trade and tourism.
- While the Town has a relatively high employment activity rate, the Town has a relatively
  low live-work ratio. A significant share of Town residents work outside the municipality,
  while a significant share of jobs within the Town is held by non-residents.
- NOTL is home to a broad range of employment sectors constructed in the Old Town,
  Glendale and the rural area. The Town's employment base is concentrated in retail, small-
  to medium-scale manufacturing, wholesale trade, transportation, government and
  education, accommodation and food services and agriculture and tourism. The
  employment base is also highly concentrated in the creative class economy and highly
  oriented towards small businesses and home-based occupations.

- The Town has experienced moderate levels of non-residential development activity over the past five years, concentrated in the commercial and agriculture sectors.

Household Income

Income Range	Count
$0-$4K	95
$5K-$9K	70
$10K-$14K	115
$15K-$19K	120
$20K-$29K	400
$30K-$39K	490
$40K-$49K	540
$50K-$59K	490
$60K-$79K	970
$80K-$99K	895
$100K-$124K	820
$125K-$149K	605
$150K+	1 475

Growth Drivers

A number of regional and local drivers have been identified which are anticipated to influence future population, housing and employment growth within NOTL through the year 2041.

- **Location with the G.G.H.** - NOTL is located within the southwest region of the G.G.H. – one of the fastest growing Cities/Regions in North America. The G.G.H. is forecast to experience strong population and employment growth through 2041 which is expected to influence and drive population, housing and employment growth within NOTL over the period.
- **Quality of Life** - The Town's urban and rural character offers a high quality of life which is expected to drive net migration from a broad range of demographic groups including the 55-74 age group (i.e. baby boomers and younger seniors) and working age population (e.g. families with children). This is expected to continue to be a key driver of housing growth.
- **Diminishing Supply of Employment Lands** - Within the west G.T.H.A., the availability of vacant designated employment lands is tightening up. This continues to place outward development pressure primarily towards the west G.G.H. along Highways 401 and 403, as well as the Q.E.W. corridors. Accordingly, designated employment areas within the "Outer Ring" of the G.G.H., including NOTL, which offer vacant, serviced, marketable land at prices which are comparatively cost competitive, are expected to experience increasing demand for development.
- **Niagara District Airport** - The Niagara District Airport, which serves the Niagara Region, is situated in NOTL. Proximity and access to a major airport is advantageous for

an increasing number of employment sectors. The Niagara District Airport represents a significant asset to the Town which enhances the development potential of the lands immediately next to the airport and the surrounding area.

- **Tourism/Recreation Industry Growth** - NOTL is a significant tourist destination and relative to the provincial average has a high concentration of employment in tourism-related sectors including retail trade, accommodation and food, art, entertainment and recreation. Due to its local attractions and amenities, and proximity to major urban markets such as the G.T.H.A., the Town is well positioned to continue to expand and develop its tourism and recreational opportunities.

- **Growth Opportunities within Agriculture Sector** - NOTL's agricultural cluster has experienced growth over the past five years. Given the magnitude and diversity of agricultural activity within the Town, much of the production attributed to this sector is export-based, with a large component of production reaching markets well beyond the Region. Within this sector, future opportunities exist related to agri-business and value-added processing.

1. The Community

iii.   Town Council Strategic Plan
https://notl.civicweb.net/document/16178

On February 24, 2020, Town Council approved Report CAO-20-002 - 2018-2022 Strategic Plan, as amended. The plan is organized into five categories each with three objectives:
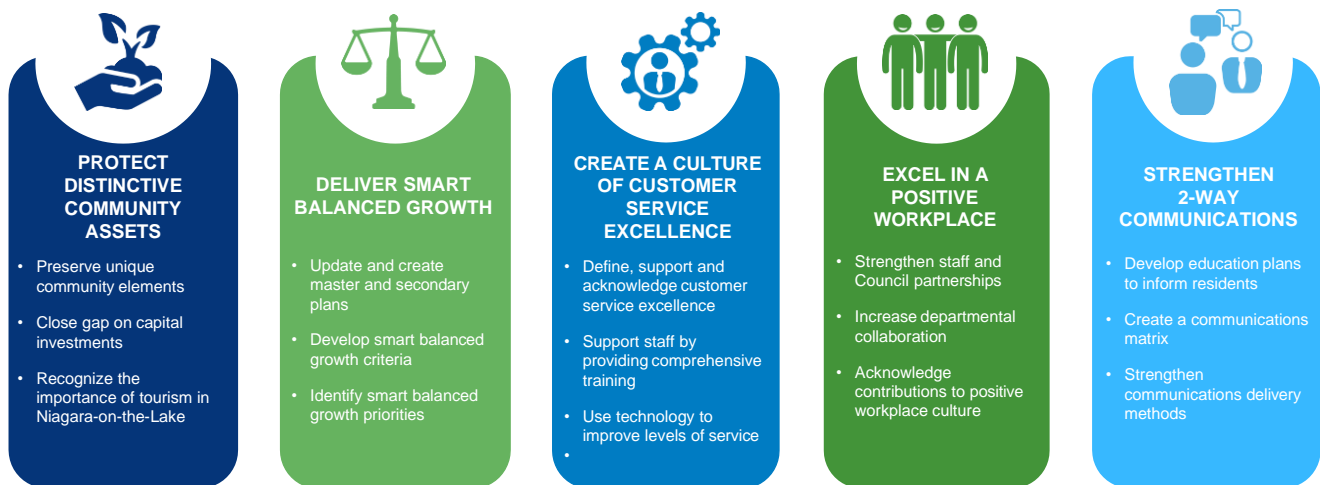

Town of Niagara-on-the-Lake Strategic Plan Summary

CORPORATE MISSION
At your service – providing outstanding support, friendly assistance and effectively delivered services to our residents and businesses throughout Niagara-on-the-Lake.

CORPORATE VISION
Working together to maintain our heritage, agriculture and distinct beauty while creating vibrant sustainable communities for all.

PROTECT DISTINCTIVE COMMUNITY ASSETS
- Preserve unique community elements
- Close gap on capital investments
- Recognize the importance of tourism in Niagara-on-the-Lake

DELIVER SMART BALANCED GROWTH
- Update and create master and secondary plans
- Develop smart balanced growth criteria
- Identify smart balanced growth priorities

CREATE A CULTURE OF CUSTOMER SERVICE EXCELLENCE
- Define, support and acknowledge customer service excellence
- Support staff by providing comprehensive training
- Use technology to improve levels of service
-

EXCEL IN A POSITIVE WORKPLACE
- Strengthen staff and Council partnerships
- Increase departmental collaboration
- Acknowledge contributions to positive workplace culture

STRENGTHEN 2-WAY COMMUNICATIONS
- Develop education plans to inform residents
- Create a communications matrix
- Strengthen communications delivery methods

The library can actively support objectives in categories one, two and five:

1. **Protect Distinctive Community Assets**
   - Preserve unique community elements:
     i.   Review all existing studies that apply to community asset management and heritage protection, and create a prioritized action plan
     ii.   Support residences and businesses in protecting their valuable heritage assets

2. **Deliver Smart Balanced Growth**
   - Update and create master secondary plans
     i.   Coordinate land use and infrastructure strategies to achieve complete, diverse, adaptable and sustainable communities that are attractive and liveable
     ii.   Plan for the long-term protection of the Town's established neighbourhoods, and natural and cultural heritage resources
     iii. Provide efficient, effective and financially responsible provision, use and maintenance of infrastructure and public service facilities to support planned growth

3. **Strengthen 2-Way Communication**
   - Develop education plans to inform the public:
     i. Develop creative ways to improve residents and visitor's overall awareness and know of the Town
   - Create a communication matrix:
     i. Crate a communications matrix to determine what information get communicated by which delivery vehicle and with what level of urgency
   - Strengthen communications delivery methods
     i. Understand and meet the informational needs of all constituents

1. The Community

iv. Town Official Plan
https://notl.civicweb.net/document/15894

The Town's latest Official Plan was adopted by By-law No. 5180-19 passed by Town Council on October 22nd, 2019. The library provided input throughout the plan consultation process. Sections of the plan that impact the library are listed below and the contents of each section with highlighting are included in Appendix B of this report:

2.3 Economic Strategy (page 13)
- 2.3.3
- 2.3.4
- 2.3.5

2.6 Complete Communities (page 22)
- 2.6.1.2
- 2.6.1.3

2.6.2 Healthy Neighbourhoods (page 24)
- 2.5.2.1

2.6.4 Community Infrastructure (page 25)
- 2.6.4.1
- 2.6.4.2
- 2.6.4.3

4.14 Community Facilities (page 77)
- 4.14.1.2
- 4.14.2.1
- 4.14.3.1

4.17 Community Hubs (page 82)
- 4.17.1
- 4.17.2

7.4 Cultural Facilities (page 129)
- 7.4.1
- 7.4.2

7.5 Enhancement and Education (page 131)
- 7.5.1

1. The Community

v. Glendale District Plan
https://tinyurl.com/y3wy9a67

The Glendale District Plan was endorsed by NOTL Town Council on August 24th, 2020 and by Niagara Regional Council on September 17th, 2020. The plan, a collaboration between the Town of NOTL, City of St. Catharines and the Niagara Region, is a complete community development plan for an area identified to accommodate high density, mixed-use urban growth. The district includes:

- Outlet Collection at Niagara
- Niagara College Campus
- Existing residential development south of Glendale Ave.
- Hospitality uses on both sides of the QEW

The Glendale District Plan has nine key directions of which one is directly related to library services:

7. Create Public/Civic Space as a Focus for Glendale

A community hub will be a central focus of Glendale's complete community. Future work will investigate possible partnerships for the hub location, for example, public health offices, police services, Niagara College satellite space, Niagara Regional Native Centre programs, and/or other service providers all integrated into the space. The community hub can also offer recreational space

and programming, <mark>a library site</mark>, daycare services, multi-purpose rooms and incorporate the transit service terminal. It will become an important destination for social interaction and offerings.

The community hub could also be a multi-story building to provide additional space for community uses, offices or housing on the upper floors. In line with Key Direction 6, partnerships could include Niagara Regional Housing or Niagara College to provide specialized affordable housing.

Complete communities thrive when well-designed, high quality public spaces are integrated into the overall community design. Green space for recreation shall be woven throughout the community through public and publicly accessible spaces. Urban design guidance will consider different scales of parkland and open space to encourage a variety of opportunities for active living throughout the District Plan area. Active living directly contributes to a healthier population.

1. The Community

vi.   Municipal Service Delivery Review

Deloitte LLP was hired by the Town of Niagara-on-the-Lake to complete a service delivery review of the Town's operations. The review was funded by the Ontario Ministry of Municipal Affairs and Housing through its Municipal Modernization Program which aims to assist municipalities in updating their services and reducing costs. The review was completed in June 2020 and the library was identified as one of two municipal services rated "Above Standard". The complete review is included as a separate document in the strategic planning session information package. The following is a summary of the four opportunities identified in the review:

1. **Manage Enterprise Risk pp. 21 & 22**
   Consider the Town's Strategic Plan Pillars in the Library's strategic planning process
2. **Manage Enterprise p. 22**
   Implement key performance indicators to improve the Library's operations and strategic decision making
3. **Review, set and communicate service levels pp. 31 & 32**
   Establish a shared services model with Library staff to increase the available hours of non-complex services provided by the Town
4. **Centralized Procurement pp. 61 & 62**
   Finalize the Memorandum of Understanding between the Town and the Library to apply a governance structure for funding provided by the Town

The Library's service profile from the review is excerpted on the following page.

Library

Service Profile

Division	Library
Department	Library
Service Type	External
Service Driver	Legislation
Delivered by	Town Staff
2018 Expenses	$801,311 (76% Salaries & Wages)
2018 Revenue	$779,817 (88% Municipal Grant Revenue)
FTEs	9

Service Description

The Town's Library strives to provide educational, cultural, recreational and social opportunities to all members of the community. The Library is currently revising its Strategic Plan, and has made numerous changes in order to modernize operations including removing the Dewey decimal system, and creating a maker station.

Key Performance Indicators Used	No
Service Level Standard Definition	• Ontario Public Libraries Act

Performance and Benchmarking

	NOTL	Collingwood	Lincoln	Innisfil
Spend per capita[1]	$45.48	$71.84	$51.70	$91.67
Percent of operating budget[1]	2.92%	4.10%	5.21%	8.10%
Foot Traffic (2017) [2]	299,099[3]	237,081	173,838	Not available

Service Level Assessment — Above Standard

Service Level Rationale
- The Town's Library collects numerous data points with respect to its user base (e.g. member activity/usage, interactions online/in-person, types of material borrowed, etc.), but is not leveraging the data when considering its ability to define performance and directional improvements.
- Additionally, there is limited active communication of the Town's level of service or comparison of its services to the service level standard defined for Ontario municipalities – the legislated Ontario Public Libraries Act.
- The Town's library is highly modernized, as it has moved away from traditional practices such as the use of the Dewey decimal system. The library has also invested in a number of modern services for public use such as 3D printers in the makers station.
- Ultimately, the Town is spending less than its comparators, but proves to be superior when considering foot traffic and modernization efforts. While there are opportunities to improve the service by way of implementing key performance indicators, the Town is meeting local needs.
- On balance, this service is above standard because of a lower spend per capita than comparators, the modern amenities and number of services provided to citizens as well as the collection and use of data for management purposes.

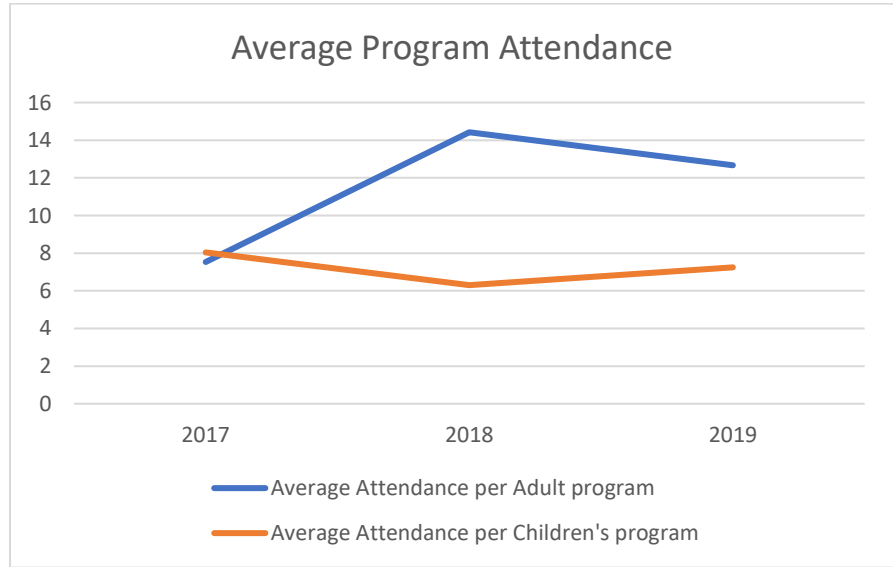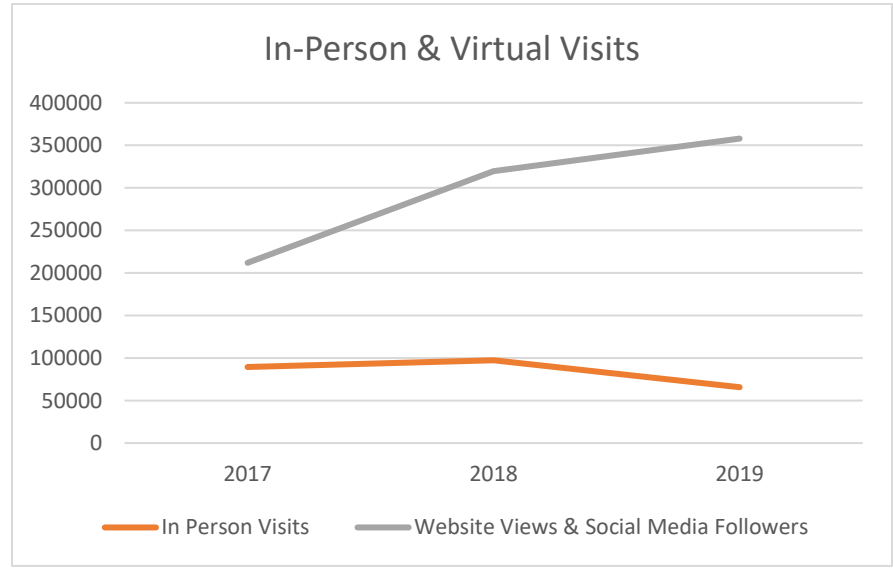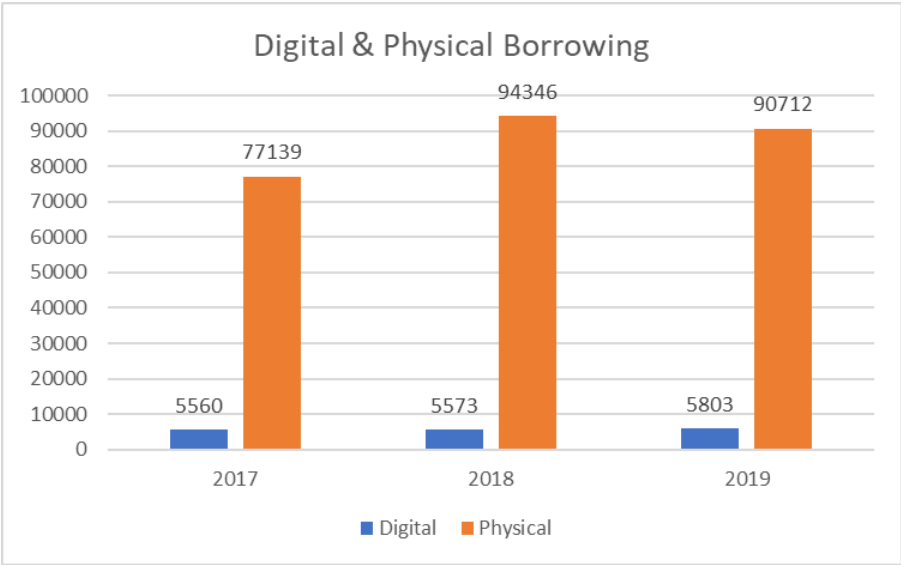[1] Data derived from publicly sourced 2018 Financial Information Return, schedule 40, for the comparators

[2] Information obtained from comparator websites

[3] Includes online visits as well as foot traffic

2. The Library

i. Internal Statistics

Niagara-on-the-Lake Public Library					
Population Served:	17,511				
Active Members:	4763				
Active Members Per Population Served:	27%				

Performance Statistics	Total 2019	Total 2018	Total 2017	% Change 2018 - 2019	% Change 2017 - 2019
New Members	895	858	674	4%	33%
Circulated Items (Physical)	90,712	94,346	77,139	-4%	18%
Books & Magazines	68,665	68,717	57,239	0%	20%
Audiobooks	1,913	2,073	1,418	-8%	35%
DVDs	20,134	23,456	18,482	-14%	9%
Circulated Items (Digital)	5,803	5,573	5,560	4%	4%
Circulated Items (Total)	96,754	100,941	82,699	-4%	17%
Virgil NovelBranch Circulation	485	237		105%	
Virgil Locker Circulation	401	7		5629%	
Virgil Locker Returns	479				
St Davids Locker Circulation	286	294	129	-3%	122%
St Davids Locker Returns	283				
LINC Circulation Sent	4378	4192	1697	4%	158%
LINC Circulation Received	7,882	7,421	2,650	6%	197%
In Person Visits *	65,668	97,354	89,326	-33%	-26%
Website Views	354,591	317,153	209,773	12%	69%
Catalogue Visits	264,242	221,837	134,177	19%	97%
Database Searches	9,502	11,360	7,063	-16%	35%
Social Media Followers	3368	2656	2148	27%	57%
Number of Adult Programs	145	105	124	38%	17%
Adult Program Attendance	1,837	1,515	934	21%	97%
Number of Children's Programs	279	211	201	32%	39%
Children's Program Attendance	2,024	1,331	1,617	52%	25%
Number of Makery Programs	65	24		171%	
Makery Attendance/Use	395	299		32%	
* People counter malfunction Jun through Aug 2019					
Renovation closure Dec 3, 2016 to Jan 4, 2017					
Temporarily relocated Jan 4 to May 8, 2017 with reduced hours					

Digital & Physical Borrowing

Year	Digital	Physical
2017	5560	77139
2018	5573	94346
2019	5803	90712

■ Digital ■ Physical

In-Person & Virtual Visits

— In Person Visits
— Website Views & Social Media Followers

Average Program Attendance

— Average Attendance per Adult program
— Average Attendance per Children's program

2. The Library

ii. Comparative Statistics

Ontario public Libraries are required to complete an annual statistical survey to qualify for the provincial operating grant. The survey captures all aspects of library operations through indicators that are updated each year. The following charts are taken from the most recently published survey (2018) and compare the NOTL Public Library to four other public libraries of similar size (population group 15,001 - 30,000). Three of the libraries are in the Niagara Region and one is from outside.

General					
Library	General Service Data		Facilities		
	Population Served	Active Cardholders	Service Points	Total Branches	Weekly Hours of Operation
NOTL	17,511	4,956	3	1	302
Pelham	17,110	4,077	3	2	185
Port Colborne	18,306	7,766	1	1	53
Port Hope	16,753	16,424	2	2	73
Thorold	18,801	8,557	1	1	57

Financial				
Library	PLOG*	Pay Equity Grant	Total Provincial Funding	Local Operating Funding
NOTL	23,904	1,372	25,276	686,377
Pelham	22,456	932	23,388	814,218
Port Colborne	35,558	2,770	38,328	734,834
Port Hope	29,452	2,375	31,827	705,233
Thorold	29,684	2,744	32,428	593,766

Public Library Operating Grant (from provincial government)

Financial					
Library	Project Grant	Self Generated Revenue	Donations	Total Operating Revenues	Total Capital Revenues
NOTL	23,271	27,671	15,417	778,012	58,000
Pelham	1,680	54,922	0	973,463	32,032
Port Colborne	0	24,718	1,500	815,491	200,549
Port Hope	3,864	22,335	23,774	787,033	50,375
Thorold	19,160	15,366	670	673,791	33,738

Reference Transactions

Library	Reference	Reader's Advisory	Technology	Virtual
NOTL	5,300	2,850	2,900	250
Pelham	2,650	3,100	1,800	50
Port Colborne	9,100	900	2,100	50
Port Hope	4,750	3,650	2,050	550
Thorold	1,850	50	1,900	100

Circulation

Library	Physical	eResources	ILLo Borrowed	ILLo Loaned
NOTL	100,941	5,668	573	366
Pelham	201,237	17,628	10,385	6,909
Port Colborne	159,186	23,868	882	1,610
Port Hope	139,597	43,472	1,952	1,458
Thorold	65,037	12,948	732	497

Electronic Resources Use

Library	Computers	Databases	Makerspace	Wireless
NOTL	17,700	27,300	1,000	5,600
Pelham	6,250	12,688	0	12,350
Port Colborne	8,850	1,612	250	10,050
Port Hope	8,050	0	0	12,100
Thorold	11,450	3,848	100	2,500

Visits

Library	In Person	Electronic	Social Media	Homebound
NOTL	96,750	100,256	6,916	36
Pelham	117,950	54,028	98,696	55
Port Colborne	62,800	115,752	4,940	72
Port Hope	61,250	20,540	3,952	72
Thorold	51,150	246,116	140,296	12

Key Ratios - Financial				
Library	Internet & Computers as % of Operating Expenditures	Materials as % of Operating Expenditures	E-Resources as % of Materials Expenditure	Total Operating Expenditures per Capita
NOTL	3.42	9.42	22.42	48.77
Pelham	3.52	8.53	35.04	56.99
Port Colborne	2.7	7.98	36.83	44.55
Port Hope	5.35	7.94	17.04	49.18
Thorold	0.36	10.6	21.93	36.88
Averages	3.5741	9.4441	28.5683	48.6103

Programs		
Library	Programs	Attendance
NOTL	352	2,846
Pelham	477	9,025
Port Colborne	443	6,169
Port Hope	326	3,911
Thorold	539	7,206

Collection Titles					
Library	Total	CD & DVD	E-Resources	E-Magazines	Print Magazines
NOTL	24,456	3,706	768	64	43
Pelham	30,571	5,731	82,851	0	117
Port Colborne	37,391	6,968	83,290	2,306	100
Port Hope	47,973	7,944	82,851	0	61
Thorold	76,870	5,458	97,553	2,308	41

Key Ratios – Financial

Library	Provincial Operating Funding as % of Total Operating Revenues	Local Operating Support per Capita	Local Operating Support per Household	Salaries as % of Total Operating Expenditures
NOTL	3.25	39.2	99.2	70.93
Pelham	2.4	47.59	115.26	78.43
Port Colborne	4.7	40.14	71.34	69.42
Port Hope	4.04	42.1	96.54	66.77
Thorold	4.81	31.58	69.87	69.1
Averages	3.9100	42.0569	96.4338	69.9672

Key Ratios – Holdings & Circulation

Library	Holdings		Circulation			
	Titles per Capita	Titles per Active Cardholder	Turnover (Print)	Turnover (Print & E)	Circ per Capita	Circ per Active Cardholder
NOTL	1.66	5.86	2.77	2.43	5.76	20.37
Pelham	6.97	29.25	6.28	1.08	11.76	49.36
Port Colborne	7.1	16.75	3.93	0.81	8.7	20.5
Port Hope	8.29	8.45	2.51	0.66	8.33	8.5
Thorold	9.69	21.3	0.82	0.27	3.46	7.6
Averages	6.6545	19.1186	3.4286	1.1414	7.1469	20.9103

Key Ratios – Activities & Use

Library	Inter Library Loan	% Pop Active Cardholders	In-Library Materials Use / Capita	Weekly Ref	E- Ref / Capita	Standard Ref / Capita	Total Ref /Capita
NOTL	1.57	28.3	0.66	111	0.01	0.3	0.32
Pelham	1.5	23.83	0.17	54	0	0.15	0.16
Port Colborne	0.55	42.42	1.87	183	0	0.5	0.5
Port Hope	1.34	98.04	1.7	106	0.03	0.28	0.32
Thorold	1.47	45.51	0.43	39	0.01	0.1	0.1
Averages	1.41	37.82	1.17	98.79	0.03	0.21	0.24

Key Ratios – Visits & Programs

Library	In Person Visits / Capita	Website Visits / Capita	Total Visits / Capita	Program Attendance / Active Cardholder	Program Attendance / Capita
NOTL	5.53	5.73	11.65	0.57	0.16
Pelham	6.89	3.16	15.82	2.21	0.53
Port Colborne	3.43	6.32	10.02	0.79	0.34
Port Hope	3.66	1.23	5.12	0.24	0.23
Thorold	2.72	13.09	23.27	0.84	0.38
Averages	4.79	4.14	11.71	1.35	0.44

Key Ratios - Staffing

Library	Professional Librarians as of % Total Staff	Library Technicians as % of Total Staff	Total Paid Staff per Service Point	Total Volunteers per Service Point
NOTL	35.9	17.95	1.86	0.02
Pelham	20.9	32.84	3.19	27.14
Port Colborne	13.73	13.73	7.29	0.09
Port Hope	23.89	0	4.19	0.06
Thorold	25.74	25.74	7.77	10
Averages	19.57	19.76	5.61	1.46

Key Ratios - Facilities

Library	Weekly Service Hours per 10,000 Pop	Service Points per 10,000 Pop	Service Points per 1,000 Pop	Internet Workstations per Cardholder	Internet Workstations per Capita
NOTL	172.46	1.71	0.17	0.0024	0.0007
Pelham	108.12	1.75	0.18	0.0066	0.0016
Port Colborne	28.95	0.55	0.05	0.0014	0.0006
Port Hope	43.57	1.19	0.12	0.0011	0.0011
Thorold	30.32	0.53	0.05	0.0011	0.0005
Averages	49.0300	1.0903	0.1093	0.0029	0.0010

S
- One of the most trusted public institutions
- Free & Open to all
- Community hub
- Strong & numerous public & private partnerships
- Responsive & Innovative Programming Technology Leader
- Shared & Diverse Collections
- Excellent Customer Service
- State-of-the-art facility & beautiful garden
- Dedicated, innovative & enthusiastic staff
- Dedicated, innovative & enthusiastic board

W
- Brand/image strongly tied to books
- Perceived as "soft" service (i.e. not essential)
- Female dominated profession so undervalued
- Difficult to measure & prove impact
- Culture of modesty
- All things to all people
- Low active membership

O
- Resource sharing with other organizations
- Small & home based business support
- 225th anniversary
- Supporting those working from home
- Supporting community pandemic recovery
- Life-long learning support
- Digital Literacy
- Off-site service to villages
- LiNC expansion
- E-resource expansion & local history digitization
- Operations review for post-pandemic reopening
- Increase visibility for post-pandemic reopening
- Increased & regular feedback
- More self-service technology
- New municipal CAO
- MOU with municipality
- Develop sustainable 5 year operating & capital budgets

T
- Economic downturn
- Uncertain funding
- Small staff development/training budget
- No high school
- Fundraising & funding competition
- Relevancy questioned in digital age
- Decentralized community
- Competition from info & entertainment providers
- Competition from organizations providing similar programming
- Rapid changing technology

NIAGARA ON THE LAKE PUBLIC LIBRARY

Appendix A

NOTL Official Plan Library Related Excerpts
https://notl.civicweb.net/document/15894

2.3 Economic Strategy (page 13)

2.3.1 This Plan promotes the need for a prosperous and diverse economy that offers attractive employment opportunities where people want to live, work and conduct business. The vision for compact, *complete communities* with adequate public transportation that can attract and retain youth and families relies on a vibrant, competitive economy.

2.3.3 As key components of the Town's economic development strategy, the Town:
> f) will maintain and enhance its role as a centre for culture, heritage, education and recreation;
> h) will support adaptive re-use of underused or derelict commercial and industrial facilities to alternate employment uses and community facilities.

2.3.4 In order to achieve strong economic diversity, it is recognized that the Town's natural and cultural assets, including the *specialty crop area*, *agricultural system*, *cultural heritage resources*, and *working landscapes* are important economic drivers that will be leveraged responsibly and promoted to attract a range of innovative and diverse businesses and attract and retain youth and families.

2.3.5 Future employment, population and housing growth in the Town will be influenced by a number of regional and local factors, including:
> a) location within the Greater Golden Horseshoe (GGH), which will continue to experience strong population and employment growth;
> b) a high quality of life that is expected to drive net migration to the Town from a broad range of demographic groups, including the working age population and baby boomers;

2.6 Complete Communities (page 22)

2.6.1.2 A sustainable community balances social well-being, agricultural production, resource protection, economic opportunities and environmental responsibility to meet the needs of the present without compromising the quality of life for future generations.

2.6.1.3 Sustainability is achieved through a variety of initiatives that can include:
> c) conserving *working landscapes*, *and cultural heritage resources*;
> d) providing choices and opportunities for housing, employment, transportation, social, recreational and cultural amenities;
> h) having vibrant downtowns and attractive public spaces;

2.6.2 Healthy Neighbourhoods (page 24)

2.6.2.1 Healthy neighbourhoods and communities are essential to the quality of everyday life in Niagara-on-the-Lake, from housing to community services, arts and culture and heritage. Components of healthy communities in the Town include:

    a) Vibrant, walkable, complete settlement areas with a mix of housing, jobs, parks, shops and services in close proximity to each other;

    b) retention of schools and family supportive institutions including pre-schools, elementary schools and post-secondary schools;

    h) support for education, arts and culture; and

    i) investment in the public realm, including enhanced public access to the waterfront.

2.6.4 Community Infrastructure (page 25)

2.6.4.1 Community infrastructure is integral to creating sustainable communities by providing facilities and services to meet the needs of residents.

2.6.4.2 While Niagara-on-the-Lake plays an important role in providing community facilities and services for residents, including a library, community centre, parks, and fire services, the Town will also work with other levels of government, non-profit agencies, school boards and community organizations to plan and deliver services and infrastructure.

2.6.4.3 The Town may, with support from the Region, identify areas of the Town that are underserved by community infrastructure, and develop polices and incentives to enhance access to community infrastructure, as provided in the Regional Official Plan. The Town may identify such infrastructure through the preparation of Secondary plans, Community Improvement Plans, Local Improvement Plans, Development Charge Studies, Recreation, Cultural Master Plans or other local municipal initiatives.

4.14 Community Facilities (page 77)

4.14.1.1 Community facilities are intended to provide for the culture, education, health and welfare of the existing and future residents of the Town.

4.14.1.2 The Community Facilities designation recognizes the larger-scale community facilities currently in existence in the Town and provides policies for the ongoing operation of such facilities.

4.14.2.1 The objectives for the Community Facilities designation are as follows:

    a) To provide for appropriately-located parks and community facilities that are accessible to the people they serve, while not having an adverse effect on abutting land uses.

    b) To encourage the location of community facilities at strategic locations with convenient access for residents.

    c) To recognize the changing needs of the community and the subsequent need for *redevelopment* of community facilities.

    d) To ensure the conservation of *cultural heritage resources* through the process of change.

4.14.3.1 Community facilities include a full range of uses such as private and public schools, day care facilities, treatments centres and clinics, health care facilities, community centres, places of worship, government offices, libraries, emergency service facilities, public and private cemeteries, parks, trails, and specialized housing (e.g. nursing homes/retirement homes).

4.17 Community Hubs (page 82)

4.17.1 The Town supports the creation of community hubs that:

    a) enable the co-location of public services to promote cost-effectiveness and service integration;

    c) give priority to existing public service facilities as the preferred location, where appropriate

4.17.2 A Community Hub is a central access point which:
    a) offers services in collaboration with different community agencies and service providers;
    b) reduces administrative duplication;
    c) improves services for residents and are responsive to the needs of their communities; and
    d) is unique and defined by local needs, services and resources.

7.4 Cultural Facilities (page 129)

7.4.1 Arts and culture are integral to building a liveable community. Cultural facilities help connect people to their community.

7.4.2 As the Town continues to grow and evolve, the demand for community access to quality cultural programming, facilities and opportunities for personal cultural expression will increase. The Town will consider opportunities for integrating arts and cultural facilities and programs as an integral part of the *Community Design* and *development* process. The Town will also identify a vision for arts and culture that establish priorities and strategies to strengthen the local arts and culture sector, and will:

    a) Encourage the *development* of a municipal culture plan to establish strategies to strengthen and protect the local arts, culture and heritage sector and work in partnership with the community, artists, cultural workers and organizations to guide arts and culture programs, services and facilities in the Town. The culture plan will define local cultural assets and *significant* cultural clusters to build a supportive local planning policy framework in partnership with the cultural community and other partners to address, among other local issues:

        i. The appropriate size, scale and location of creative cultural industries;
        ii. The appropriate location for live-work spaces with a focus on adaptive re-use;
        iii. The relationship between *creative cultural industries* and downtowns; and
        iv. The appropriate use of employment lands for creative cultural industries.

    b) Recognize the importance of arts and culture in enhancing the livability of Niagara-on-the-Lake's communities.

    c) Support the work and programs of cultural organizations in the Town and investigate various support systems and funding mechanisms.

    d) Ensure that new arts and culture programs, services and facilities will, where feasible, be:

i. integrated with new community *development*;
ii. designed to include flexible spaces suitable for programming various arts and culture programs and local community activities; and
iii. encourage the conservation of *cultural heritage resources*.

7.5 Enhancement and Education (page 131)

7.5.1 The Town will support initiatives to enhance existing *cultural heritage resources* and promote public education, and will:

d) Provide resources to implement communication and education programs to foster awareness and appreciation of *cultural heritage resources* including web site information, walking tours, heritage award programs, workshops and heritage celebrations.

e) Participate in promotional or educational cultural heritage conservation programs provided by other levels of government or other agencies and groups.