



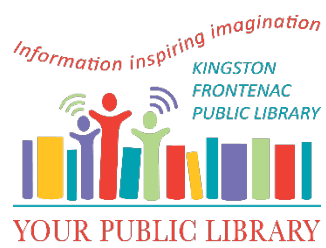
DRAFT REPORT

# Library Facilities Plan

July 2022

*Information inspiring imagination*  
KINGSTON  
FRONTENAC  
PUBLIC LIBRARY





## Kingston Frontenac Public Library Library Facilities Plan

**DRAFT FOR PUBLIC REVIEW**

July 28, 2022

Prepared by:





## Executive Summary

The public library branch has never been more important. In addition to its historical roots as a place of research and learning, the modern library is a place that connects people through space regardless of socio-economic status. The spirit of learning continues through traditional books and reference materials but also to educate people in today's technologically-driven world, bridging the digital divide and promoting pertinent aspects of our society such as physical and mental health, food security and food literacy, social justice, economic development and entrepreneurship, and so much more. The public library is a place where people come together and build communities around themselves by virtue of gathering in common areas and accessing library programs and services.

The dynamic nature of public libraries operating in the 21<sup>st</sup> Century requires progressive library systems to plan for and provide sufficient space to deliver the multi-faceted experience being sought by the public they serve. There is a common misconception that technology has reduced the need for library space but in fact the opposite is true – today's libraries need more space to deliver more services and to do so in a manner that is inclusive. For example, modern libraries enable opportunities for arts and culture, economic development and productivity, wellness, general interest programs and more. By providing appropriate amounts of floor space, public libraries become important community focal points that facilitate learning, economic development, creativity, tolerance and civic placemaking for all people.

Recognizing the role of the modern library, this Library Facilities Plan (LFP) renews the long-term vision for how Kingston Frontenac Public Library (KFPL) transforms its built space over the next 20 years based on the evolution of the County of Frontenac, the City of Kingston and the four Townships. The LFP specifically examines the need for new library space and potential improvements to existing libraries.

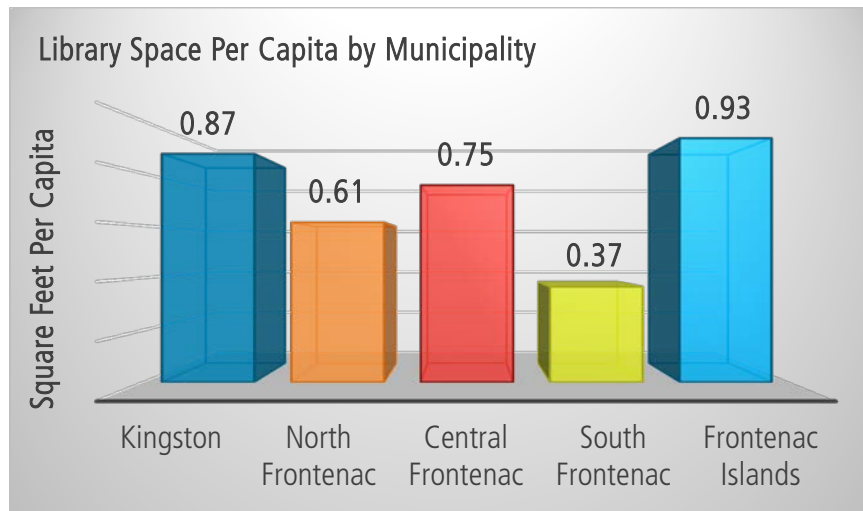
KFPL serves 161,750 people living in its five member municipalities with a total of 16 branches that collectively provide a Gross Floor Area (GFA) of 130,184 square feet. Each branch serves a slightly different function based on the needs of the urban and rural communities that they serve. KFPL's libraries offer collections, programs, services and amenities that are tailored to the diverse and geographically dispersed resident base.

**"I like that the library intentionally engages with people in different ways – activity kits, virtual programs, audiobooks."**

~ Rideau Heights Branch  
User Comment



KFPL operates “Urban Libraries” and “Rural Libraries” based on its historical models that precede its amalgamation as a Union Library system. The system-wide supply of library space translates into 0.8 square feet per capita which is necessary given its vast geographic territory as well as the needs generated by seasonal populations during the summer months and postsecondary students from out of town during the school year. Although KFPL’s GFA is predominantly concentrated in the City of Kingston, most of the Townships (with the exception of South Frontenac) offer a satisfactory level of space in relation to their populations.



The LFP’s Recommendations are focused on improving the user experience at existing libraries as well as retaining KFPL’s existing ratio of space to population over the next 20 years (at 0.8 square feet per capita). The Recommendations would assist KFPL serve current and future populations, maximize growth-related funding opportunities to be fiscally-responsible, and position individual branches to respond to the needs of their communities. The retention of KFPL’s existing level of service is supported by trends and best practices, but equally as important is reinforced by the feedback collected from the approximately 1,500 people who were directly engaged in the LFP planning process. Notable themes from the LFP consultations indicated a desire for KFPL to (among other things):

- Keep pace with growth
- Connect library users to the outdoors
- Advance green and sustainable initiatives
- Provide welcoming and comfortable spaces
- Bridge the digital divide through access to technology
- Offer more multicultural / multilingual materials
- Provide a mix of space and access to holds lockers
- Create social connections



The Recommendations advanced in the LFP are summarized in the pages that follow.

## System-Wide Recommendations

- Rec. #1 Plan for the construction of 10,000 square feet of new library space in the City of Kingston by the year 2041. This square footage has been recommended to be added through expansions to the Pittsburgh and Calvin Park branches.
- Rec. #2 Plan for the addition of 10,000 square feet of new library space in the rural catchment area by the year 2041. This square footage has been recommended to be added through an expansion to the Storrington Branch along with replacement and reconstruction of the Hartington/Verona Branch and Sharbot Lake Branch.
- Rec. #3 In line with best practices, applicable legislation and objectives of specific municipalities in Frontenac County, undertake audits of barrier-free accessibility - considering persons with disabilities, neuro-diverse individuals and persons with other special needs - and energy efficiency for **all branches that have not completed such an exercise in the past 5 years.**
- Rec. #4 Designs for new and renovated KFPL branches should have regard for the KFPL Library Board Ends Statement, namely to ensure that learning, inclusivity, creativity and community are enabled through library space.
- Rec. #5 Engage Indigenous communities in the design of new and significantly renovated library projects with consideration to incorporating design elements and service spaces that reflect Indigenous cultures, knowledge and the unique needs of these communities. Mechanical systems should also be considered to allow smudging and other cultural practices while KFPL should also seek feedback from the Indigenous community to improve inclusivity in its existing spaces.
- Rec. #6 Strive to engage equity-seeking populations in the design of new and significantly renovated library projects as well as conversations centred upon improved inclusivity in existing spaces. Under-represented populations included, but are not limited to, persons with disabilities and special needs (including neuro-diverse individuals), persons experiencing low-income or homelessness, culturally diverse and racialized populations, and members of the LGBTQ2S+ community.

**Rec. #7** Continue to invest in technological infrastructure at KFPL libraries through expansion of Wi-Fi capabilities, high-speed internet, computer workstations and software, under carpet cabling, electrical outlets, and other needs that emerge as technologies evolve over time.

**Rec. #8** Investigate opportunities to improve wayfinding signage along transportation corridors to enhance awareness and visibility of KFPL library buildings, particularly those that are embedded in neighbourhoods and remote locations.

## Kingston Branch Recommendations

**Rec. #9 Calvin Park Branch:** Undertake selected improvements to the Calvin Park Branch including: courtyard enhancements through seating, shade, and play elements at a minimum; improved furnishings and aesthetics to the Teen Area; and adding individual study group collaboration space.

In the longer-term (i.e. post-2031), expand Calvin Park Branch by a minimum of 2,800 square feet so that it provides a total Gross Floor Area of at least 16,000 square feet.

\* Also see LFP Page 63

**Rec. #10 Isabel Turner Branch:** Initiate a formal architectural process to reconfigure and renovate the Isabel Turner Branch. At a minimum, KFPL should explore opportunities to improve functionality for library users and staff by:

- optimizing the library's floor plan / layout through repositioning shelving and furniture to reclaim useable space for the public and programming, as well as generally improve the functional flow within the library;
- refreshing aesthetics, furnishing and comfort elements within the branch including additional spaces for study along with indoor and outdoor seating;
- enhancing barrier-free accessibility and general inclusivity;
- adding a community kitchen, dedicated area for teens along with a makerspace; and
- adding an enclosed outdoor reading garden adjacent to its eastern exterior stairwell along with seating and shade amenities that would support Library programs at the Lions Civic Gardens.

\* Also see LFP Page 65

Rec. #11 **Pittsburgh Branch:** Initiate a formal architectural process to expand the Pittsburgh Branch in a manner that it offers a minimum total Gross Floor Area of 12,000 square feet, thereby adding at least 7,000 square feet of space. Doing so will allow the library to address population growth attributable to planned residential developments east of the Cataraqui River along with greater use of the branch resulting from the Waaban Crossing transportation project. The architectural analysis should also investigate opportunities to maximize use of the heritage farmhouse including but not limited to enabling barrier-free access to its second floor.

\* Also see LFP Page 69

Rec. #12 **Rideau Heights Branch:** increase exterior signage and general visibility into the Rideau Heights Branch from its shared internal community centre corridor by replacing the solid doors with a glazed entranceway.

\* Also see LFP Page 72

## **North Frontenac Branch Recommendations**

Rec. #13 **Cloyne Branch:** Engage the Township of North Frontenac along with Kingston Frontenac Lennox & Addington Public Health, Limestone District School Board and any other prospective partners to determine if interest exists to construct a multi-service community hub. In the absence of interest in such a project, carry out improvements to the library's overall accessibility, technological capacity as well as updating its washroom.

\* Also see LFP Page 78

Rec. #14 **Plevna Branch:** Focus collections services in Plevna more towards being a pick-up and drop-off service point and enabling greater online access. Initiatives to explore include the installation of holds lockers and re-assigning some of the space for collections to seating and technology.

\* Also see LFP Page 80



## Central Frontenac Branch Recommendations

**Rec. #15 Arden Branch:** Enhance accessibility for persons with disabilities along with improving outdoor seating areas, potentially in partnership with the Township of Central Frontenac as a revitalization of Kennebec Memorial Park.

\* Also see LFP Page 85

**Rec. #16 Mountain Grove Branch:** Integrate more comfortable seating and explore re-orientation of bookshelves to better optimize existing floor space within the Mountain Grove Branch.

\* Also see LFP Page 87

**Rec. #17 Parham Branch:** Provide additional in-branch furniture, namely seating for library users along with re-orienting bookshelves and the customer service desk to improve functionality for branch users and staff.

\* Also see LFP Page 89

**Rec. #18 Sharbot Lake Branch:** Reconstruct the Sharbot Lake Branch to provide a minimum total Gross Floor Area of 5,000 square feet, amounting to 3,800 square feet above what is presently available. The recommended floor area would allow KFPL to enhance access to technology and library programs as well as address functional limitations with respect to barrier-free accessibility and storage. Should the support not exist to relocate and rebuild the library, KFPL should instead carry out a formal branch reconfiguration study to revisit the existing floor plan and identify alternative layouts that address similar results as being sought through a new build.

\* Also see LFP Page 91

## South Frontenac Branch Recommendations

Rec. #19 **Hartington / Verona Branch:** Replace the Hartington Branch with a new branch situated within the Verona settlement in order to situate library services closer to its primary base of users. The new Verona Branch should provide a total minimum Gross Floor Area of 5,000 square feet, thereby adding 4,000 square feet of net new library space within the existing catchment area.

\* Also see LFP Page 96

Rec. #20 **Storrington Branch:** Work with the Township of South Frontenac to carry out a second phase expansion to the Storrington Centre whereby the total Gross Floor Area of the Storrington Branch would be increased to 3,000 square feet, or approximately 2,500 square feet more than what is presently available.

\* Also see LFP Page 99

Rec. #21 **Sydenham Branch:** Develop an outdoor reading garden and/or program area to connect Sydenham Branch users to the natural beauty of Sydenham Lake.

\* Also see LFP Page 101

## Frontenac Islands Branch Recommendations

Rec. #22 **Howe Island Branch:** Install holds lockers outside of the Howe Island Branch.

\* Also see LFP Page 106

Rec. #23 **Wolfe Island Branch:** Enhance the Wolfe Island Branch's outdoor presence so that the corner frontage along County Road 95 and Main Street features more prominently with landscaped elements and seating areas. Installation of holds lockers should also be pursued.

\* Also see LFP Page 108

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# Acronyms

<b>AODA</b>	Accessibility for Ontarians with Disabilities Act
<b>ARUPLO</b>	Administrators of Rural-Urban Public Libraries of Ontario
<b>GFA</b>	Gross Floor Area
<b>KFPL</b>	Kingston Frontenac Public Library
<b>LFP</b>	Library Facilities Plan
<b>OPL</b>	Ontario Public Libraries





# 1.0 Introduction



## 1.0 Introduction

### 1.1 The Importance of Libraries

The public library remains a core institution for Canadians, constantly evolving and innovating in step with rapid advances in technology world-wide. Canada's continued shift towards knowledge-based economies and the importance of "creative industries" means that public libraries play a pivotal role to their communities. Libraries are places of learning, creativity, socialization and collaboration among all facets of the population. The library branch is a critical community focal point though for different reasons than in the past. Libraries fulfill objectives surrounding education, economic development and civic placemaking that contribute to the broader social, economic and cultural health of a community, which in turn has meant that the very way in which libraries operate in the modern age is different than in the past.

The transformative change experienced in modern libraries is driven by broad technological and societal trends. The development of mobile and portable technologies such as Wi-Fi to eBooks, tablets and smart phones is key to this. Equally important are social trends emphasizing creativity, social justice, experience, collaboration, sociability, community connection and lifelong learning. Such changes are unfolding and interacting in ways that are affecting the library user experience, library collections, community relationships and, in turn, physical space.

KFPL recognizes the importance that library spaces play within the community. Innovative approaches to providing libraries have been undertaken in partnership with others such as co-locating with community centres, fire halls and administration buildings with municipal partners to increase outreach and share costs. KFPL has also demonstrated its willingness to embrace technology and emerging trends through makerspaces and an increasing digital collection while ongoing maintenance and investments in its branches and physical library space continue to be made.

**"I love coming to the library – it's welcoming, safe, inclusive, and comfortable."**

~ Central Branch User  
Comment



Create Space at Central Branch

## 1.2 Purpose of the Library Facilities Plan

Kingston Frontenac Public Library (KFPL) services all municipalities that are physically located in Frontenac County, a vast geographic territory, through 16 branches located in:

- City of Kingston – 5 branches
- Township of North Frontenac – 2 branches
- Township of Central Frontenac – 4 branches
- Township of South Frontenac – 3 branches
- Township of Frontenac Islands – 2 branches

KFPL is defined as a Union Library under the *Public Libraries Act* when two or more municipalities agree to share the cost of establishing, operating and maintaining their libraries. KFPL serves 161,750 people<sup>1</sup> living in its five member municipalities. Each branch serves a slightly different function based on the needs of the urban or rural community in which it is located. KFPL's branches offer collections, programs, services and amenities that are tailored to the diverse and geographically dispersed resident base.

The Library Facilities Plan (LFP) renews the long-term vision for how KFPL's built form will transform over the next 20 years based on the evolution of the County of Frontenac, the City of Kingston and the four Townships. It is intended to provide a library facility model to guide KFPL in re-affirming – and adjusting where necessary – the role of its branches, evaluating the merits of delivering new or more specialized functions, and exploring alternative space delivery options that can effectively improve access to library services. KFPL Board and staff will need to engage their municipal funding partners to set priorities, recognizing fiscal restraints and other civic needs.



Central Branch



Arden Branch

<sup>1</sup> Statistics Canada 2021 Census Populations for Kingston, North Frontenac, Central Frontenac, South Frontenac, and Frontenac Islands



### 1.3 Plan Methodology

KFPL initiated the LFP in January 2022 with the assistance of Monteith Brown Planning Consultants Ltd. and MJMA Architecture & Design. The LFP was developed in accordance with a Terms of Reference prepared by KFPL and overseen by Library staff.

The LFP is built upon inputs gained through background research, review of KFPL reports and past studies, and consultations with the public and library partners. Space assessments have been carried out in consideration of generally accepted standards and data published by provincial library bodies such as Ontario Public Libraries Monitoring & Accreditation Council and the Administrators of Rural-Urban Public Libraries of Ontario (ARUPLO) in conjunction with KFPL's historic levels of service and past practices.

The use of several inputs in the planning process allows the LFP to consider provincial and national trends and best practices in providing library space while reflecting the unique characteristics and priorities of people living in Kingston and Frontenac County. In this way the LFP's recommendations have considered research, consultation and assessment methodologies as an integrated set rather than exclusively relying upon any one input or tool.

#### Note about COVID-19

The LFP was prepared in the midst of the COVID-19 pandemic during which libraries have been closed for extended periods of time in 2020 and 2021, and have been operating under significantly different conditions than in the past. Due to this, the LFP assessments are based on a number of pre-pandemic variables under the assumption that historical usage and preferences will return once the pandemic is over.

With this being said, COVID-19 will have lasting impacts on the way in which libraries are designed, operated and used. The LFP recognizes the impacts of the pandemic, but also notes that ongoing monitoring of post-pandemic trends will be required moving forward as there continues to be a degree of uncertainty for the future at the time of writing this report.

#### Limitations & Exclusions

The LFP is focused upon capital-related items pertaining to KFPL's built infrastructure. As such, the scope of work is largely relegated to defining the amount and types of library space required along with how to provide it. The LFP's scope does not include organizational or operational assessments that would typically be encompassed in KFPL's Strategic Plan, staffing or organizational reviews, defining hours of operation, nor does it include the preparation of operating policies and practices to guide the delivery of library services.

## 1.4 KFPL's Branches

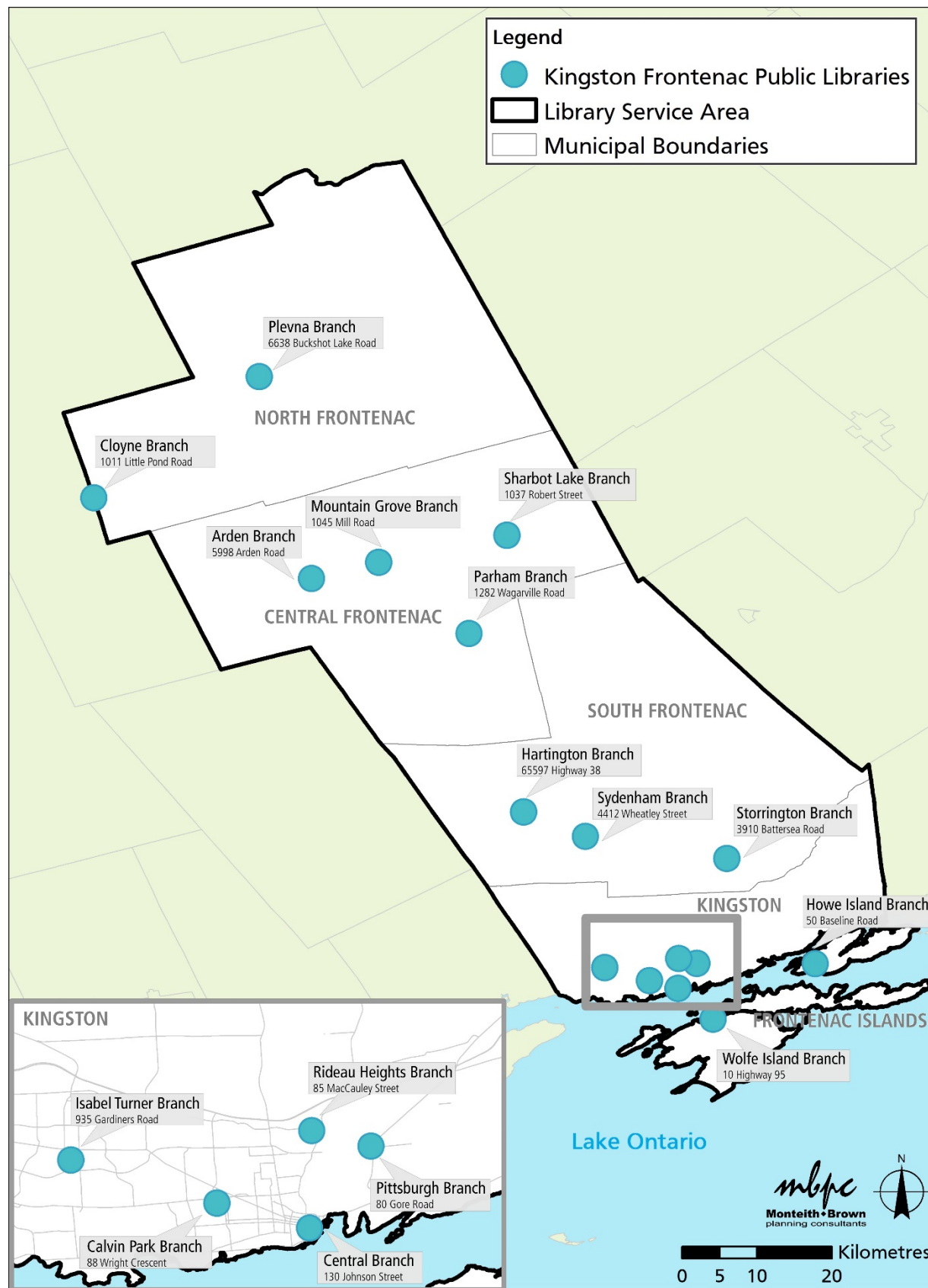
### Branch Locations & Sizes

KFPL's 16 branches collectively provide 130,184 ft<sup>2</sup> of floor space. The branches are characterized by different facility designs and floor sizes that are largely reflective of their era of construction but also the legacy of amalgamation which predates KFPL's incorporation as a union library system. As a result of these differences along with other market-related factors, the types of collections and services offered at each branch also varies. Of the 16 branches, nine branches operate as stand-alone facilities while the seven remaining branches are shared with another use such as a community centre, meeting hall, fire hall, or municipal office.

**Table 1: KFPL Branch Locations & Sizes**

Municipality	Branch Name	Address	Branch Size
City of Kingston	Central	130 Johnson Street	60,030 ft <sup>2</sup>
	Calvin Park	88 Wright Crescent	13,186 ft <sup>2</sup>
	Isabel Turner	935 Gardiners Road	31,990 ft <sup>2</sup>
	Pittsburgh	80 Gore Road	5,018 ft <sup>2</sup>
	Rideau Heights	85 MacCauley Street	5,680 ft <sup>2</sup>
Sub-Total: Kingston			115,904 ft <sup>2</sup>
Township of North Frontenac	Cloyne	1011 Little Pond Road	689 ft <sup>2</sup>
	Plevna	6638 Buckshot Lake Road	710 ft <sup>2</sup>
Sub-Total: North Frontenac			1,399 ft <sup>2</sup>
Township of Central Frontenac	Arden	5998 Arden Road	495 ft <sup>2</sup>
	Mountain Grove	1045 Mill Road	1,207 ft <sup>2</sup>
	Parham	1282 Wagarville Road	1,022 ft <sup>2</sup>
	Sharbot Lake	1037 Robert Street	969 ft <sup>2</sup>
Sub-Total: Central Frontenac			3,693 ft <sup>2</sup>
Township of South Frontenac	Hartington	5597 Highway 38	947 ft <sup>2</sup>
	Storrington	3910 Battersea Road (Sunbury)	517 ft <sup>2</sup>
	Sydenham	4412 Wheatley Street	5,920 ft <sup>2</sup>
Sub-Total: South Frontenac			7,384 ft <sup>2</sup>
Township of Frontenac Islands	Howe Island	50 Baseline Road	732 ft <sup>2</sup>
	Wolfe Island	10 Highway 95	1,072 ft <sup>2</sup>
Sub-Total: Frontenac Islands			1,804 ft <sup>2</sup>
KFPL Total			130,184 ft <sup>2</sup>

Map 1: KFPL Branch Locations



## Funding

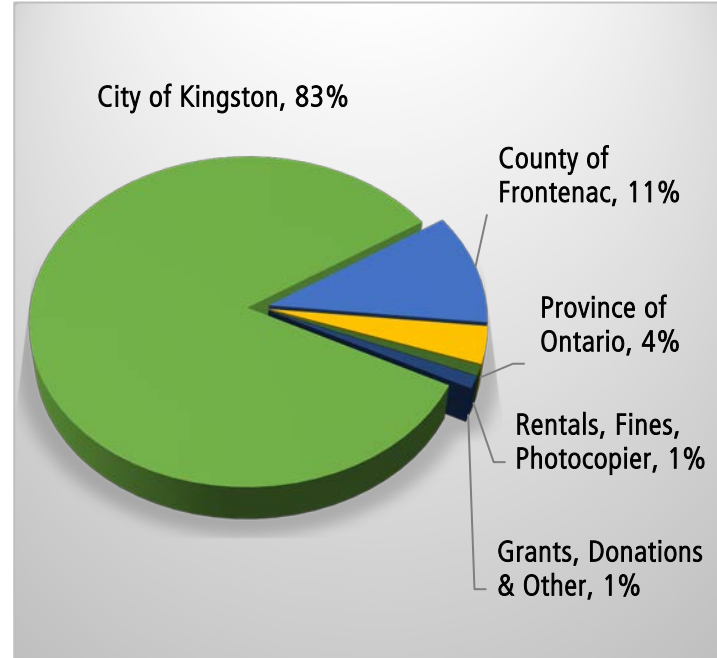
KFPL receives approximately \$8 million annually from three levels of government. The funding allocation originates from the agreement between the City of Kingston and County of Frontenac to amalgamate their former individual library systems into a Union Library system that is now the KFPL.

The City of Kingston is home to 82% of KFPL's resident base and funds 83% of the cost of library services, amounting to \$6.8 million in 2021. The four Townships operate as lower-tier municipalities whose library funding and governance activities were historically carried out by the County of Frontenac. The 18% of the KFPL resident base living in the four Townships are funded by the County which contributes 11% towards the cost of library operations, amounting to \$863,500 per year. The Province of Ontario provides an annual subsidy of \$297,000, or 4% of library revenues.

KFPL's remaining revenues are derived from library operations such as facility rentals, printing and photocopier services, grants and donations, and selected other services. Fines and fees have historically represented a nominal portion of the operating budget, though KFPL eliminated late fees effective January 2021 in line with a number of other progressive library systems.

In addition to the operating budget, the buildings in which KFPL branches are housed are owned by the City of Kingston and the Townships. Capital funding is generally derived from the building owner depending on whether it relates to asset management (e.g. lifecycle repair) or capital improvement projects. Eligible projects funded through Development Charges have primarily been obtained through the City of Kingston since its share of land development projects and resulting population growth has been higher than in the rural settlements. Municipalities also contribute to the capital improvement and operating costs for their respective buildings.

Figure 1: KFPL Funding Allocation, 2021



Source: KFPL 2021 Operating Budget (As Approved)



Sydenham Branch, South Frontenac



## Visits to KFPL Branches

KFPL received nearly 680,000 visits in 2019, the last year before branches were closed for extended periods of time due to the COVID-19 pandemic. The five most visited branches in 2019 were:

1. Isabel Turner (Kingston) – 243,300 visits
2. Calvin Park (Kingston) – 176,600 visits
3. Central (Kingston) – 135,200 visits
4. Pittsburgh (Kingston) – 42,700 visits
5. Rideau Heights (Kingston) – 32,700 visits

Helped by the opening of the Rideau Heights Branch and re-opening of the Central Branch which added high quality library space and programming, visitation in 2019 was almost 25% higher than in 2017, generating more than 131,000 visits. This speaks favourably to KFPL's value proposition and its ability to engage more people in its branches.

It should be noted, however, that City of Kingston branches are driving the increased visitation trends and accommodated 93% of all in-person visits to KFPL branches. The rural libraries have experienced stagnating to declining levels of visitation.

In-person visitation can also be analyzed on a square foot basis to recognize the level of intensity placed on smaller versus larger branches. The top five branches measured by visits per square foot in 2019 consisted of:

1. Calvin Park (Kingston) – 13.4 visits per square foot
2. Arden (North Frontenac) – 8.6 visits per square foot
3. Pittsburgh (Kingston) – 8.5 visits per square foot
4. Isabel Turner (Kingston) – 7.6 visits per square foot
5. Storrington (South Frontenac) – 6.9 visits per square foot<sup>2</sup>

Branches that received the least in-person use with fewer than 1,500 visits in 2019 were Cloyne and Plevna in North Frontenac, Mountain Grove in Central Frontenac, along with Wolfe Island. Six other rural branches received low in-person use with between 1,500 and 5,000 visits. This means that 10 out of the 11 rural branches received fewer than 5,000 visits in 2019 though it bears noting that their visitation is influenced by the smaller populations being served in their catchment areas and in certain instances, shorter hours of operation compared to branches serving larger catchment area populations.

**"I want a place to spend time with grandchildren and read together, meet other kids – a social hub – comfortable chairs!"**

~ Parham Branch  
User Comment

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<sup>2</sup> 2019 visitation rates at City of Kingston branches were influenced by the Central Branch renovation; despite Central Branch re-opening in March 2019, certain library users may be continuing to visit other branches they were relying on when Central Branch was closed.

Figure 2: KFPL System-Wide In-Person Visits, 2017-2019

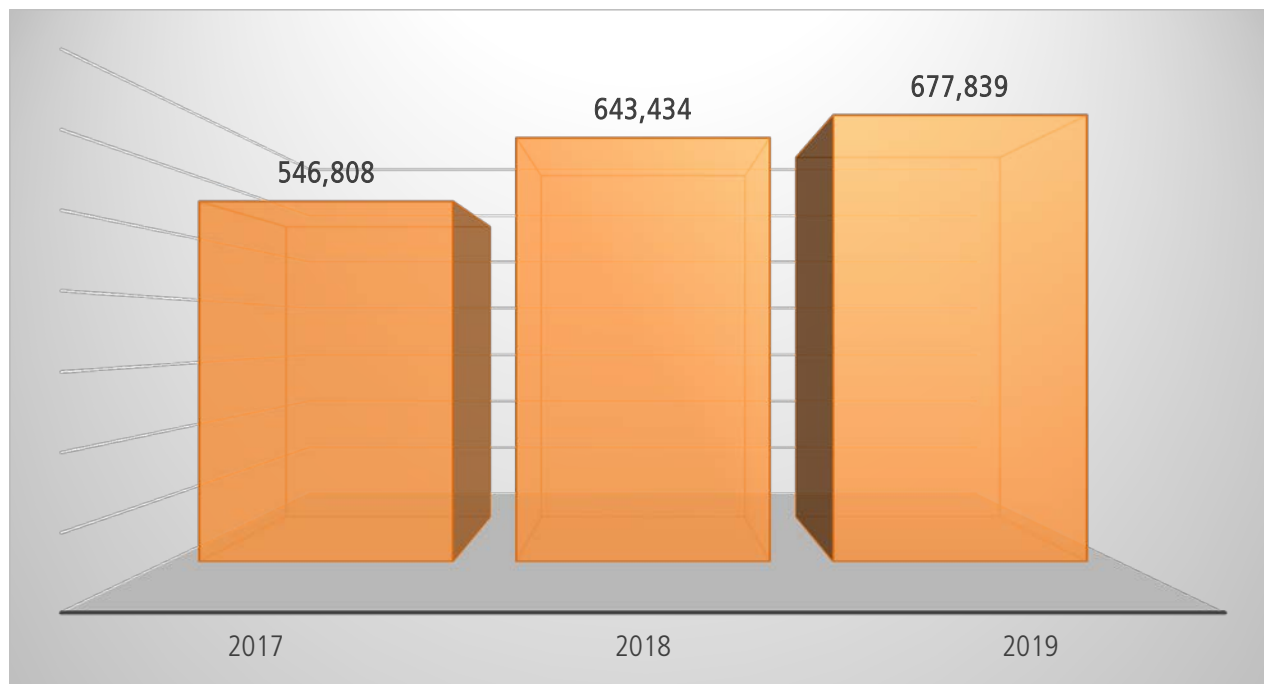
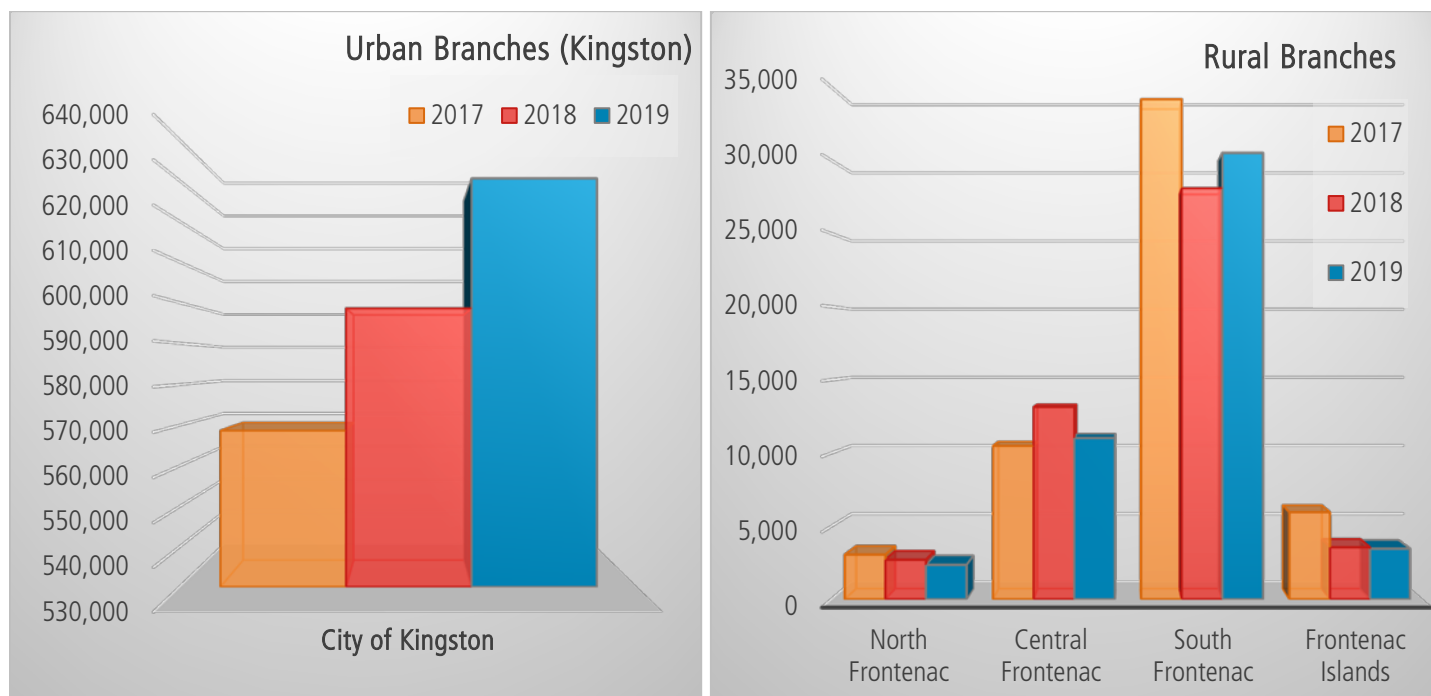


Figure 3: Visits by Branch, 2017-2019



Notes: Rideau Heights Branch opened in April 2018. Central Branch was closed for renovation between November 2016 and March 2019 during which a temporary location was operating. All branches were closed for periods of time in 2020 due to the COVID-19 pandemic and are not reflected in visitation statistics.

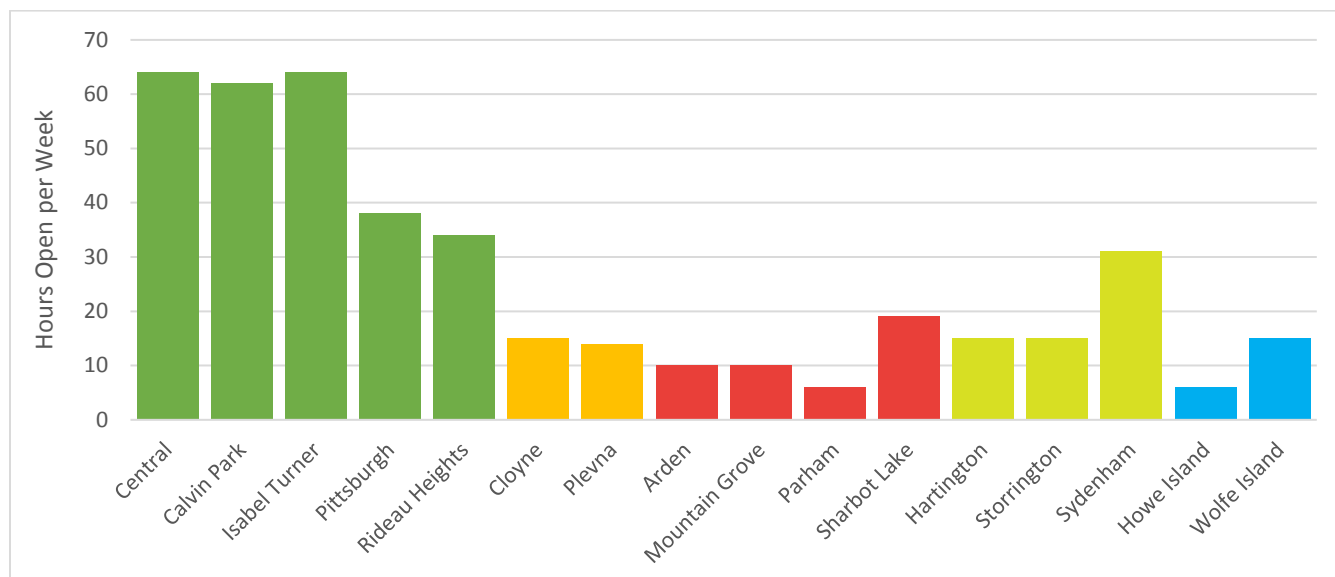
Source: KFPL Annual Reports, 2017-2020

In-person visitation can also be correlated to the number of hours that a branch is open in a given week. The following observations are made:

- **Kingston branches** are open between 36 and 64 hours per week; their hours of operation fall within the range identified by ARUPLO Guidelines (25 to 45 hours for medium-sized branches and 45 to 65 hours for large branches).
- **North Frontenac branches** are open between 14 and 15 hours per week but operate below ARUPLO Guidelines of 20 to 25 hours per week for small branches.
- **Central Frontenac branches** are open between 6 and 19 hours per week; these also fall below ARUPLO Guidelines for small branches.
- **South Frontenac branches** are open between 15 and 33 hours per week; Hartington and Storrington are small branches whose hours of operation are below the ARUPLO Guidelines while Sydenham falls within the recommended range for medium-size branches.
- **Frontenac Islands branches** operate between 6 hours (Howe Island) and 15 hours (Wolfe Island) each week; both fall below the ARUPLO Guidelines for small branches.

Based on this general analysis, lower rates of visitation and borrowing (the latter of which is discussed in the following pages) for specific branches can be a result of having fewer hours of operation in addition to other factors such as population density in the catchment area, ease of access, etc. Higher traffic branches such as those in Kingston and Sydenham have stronger rates of visitation and borrowing which is aided by more hours open to the public.

**Figure 4: Weekly Hours of Operation by Branch (Pre-Pandemic)**

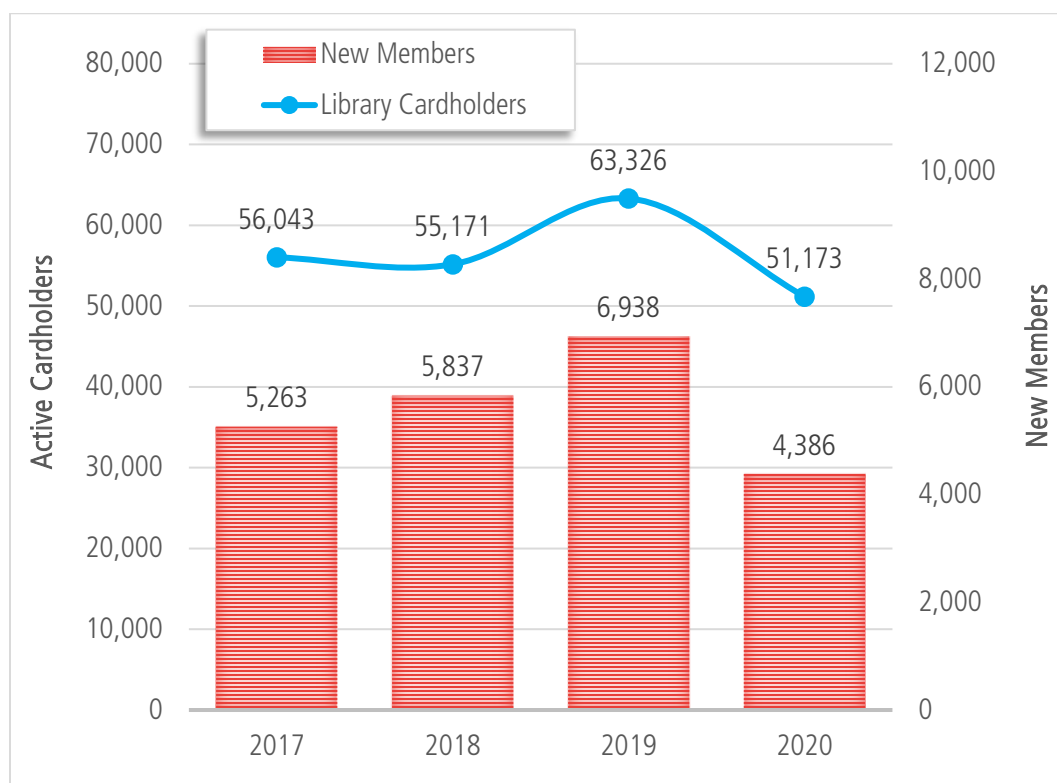


## Cardholders

KFPL had more than 51,000 library cardholders access its digital and physical services in 2020. Prior to the COVID-19 pandemic, the number of active library cardholders reached a high-point due in part to the opening of the Rideau Heights branch the year before and the re-opening of the Central Branch. New members were also trending upwards as a result.

The number of active cardholders understandably decreased in 2020 due in part to government-mandated branch closures as a result of the pandemic. That said, KFPL still attracted 4,386 new library members, reinforcing how important KFPL was – and continues to be – to people during times of uncertainty.

**Figure 5: KFPL Active Cardholders, 2017-2020**



Notes: Rideau Heights Branch opened in April 2018. Central Branch was closed for renovation in 2017 and 2018. All branches were temporarily closed for periods of time in 2020 due to the COVID-19 pandemic.

Source: KFPL Annual Reports, 2017-2020

## Circulation & Borrowing

Library users borrowed 718,479 physical materials in 2020 including books, video games, movies and music. Circulation was significantly impacted by branch closures in 2020 resulting from the COVID-19 pandemic whereas circulation statistics were demonstrably increasing in the three years prior despite closure of the Central Branch for redevelopment.

Circulation can provide an indication of how much space is required to house library collections at a given branch; higher rates of circulation may suggest higher levels of demand for physical items. Branches located in the City of Kingston had the highest circulation rates, accounting for nearly 70% of all borrowing in 2019. The top five circulating branches in 2019 were:

1. Isabel Turner (Kingston) – 358,000 items
2. Calvin Park (Kingston) – 253,100 items
3. Central (Kingston) – 151,000 items
4. Pittsburgh (Kingston) – 73,000 items
5. Sydenham (South Frontenac) – 40,200 items

Borrowing can also be analyzed on a square foot basis to offer insights into the level of intensity associated with circulation but also allows comparisons between branches to be standardized. Borrowed items across the KFPL system at individual branches results in an average rate of 5.5 circulating items per square foot (this excludes online renewals). On a square foot basis, the two branches in the Township of North Frontenac had the highest circulation rate (8.2 items/sf) although its branches are among the smallest in the KFPL system. The Township of South Frontenac (7.8 items/sf) and City of Kingston (7.5 items/sf) were closer to the system-wide average while the Townships of Central Frontenac (6.8 items/sf), Frontenac Islands (6.1 items/sf) were below average.

While direct comparisons should be interpreted cautiously due to the very wide range of branch sizes in the KFPL system – from a few hundred square feet to upwards of 30,000 square feet – the top five circulating branches on a square foot basis in 2019 consisted of:

1. Calvin Park (Kingston) – 19.2 items per square foot
2. Storrington (South Frontenac) – 17.6 items per square foot
3. Pittsburgh (Kingston) – 14.5 items per square foot
4. Arden (Central Frontenac) – 13.1 items per square foot
5. Sharbot Lake (Central Frontenac) – 12.9 items per square foot

Interestingly, Arden and Sharbot Lake have strong rates of borrowing per square foot despite having limited hours of operation.

Figure 6: KFPL System-Wide Circulation, 2017-2020

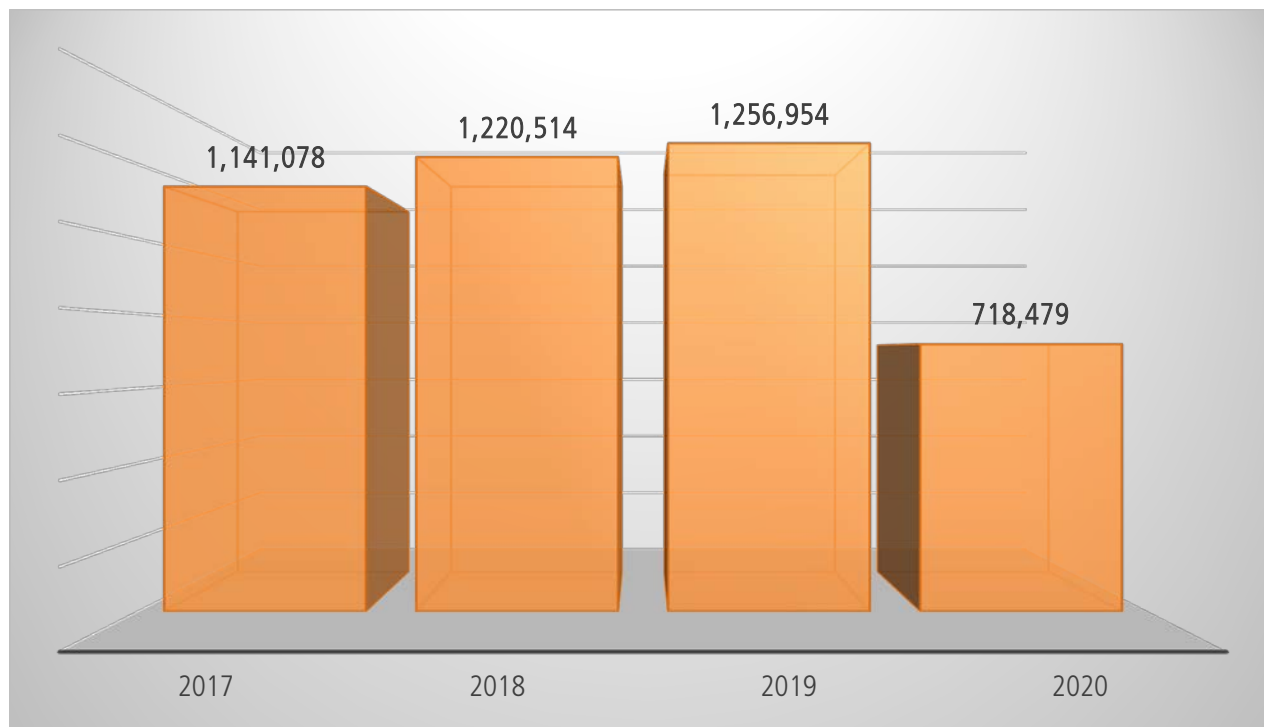
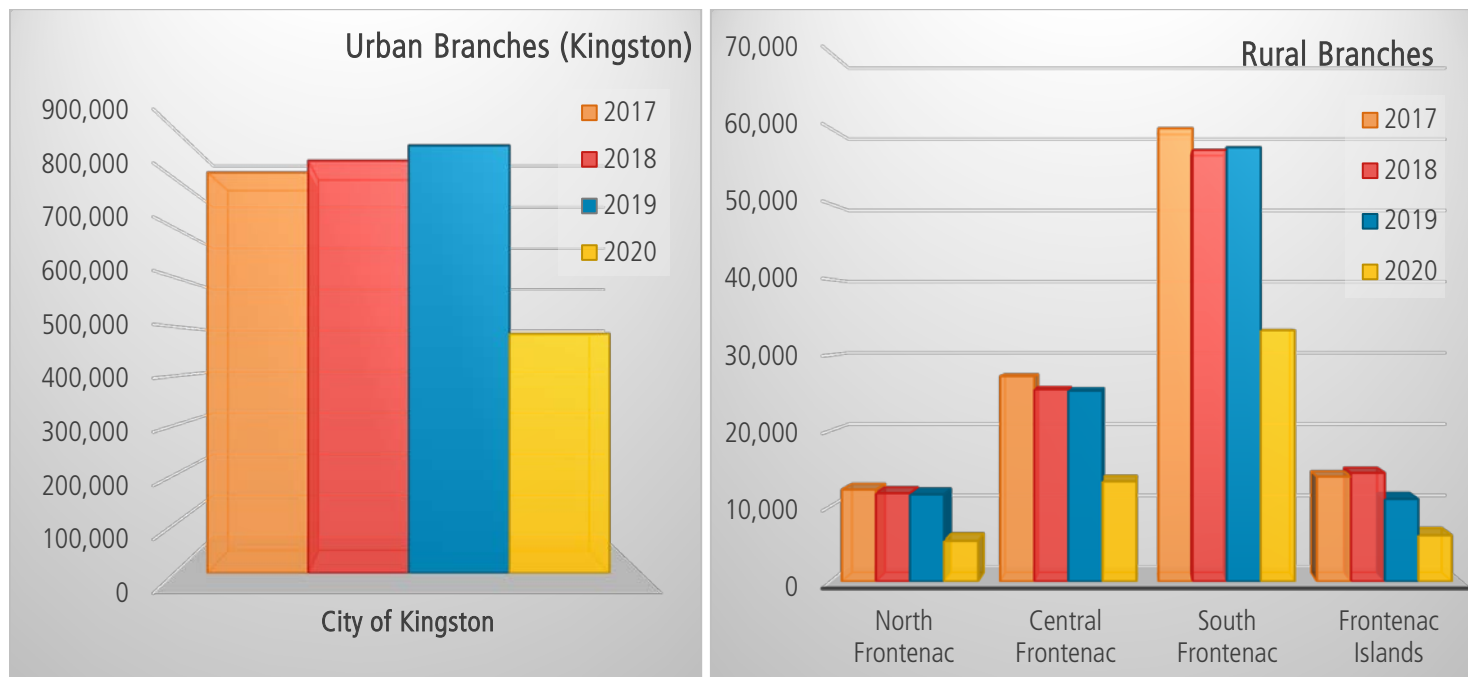


Figure 7: KFPL Circulation by Municipality, 2017-2020



Notes: Rideau Heights Branch opened in April 2018. Central Branch was closed for renovation between November 2016 and March 2019. All branches were temporarily closed for periods of time in 2020 due to the COVID-19 pandemic.

Source: KFPL Annual Reports, 2017-2020



## 1.5 Community Snapshot

Understanding demographic characteristics of the five municipalities served by KFPL and how they are anticipated to change helps to inform current and future library use potential. References to “Frontenac County” and “Kingston-Frontenac” are used interchangeably and comprise the City of Kingston, Township of North Frontenac, Township of Central Frontenac, Township of South Frontenac and the Frontenac Islands that collectively make up Frontenac County.

Statistics Canada Census data forms the basis of historical and current information, noting that only population and age-related information have been published for the 2021 Census at time of writing; Statistics Canada will be releasing additional information from the 2021 Census after this planning process has been completed. It also bears noting that long-range growth studies for the City of Kingston and Frontenac County were prepared prior to the COVID-19 pandemic which altered traditional migration patterns and related assumptions; this has led to 2021 Census populations being higher than originally forecasted for certain municipalities in Kingston-Frontenac.

As a result, KFPL will need to review contents of the LFP in relation to future Census releases and updates to population forecasts for the five municipalities in its service catchment to determine if any adjustments are required to the LFP’s analyses or recommendations.

### Total Population

Kingston-Frontenac grew by more than 23,000 people between the 2001 and 2021 Census periods to reach 161,780 persons, representing an average annual growth rate of 0.8% over the 20-year period. Focusing on the past five years shows that the average growth rate has doubled to 1.6% per year that has been largely driven by development in the City of Kingston. It bears noting that the collective populations of the four Townships doubles during the summer due to the influx of approximately 28,000 seasonal residents. There is also a large base of postsecondary students living in the area during the school year.

Population growth in Ontario has been primarily directed to urban centres over the past 20 years. By comparison, many rural settlements have experienced stagnating to declining populations due to factors such as aging populations, migration of younger people to urban settings, and less availability for new housing due to provincial planning policies.

Kingston and the four Townships served by KFPL have generally mirrored these provincial trends between the 2001 and 2021 Census periods. KFPL’s catchment area, however, has demonstrated positive rates of growth particularly during the past 5 years as described in the page that follows.

<b>City of Kingston</b> 2021 Pop. 132,485 2031 Pop. 145,700 2041 Pop. 157,400	Kingston's 2021 Census population of 132,485 persons is an increase of 18,300 persons over the past 20 years and amounts to an average growth rate of 0.8% per year. The rate of growth has significantly accelerated during the past five years, averaging 1.4% annually since 2016. Kingston is projected to reach 145,000 persons over the next 10 years (1% average annual growth) and ultimately exceed 157,000 persons by 2041.
<b>Township of North Frontenac</b> 2021 Pop. 2,285 2031 Pop. 2,070 2041 Pop. 2,100	North Frontenac's population was 2,285 in 2021, approximately 500 more people than in 2001 and averaging annual growth of 1.3%. However, 80% of North Frontenac's population growth over this time has occurred in the past five years during which the growth rate has averaged 4% annually. North Frontenac's 2041 population is projected to be 2,100 based on pre-pandemic assumptions.
<b>Township of Central Frontenac</b> 2021 Pop. 4,892 2031 Pop. 4,720 2041 Pop. 4,760	Central Frontenac's 2021 Census population of 4,892 is an increase of just 335 persons compared to 2001. This represents an average growth rate of 0.4% annually over the 20-year period. The Township's population actually declined until 2016 before reversing to a growth scenario with an averaging a 2.4% annual growth rate over the last five years. Central Frontenac's 2041 population is projected to be 4,760 based on pre-pandemic assumptions.
<b>Township of South Frontenac</b> 2021 Pop. 20,188 2031 Pop. 21,760 2041 Pop. 23,220	South Frontenac's 2021 Census population of 20,188 persons is approximately 3,800 persons more than recorded in 2001, translating into average annual growth of 1.1%. Nearly half of this growth has taken place during the past five years during which annual growth rates have averaged 1.7% since 2016. The Township is projected to reach 21,700 persons in the next 10 years (0.8% average annual growth) and ultimately exceed 23,000 persons by 2041 based on pre-pandemic forecasts.
<b>Township of Frontenac Islands</b> 2021 Pop. 1,930 2031 Pop. 2,160 2041 Pop. 2,380	The Frontenac Islands' population was recorded at 1,930 in 2021, growth of 300 persons over the past 20 years. Over half of this population growth has taken place after 2016 with the five-year annual average growth rate being 1.9% (compared to 0.5% annually over the prior 15-year period). The population is projected to reach 2,380 in 2041.

Note: Historical population figures derived from the Statistics Canada Census. Projections sourced from Population, Housing & Employment Growth Forecasts separately prepared for the City of Kingston (2019) and Frontenac County (2020). Figures exclude seasonal and out-of-town student populations.

## Age Structure

The 2021 Census median age of Frontenac County was 43.2 years, slightly younger by half a year than recorded in 2016 and suggestive of an influx of younger populations during the past five years. Considered in tandem with the rate of growth since 2016 discussed in the previous pages, Table 2 illustrates changes from historical norms of aging populations whereby five-year growth rates are exhibiting positive growth rates across all age categories. The County's median age remains slightly older than the provincial median age of 41.6 years which is due in part by substantial growth in the 55+ population, however, KFPL can expect to serve greater numbers of residents in the younger age cohorts should these trends persist.

**Table 2: Frontenac County Age Distribution, 2011 – 2021**

	2011	2016	2021	5-Year Δ 2011-2016	5-Year Δ 2016-2021	10-Year Δ 2011-2021
Children (0 to 9)	14,505	14,420	14,660	-1%	2%	1%
Youth (10 to 19)	17,535	15,015	16,755	-14%	12%	-4%
Younger Adults (20 to 34)	31,215	29,595	33,405	-5%	13%	7%
Mature Adults (35 to 54)	41,430	36,610	37,910	-12%	4%	-8%
Older Adults (55 to 69)	27,580	29,285	34,245	6%	17%	24%
Seniors (70+)	17,475	19,390	24,800	11%	28%	42%
<b>Total</b>	<b>149,740</b>	<b>144,315</b>	<b>161,775</b>	<b>-4%</b>	<b>12%</b>	<b>8%</b>

Source: Statistics Canada Census 2006-2016 (historical, excluding undercount)

That being said, there are notable differences in the age structure of the five municipalities:

- The City of Kingston's 2021 median age of 41.2 years is the lowest of the KFPL catchment area and is similar to the provincial median.
- The Township of North Frontenac has the highest median age with the KFPL catchment at 61.6 years old.
- The Townships of Central Frontenac and Frontenac Islands also have a relatively high median age of 55.6 and 59.6 years, respectively.
- The Township of South Frontenac's median age of 48.8 years is the lowest of the rural Townships (but is still higher than that of the City).

## Income & Education

**Note:** Statistics Canada will publish education-related data on November 30, 2022, after the Library Facilities Plan has been finalized. As such, the LFP relies on the 2016 Census for education information.

The 2021 Census records the City of Kingston's median household income at \$79,000, lower than the County's median household income (\$81,000) and Ontario (\$91,000). Among the rural Townships, South Frontenac and the Frontenac Islands have the highest median household incomes at \$104,000 and \$90,000, respectively, of which both are substantially higher than the rest of Frontenac County. Central Frontenac (\$70,000) and North Frontenac (\$68,000) have lower median household incomes than the County and provincial medians.

Serving populations experiencing low incomes is a major priority for KFPL as such persons may not have the same access to information as people with greater financial means. In this light it is important to note that there were over 17,000 Frontenac County residents – including nearly 3,000 children and teens below the age of 18 – living below Statistics Canada's Low-Income Measure After-Tax (LIM-AT) in 2020; this equates to 11% of all residents in the KFPL catchment area. Prevalence of persons experiencing low income in 2020 as defined by the LIM-AT among the five municipalities is as follows:

- 11% of Kingston residents (14,555 persons)
- 16% of North Frontenac residents (345 persons)
- 15% of Central Frontenac residents (735 persons)
- 6% of South Frontenac residents (1,250 persons)
- 9% of Frontenac Islands residents (165 persons)

The level of educational attainment can also influence the degree of library use in a community. Frontenac County residents are generally well-educated with the 2016 Census reporting more than half of residents (56%) as having a post-secondary education which is comparable to the provincial rate. The highest rates of post-secondary educational attainment are found in the Frontenac Islands (61%) and the City of Kingston (58%).



Community Garden Program at the  
Pittsburgh Branch, Kingston



## Immigration & Language

**Note:** Statistics Canada will publish for the 2021 Census data regarding language, ethno-cultural background and immigration between August and November 2022. Since these dates will occur after the Library Facilities Plan has been finalized, the LFP relies on the 2016 Census for this information.

As an organization focused on inclusion and acceptance, KFPL has made efforts to position its spaces, collections, services and staffing to be reflective of the community it serves. While there are still areas for improvement, understanding the ethno-cultural composition of Kingston-Frontenac will allow KFPL to keep stride with the changes in its resident base. In 2016, one out of every eight Frontenac County residents (12% or 17,600 people) were born outside of Canada with the vast majority of these residents (90% or 16,000 people) living in the City of Kingston. That said, most immigrants had been living in Canada for longer than 10 years and would not necessarily be considered as 'newcomers' to the country.

Three out of four Frontenac County residents have European ancestry while over 6% have Asian origins predominantly from Chinese or South Asian descent. English is the first language for 86.5% of Frontenac County residents while French is the first language for 3%. Among non-official languages, Portuguese and Mandarin were the most spoken.

Nearly all racialized populations in Frontenac County reported living within the City of Kingston. One out of ten Kingston residents are visible minorities comprised primarily by members of the South Asian, Chinese and Black communities. Additionally, 4% of Kingston-Frontenac identifies as Aboriginal of which the majority were residents of Kingston.

Based on the above, the need for multi-lingual and multi-cultural collections and services are more likely to be in demand within City of Kingston branches. However, immigration trends are such that greater cultural diversity can be expected in more rural settings although to a slower pace relative to urban areas.



Multi-language Welcome Sign  
at the Isabel Turner Branch

## 1.6 Planning & Policy Framework

The LFP acknowledges other documents that guide the planning and provision of library space. The following pages identify these documents and how they may influence library infrastructure in Kingston-Frontenac.

### KFPL Vision 2020

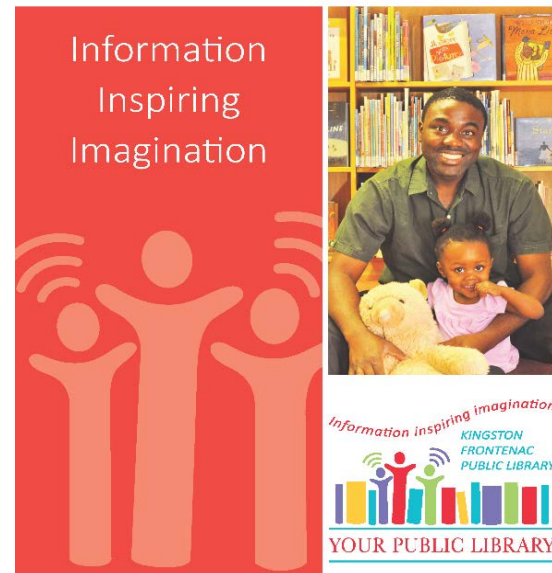
Vision 2020 was KFPL's strategic plan that provided a framework to guide corporate actions between 2013 and 2020 (an update to KFPL's strategic plan is scheduled to commence after the LFP process is complete). Vision 2020 set a course for KFPL's role and priorities including areas such as service improvement and expansion.

Three underlying principles were fundamental to Vision 2020: 1) that public libraries exist to enrich lives; 2) the Library does not act alone; and 3) KFPL is a library system that includes a diverse range of individuals and interests from a large urban and rural community base.

Vision 2020 identified KFPL's overarching goal of "positively changing lives by transforming information into inspiration for people's imaginations." Additionally, strategic goals are indicated for KFPL to focus on such as:

- Unique, impactful services that enable the people of Kingston-Frontenac to manage the digital environment effectively;
- Difference-making spaces in which technologies are used and innovative approaches push KFPL walls further, extending resources and personalized problem-solving services to where residents are;
- Community-focused relationships with collaboratively delivered specialized programs to provide the information and knowledge that people in all phases of their lives need in order to pursue their aspirations; and
- Growing 21<sup>st</sup> Century capabilities throughout the Library, enabling KFPL staff to thrive in the 21<sup>st</sup> Century information world.

## KFPL Vision 2020



"Our primary purpose is to make a difference of everyone in Kingston Frontenac. We aim to achieve this purpose by helping residents transform today's vast information resources into the solutions, facts, know-how, inspiration and entertainment they need to learn, solve problems, read, engage with their community and reach their personal aspirations."

~ KFPL Mission, Vision 2020



Vision 2020 recognized that KFPL serves a vast population that consists of an urban centre in Kingston along with numerous rural communities spanning across the four Townships. Despite the stark differences between urban and rural landscapes, Vision 2020 acknowledged that many of the needs of urban and rural residents are actually similar. Furthermore, the Strategy articulated the role KFPL plays with community partners and identifies a vision of increasing awareness of partnerships with the Library and the various opportunities that would come with that.

## Official Plans

There are six Official Plans that are in effect within the KFPL catchment area. These Official Plans for Kingston-Frontenac's upper-tier, single-tier and lower-tier municipalities provide the policy basis permitted by the Ontario Planning Act to plan and direct growth/development.

### City of Kingston Official Plan (2010)

The City of Kingston's Official Plan provides the basis for Kingston's land use and urban design. Its policies address important parts of city-building that encompass transportation, housing, culture and heritage, environment, and the economy. Kingston's Official Plan outlines land use designations where libraries are permitted with notable policies as follows:

- |   |   |
|---|---|
| 3.2.5<br>(Community<br>and Care<br>Facilities)                | Libraries, museums, and small-scale community centres or other social or cultural centres are permitted in Institutional, Residential, Open Space, and all Commercial designations, including the Central Business District.  |
| 3.12.5<br>(Rural Lands)                                       | New community facilities in accordance with Section 3.2 of this Plan, are permitted, including places of worship, community centres, libraries or recreation facilities. These uses are encouraged to locate within designated Hamlets that can accommodate such uses, and it is the intent of this Plan to recognize such uses in the zoning by-law. |
| 9.7.2.1 j<br>(Secondary<br>Plans,<br>Guidelines &<br>Studies) | ...A secondary plan, to be prepared by the City in partnership with affected land owners, will address and coordinate at a minimum, but not necessarily be limited to...providing public service facilities including libraries, recreation, fire protection and education facilities.  |

#### Frontenac County Official Plan (2014)

Frontenac County's Official Plan establishes numerous policies as they relate to housing, transportation, culture and heritage, the environment, and the economy. As an upper-tier municipality, the Official Plans for the four Townships must be consistent with the policies of the County Official Plan (noting this does not apply to the City of Kingston which is a single-tier municipality). While the Frontenac County Official Plan does not have any specific policies pertaining directly to libraries, or the provision of library services, Section 3.2.2.1 (3) identifies that Local Official Plans shall promote a mix of uses within Settlement Areas including residential, commercial, institutional (which encompasses libraries), parks and employment areas.

#### Township of North Frontenac Official Plan (2017)

The Township of North Frontenac Official Plan identifies that libraries are a permitted use within the 'Public Service Use's land designation contained within Hamlet Settlement Areas (Section 4.1.2f).

#### Township of Central Frontenac Official Plan (2021)

Central Frontenac's Official Plan was approved by the County in September 2021 and is now in effect apart from policies under appeal. The Official Plan permits libraries within its 'Institutional and Public Service Uses' designation (Section 4.1.2, 4).

#### Township of South Frontenac Official Plan (2003)

Libraries are permitted within South Frontenac's 'Community Facility' designation or Settlement Areas (Section 5.6.2i) and Rural Areas (Section 5.7.3). The Official Plan generally indicates that these facilities shall occur on lots of an appropriate size, provide adequate buffering between adjacent land uses, as well as provide adequate parking. Libraries are also identified in Section 4.8 as a Servicing and Community Improvement Goal for the Township.

#### Frontenac Islands Official Plan (2013)

The Official Plan for Frontenac Islands permits libraries - along with other defined public uses - within any land use designation with the exception of Provincially Significant Wetlands, Natural Heritage Features and Areas, Hazard Land, and Aggregate and Mineral Resources (Section 4.2.2, 2). The Official Plan also articulates the funding basis for libraries, specifically referencing the Development Charges Act through Section 3.2.2 (11).

## **KFPL Branch Services Master Plan (2010)**

KFPL's Branch Services Master Plan provided the Library Board and local Councils with a plan to make decisions about the future of library service in Kingston Frontenac. At the time, the Master Plan recognized that some branch facilities and collections/amenities were not adequately meeting the needs of KFPL users based on changing demographics, trends in library usage and spaces, as well as alternative service delivery approaches.

The Master Plan took a practical approach to "Building our Future" with collaboration with municipal partners. It articulated more than \$10 million in capital projects while also focusing on operating implications of extending hours of operation. It evaluated facility needs on the basis of a 0.6 square foot per capita standard but also looked at each branch in terms of optimal targets for minimum gross floor areas, seating and meeting areas, computer workstations, and more. Notable capital projects that were recommended through the Master Plan included:

- Expansion of the Central Branch by 17,000 square feet;
- Expansion of the Pittsburgh Branch by 4,000 square feet; and
- Construction of new branches in Hartington/Verona and Sharbot Lake at 5,000 square feet each;

Of the above, the Central Branch was fully renovated in 2017/18 though its gross floor area was not significantly expanded; however, interior reconfigurations have made the space more efficient and useable by the public. While the other branch construction and expansion projects have not yet been implemented, other improvements have been made system-wide including construction of the Rideau Heights Branch and certain enhancements to some rural branches.



## Get Involved Library Facilities Master Plan

We want to hear from everyone - those who haven't visited in a while and our regular patrons. Please invite your friends and neighbours to join the conversation.

Your feedback will guide the vision for KFPL's library spaces through the year 2042.

Help us provide quality library facilities that respond to the emerging needs of both urban and rural communities.

- Community Survey - March 7 to April 3
- Open House (Virtual and In-Person) - March 15 to April 2

Not online but want to get involved? Contact the project team at any time at [FMP@kfpl.ca](mailto:FMP@kfpl.ca), call Kimberly Sutherland Mills, Director, Service Design and Delivery, at 613-549-8888 x3520 or speak to the staff at your local branch.

Learn more about the Library Facilities Master Plan and sign up for our Engage KFPL newsletter to get updates by email.



<https://community.kfpl.ca/>

[www.kfpl.ca](http://www.kfpl.ca)



2.0

# Community Engagement



## 2.0

## Community Engagement

This Section presents high level findings and themes from the community consultation efforts; more detailed summaries can be referenced in the Consultation Findings Report that was prepared to inform the LFP.

### 2.1 Overview of Consultations

The Library Facilities Plan process engaged the general public, community and agency partners, municipal representatives and KFPL staff through a variety of means. Consultation initiatives tested preferences, opinions, levels of satisfaction, and needs for library space to inform the LFP. Community and KFPL staff engagements were undertaken as follows:

- **Generating Community Awareness** through the creation of an online project portal, use of social media and traditional forms of communication with the public;
- **Virtual and In-Person Open Houses** to introduce the LFP to the community and gather feedback;
- **Community Survey** to obtain opinions, insights and preferences with respect to library space;
- **Community Partner Workshops** to understand the perspectives of organizations and agencies as to how they presently use branches and how their use may differ in the future;
- **Opinion Leader Interviews** to listen to feedback from those that have a vested interest in the delivery of library services and/or work closely with KFPL;
- **KFPL Staff Workshops** to benefit from the vast knowledge of those that work directly within the library system and interact with library users on a regular basis; and
- **Presentation to the Library Board** to inform them of community feedback collected during the initial phases of the LFP process.

Of note, the LFP consultation tested certain operational elements (e.g. library programs, hours of operation, etc.) that are not part of the LFP scope but were included to inform an upcoming Update to the KFPL Strategic Plan. Some of these operational elements were considered as it relates to space provision and design but the LFP does not make recommendations of an operational nature.

## 2.2 Community Survey

A survey running between March 5 and April 4, 2022 collected input to inform the LFP. The survey explored use of local branches along with programs, services and amenities being sought through KFPL. A total of 1,371 online and hard copy surveys were submitted and analyzed with notable findings as follows:

- Respondents reinforced the importance of KFPL with 91% indicating it is either very important or important to their household; just 2% stated that KFPL is unimportant to them (Figure 8).
- In terms of pre-pandemic frequency of use, nearly half of those surveyed visited a KFPL branch at least once every two weeks while just 4% of the sample reported that they do not use KFPL (Figure 9).
- Patrons who visited the Isabel Turner Branch made up 36% of respondents. The Central Branch was used by 30% followed closely by the Calvin Park Branch used by 29% of respondents. While many of the rural branches reported low usage, their percentages are indicative of the smaller populations that they serve.
- 36% were unable to use KFPL as often as they would like due to hours of operation being too limited or not working with their schedule.
- Browsing and borrowing books (90%) was the most popular activity among those surveyed followed by browsing and borrowing DVDs, CDs (38%), using the KFPL website (35%), accessing e-books and audiobooks (34%), and reading and relaxing (24%).
- Respondents were asked what would encourage them to use KFPL branches more often. 40% would like additional hours, 27% would like outdoor reading areas/gardens and 26% would like the number of free downloads and streaming services to be expanded (Figure 10).

Respondents articulated their vision for KFPL by completing the sentence, "In the future, my library will..."

- **continue to be a relevant and important resource** for the community;
- **continue to be inclusive, welcoming and accessible** to all people;
- **deliver programs and services that keep pace with growth** (particularly those that are affordable);
- **bridge the digital divide** by provide access to strong, sufficient and free Wi-Fi/Internet services to library users; and
- **act as a community hub** for socialization and information.

Figure 8: Importance of KFPL

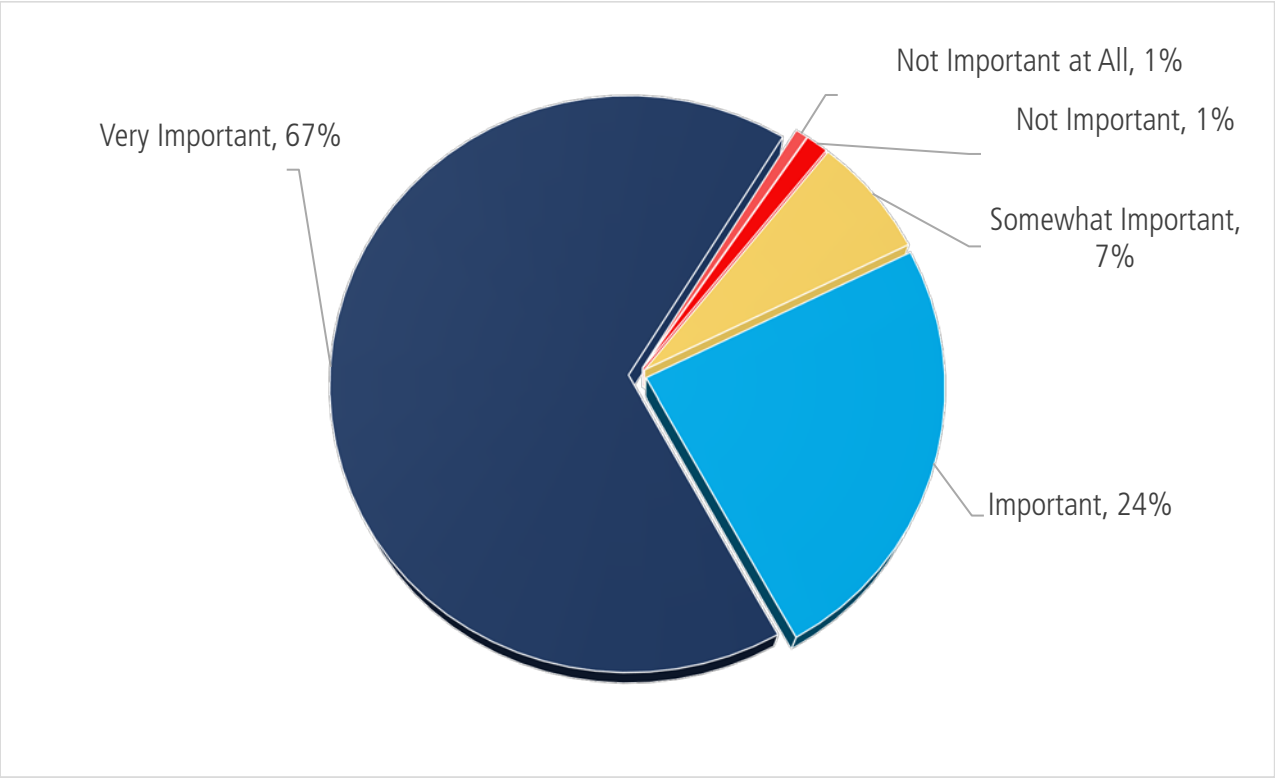


Figure 9: Frequency of Library Use (pre-COVID-19)

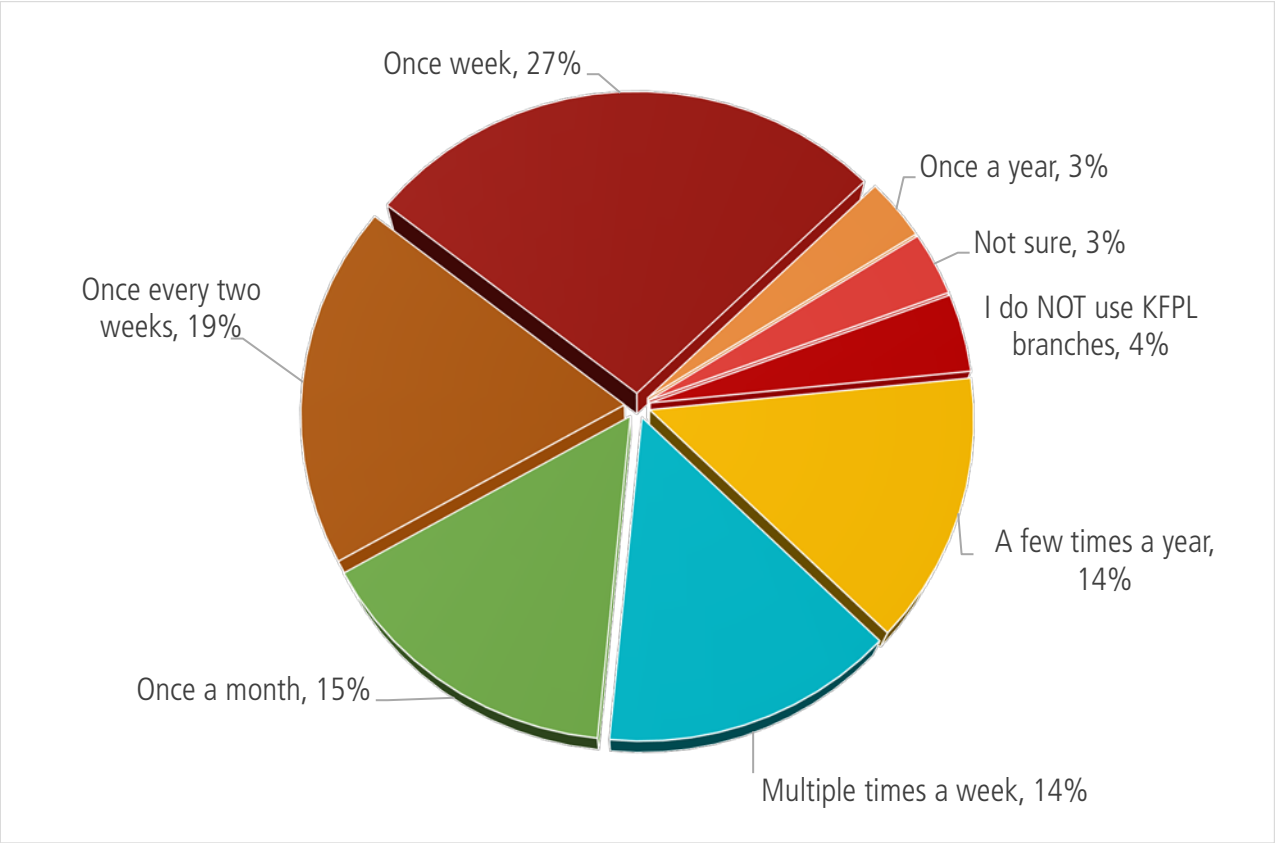
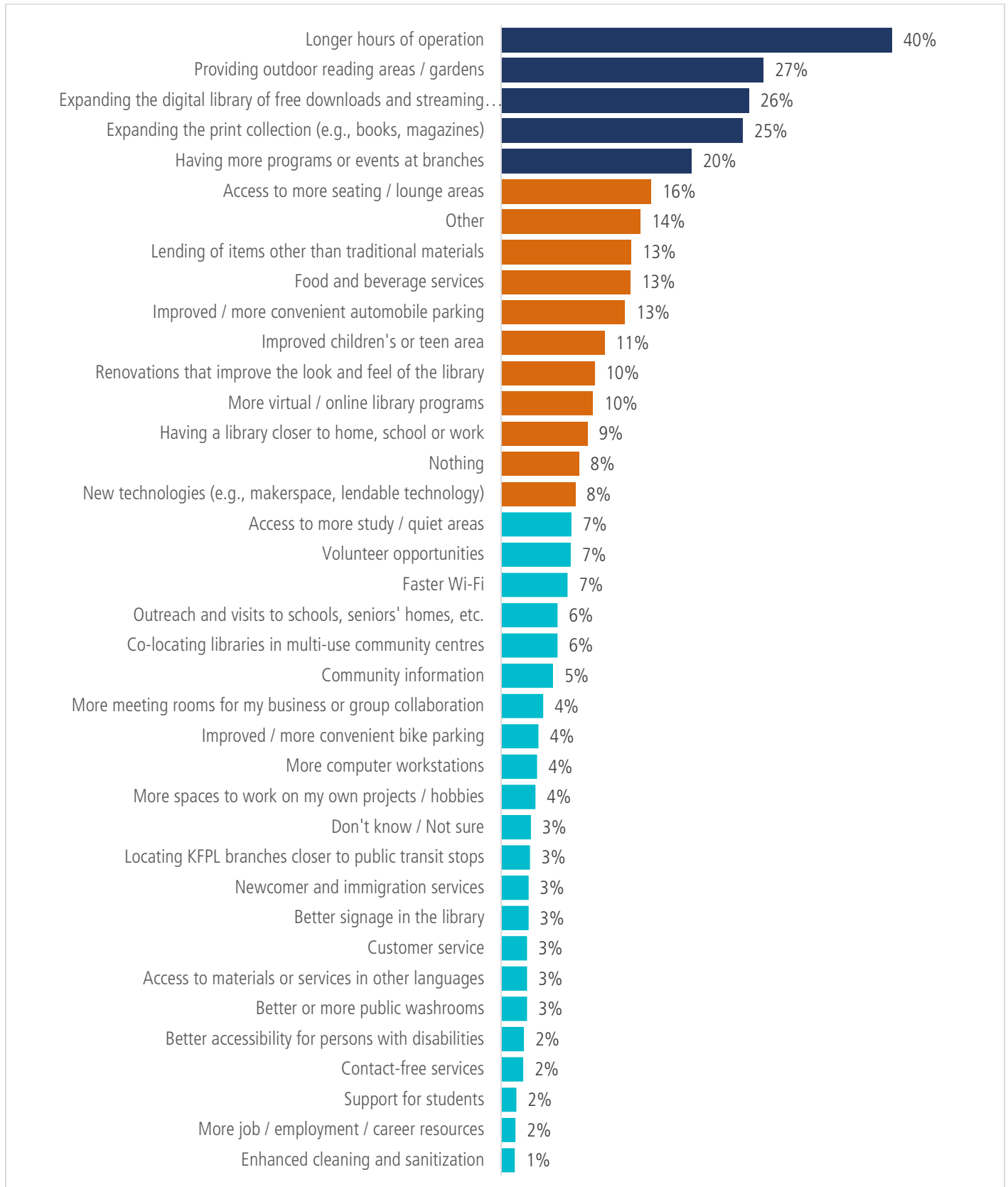


Figure 10: Respondent's Service Priorities for the Future





2.3 Community Open Houses

Community Open Houses specifically held for the LFP were held at all 16 KFPL branches as well as the South Frontenac Recreation and Leisure Services Fair during March 2022. The Open Houses allowed the public to review project-specific information and contribute feedback to inform the initial planning phases. KFPL Staff facilitated the in-person open houses along with three virtual open houses while those unable to attend had the opportunity to contribute through the LFP webpage.

A summary of notable themes that emerged through discussions are presented below. Of note, follow-up workshop(s) will be held to present the draft LFP to the public prior to its finalization.

Collections	Many KFPL users value the digital and physical collections, as well as the travelling collection.
Access to Libraries	Library users appreciate the geographic coverage provided by the 16 branches, sharing a sentiment that KFPL provides a valuable community service, especially in rural areas where other civic services do otherwise not exist.
Technology	Technological services are appreciated, especially the free Wi-Fi. Many patrons use KFPL just so they can access the internet, computers and devices that they do not have other access to.
New Types of Library Space	Co-working spaces and a coffee shop/café are desired in branches.
Additional Hours	A number of people stated they are unable to use the library during current hours of operation and are looking for expanded times, particularly during evenings and weekends. Of note, a number of branches were operating at reduced hours at the time of the survey (during the COVID-19 pandemic).
Comfort Amenities	Improved and additional comfort amenities were requested at KFPL branches of which seating and tables were most commonly stated.
Parking	Parking was expressed as an issue at several branches and that parking lots should be reconfigured where possible. There is also a demand for bicycle and stroller parking/storage, especially in Kingston.

2.4 Opinion Leader & Community Partner Feedback

Three workshops and nine interviews were held in March 2022 with representatives of nearly 40 community organizations, agencies and area municipalities that have an interest in the services delivered through KFPL. The workshops and interviews involved service providers spanning multiple levels of government, education, healthcare, social services, correctional services, creative industries, inclusion (including persons with disabilities, low incomes and diverse cultural backgrounds), and local businesses. A summary of notable themes that emerged through discussions are presented below.

<b>A Safe Space for Everybody</b>	One of the most commonly expressed values of KFPL is that branches are viewed as a safe space where individuals can go to warm up, or cool down and connect with others.
<b>Partnerships</b>	Partnerships could be sought out by KFPL for a variety of services with a cited example being an agency placing qualified social workers in libraries to assist with areas in their skillset.
<b>Accessibility &amp; Inclusivity</b>	Spaces should be inclusive, accessible, welcoming and comfortable for all both from a physical and sensory perspective. Branches and staff should be representative of the various cultures that makeup Kingston Frontenac including Indigenous cultures. Spaces should be barrier-free and sensory-sensitive (i.e., lower lights, appropriate volumes, etc.).
<b>Internet Access</b>	The free use of internet and Wi-Fi is a large draw for many community members and organizations. Many Frontenac County residents suffer from poor internet connection and have benefitted from some of the rural branches boosting their Wi-Fi.
<b>Makerspaces</b>	Makerspaces are highly valued and sought out by community members and organizations. KFPL has added its 'Create Space' at the Central Branch, however, a desire exists for additional makerspaces at branches that can accommodate them.
<b>Hours of Operation</b>	A common request from organizations was for KFPL to increase hours of operation.

<b>Multi-Lingual Resources &amp; Services</b>	Recognizing that Kingston (and Frontenac County to a degree) are diverse communities, having multi-lingual resources and services at KFPL branches would be beneficial for people that have recently immigrated to Canada, or for individuals looking to connect with their own culture or another culture.
<b>Program Space and New Spaces</b>	Many community organizations value the variety of programs offered by KFPL and that there are programs for all ages. Additional program space was requested given the digital shift and space becoming available as some collections are moved/removed. Furthermore, it was indicated that new spaces should be flexible and ideally multi-use.
<b>Green Initiatives</b>	Many KFPL branches have outdoor space that could be utilized for outdoor programs or support climate change initiatives through climate-friendly gardens and landscaping.
<b>Outdoor Spaces</b>	Outdoor spaces should be explored to provide reading or program space. A common theme was the need for society to continue to rebuild our connection with nature. Indigenous environmental practices can be brought into outdoor spaces to educate users on how to connect with the land.
<b>Holds Lockers</b>	Holds lockers were requested at more branches since existing lockers are heavily used.
<b>Support for Remote / Co-Working</b>	Since the onset of the COVID-19 pandemic and the shift to remote working, local businesses, entrepreneurs and the community as a whole values KFPL's meeting rooms/spaces.
<b>Social &amp; Physical Isolation</b>	Isolation is an issue, particularly for rural residents, seniors (especially those in rural communities) and newcomers. There are individuals, especially those in rural areas, who are unable to access KFPL branches unless they own a vehicle. Strategies are needed to address this gap with the use of a Bookmobile being a common suggestion.

2.5 KFPL Staff Workshops

In addition to feedback by the public, key informants, community partners and the Project Team, the LFP scope of work included consultation from KFPL staff that was gathered through two workshops with Operational Staff, Branch Managers and Senior Staff in March 2022. A summary of themes arising through staff consultations is presented below.

<b>Rural Branches</b>	Staff value the locations of KFPL branches throughout Frontenac County and that there is wide-spread coverage across the service area.
<b>Technology</b>	Echoed throughout consultation, KFPL’s free access to Wi-Fi and the Internet is highly valued amongst staff and the community. Additionally, the online services of KFPL (especially during the pandemic) have been excellent.
<b>Collections &amp; Literacy Education</b>	The travelling collections of KFPL are appreciated and they add to literacy education for children that use KFPL branches since they provide new materials constantly. The library is a crucial space for furthering literacy education for children specifically, but all users overall.
<b>Additional Spaces and Outdoor Spaces</b>	As expressed in conversations with the community, additional spaces are desired (especially makerspaces, collaboration spaces, recreational spaces and storage spaces). Outdoor spaces were also indicated as having potential to be better utilized. Coffee shop spaces are an opportunity that was also identified for larger branches.
<b>Inclusive Spaces</b>	A theme commonly expressed is the desire for all KFPL spaces to be fully inclusive. As previously mentioned, this would mean incorporating a variety of cultures into design, language, signage, etc. and offering a variety of multilingual collections.
<b>Bike and Stroller Storage/Parking</b>	Bike and stroller storage/parking would be ideal at KFPL branches, specifically branches that are accessed by users through active transportation.





**3.0**  
**Library Facility Trends**

## 3.0

### Library Facility Trends

This Section presents selected trends regarding the importance and use of public libraries specifically in the context of how libraries are planned, designed and delivered.

#### 3.1 Libraries in an Evolving Urban Structure

A number of recent library builds reflect a suburban model that centralizes community services in multi-use community centres. This is driven by auto-centric planning principles where municipalities expand into peripheral areas where land is undeveloped. However, municipalities are also looking at planning “upwards and inwards” and revitalizing established areas. As such, focus is reverting back to neighbourhood placemaking with library services offered in walking distance or conveniently accessed by transit to create ‘complete communities’ that embody opportunities to “live, work and play.”

Looking within established areas, while beneficial on a number of fronts, can bring challenges from land scarcity and land costs, both in terms of assembly and redevelopment. This means that library systems that are looking within their established neighbourhoods to enhance services through expansion and/or redevelopment must find creative solutions to operate. KFPL has embodied a trend of co-locating with other municipal or county services such as community centres, fire halls and administration buildings which has created certain conveniences for the library user and generated benefits through fiscal economies.

Library systems are also looking to co-locate with institutional partners (e.g. hospitals, schools, colleges and universities, social services providers, etc.), as part of public-private and mixed-use developments (e.g. condominiums, retirement residences, etc.), and other arrangements where sharing space can replicate the one-stop shopping philosophy and share costs. For example, Vaughan Public Library developed an innovative partnership with Mackenzie Health’s Cortellucci Vaughan Hospital to co-locate a 4,000 square foot branch serving the local community along with hospital patients, their caregivers and staff; it offers access to physical and digital collections, library programs along with health literacy resources.



## 3.2 New Forms of the Library Branch

Borrowing books and materials remains one of the most popular reasons for visiting libraries. However, lending services are evolving (e.g., a physical collection that is more focused on popular materials and growing digital resources) and being supplemented by an increasing focus on creation and collaboration in library spaces. This is leading to a reduced collections footprint that allow room for more seating, meeting and study. Pre-pandemic borrowing rates were substantial and increasing, however, borrowing is but one measure of a library's use. LFP consultations showed that library users also rely on KFPL branches to study, use technology and access programs; both urban and rural branches are used for social connection and in some cases are the only public facility available nearby.

The public library is taking new forms in relation to its evolution towards serving a broader range of community needs but also in response to increasing access to the number of service points, the digital age that libraries are operating in today, as well as capital and operational funding challenges. The challenge of having enough space to provide knowledge is embedded in the concept of a library.

Today, information media is disparate and takes on many forms thereby requiring a broad range of resources. Access to interactive programming, digital content and technology, alongside traditional library services has implications on the need for physical space; balancing these priorities when space and budgets are limited requires inventive strategies.

### Bookmobiles

Bookmobiles embody the fundamental cause of the public library and evolved from the aim to make knowledge free and accessible to all. As public libraries were being established throughout cities during the 19<sup>th</sup> Century, rural populations remained isolated from this service. Putting curated collections on wheels so that librarians could bring the service to the people was an inventive and practical solution to the challenge of serving remote communities.

Today, bookmobiles thrive in public library systems across the world. In Ontario, cities such as Toronto, Guelph and Ottawa along with smaller systems such as Lambton County and Wasaga Beach have committed investments in new vehicles proving that - despite the proliferation of all things digital -



Toronto Public Library Bookmobile  
Photo Credit: Toronto Public Library

providing library services to those who might be challenged by distance, time or mobility remains a contemporary and relevant issue.

Bookmobiles carry the essence of what a physical library branch offers. Like any modern library, a visitor has access to browse and borrow a material collection, use a computer, connect to Wi-Fi or find assistance from a Librarian. Bookmobiles vary in size; some are vans which need to be unpacked and set up at each stop while others are freightliners, allowing visitors to enter as they would a building, browse and stay a while.

The kind of routes and extent of services also range. For example, Ottawa has two vehicles, each with its own unique collection. It makes stops throughout the city and beyond, to rural locations at the edge of the city. Locations are on a weekly rotation with each daily stop lasting two hours, typically in the late afternoon when people are more likely to be available. Other systems such as Wasaga Beach and Guelph send their bookmobiles to specific locations. Guelph focuses on long term care homes or childcares and Wasaga Beach sets up their bookmobile at places which are concurrent with other services such as the Foodbank or the Recreation Centre. As a mobile service, bookmobiles give libraries flexibility to respond to changing needs. As COVID-19 demonstrated, bookmobiles which can provide services outside, were able to remain operational with ease. Enabling civic engagement and social interaction in a time when people faced isolation highlighted the intangible value that a library service brings to a community.

While bookmobiles offer flexibility and outreach, they are not without their challenges especially in library systems that cover such a large geographic territory as does KFPL. In Kingston-Frontenac, a bookmobile would encounter logistical challenges such as working around ferry boat schedules while the driving distance between the north and south ends of the KFPL catchment can be a two-hour drive. This distance would result in higher travel-related costs for fuel, staff time and wear and tear but also may be incongruent with certain environmental objectives of KFPL and its municipalities (e.g. a move to net zero emissions). Nevertheless, future cost-benefit exercises carried out by KFPL may inform the case as whether or not to operate a bookmobile in urban and/or rural locations.



Wasaga Beach Public Library Bookmobile  
Photo Credit: Bayshore Broadcasting



### Modular Libraries

Building facilities to meet the needs of growing communities are often subject to limitations of space, time and money. Large capital investments into branches that deliver quickly enough to respond to growth and adequately address community needs are major challenges. Some library systems are looking to prefabricated buildings in response, offering simple structures that can be built within a factory so that disruption with construction is minimized.

Oakville Public Library's Sixteen Mile Branch is a 5,000 square foot prefabricated structure that recently opened as a pop-up location in order to maintain library services during the construction of a new permanent building (being built on the site of the original demolished library). The pop-up is made up of seven, 60 foot long modular units that were built at a factory, transported to Oakville and then connected onsite. The facility is fully demountable and will be deployed elsewhere once the new branch is built.

Prefabricated buildings have come a long way from the vinyl clad, windowless boxes of the past. Depending on the degree of mobility required, these buildings can be fully customized to be much more welcoming with large glazed areas and tactile claddings and to project a recognizable public facility. The American Green Building Council built an education centre in Baltimore, MD, to LEED standards. The movable, 14 foot by 43 foot, prefabricated building includes flexible education space for workshops, training programs and community activities.

Although construction costs are not necessarily less, modular libraries do provide an option for longer term but interim solutions which could be deployed to multiple locations within its service life and may be worth considering as part of a larger plan to expand library services. While this form of library has not been specifically recommended in this LFP, consideration may be appropriate depending on future outlook for library space in Kingston and Frontenac County



US Green Building Council, Green Education Centre, Baltimore MD

Photo Credit: Modular Genius

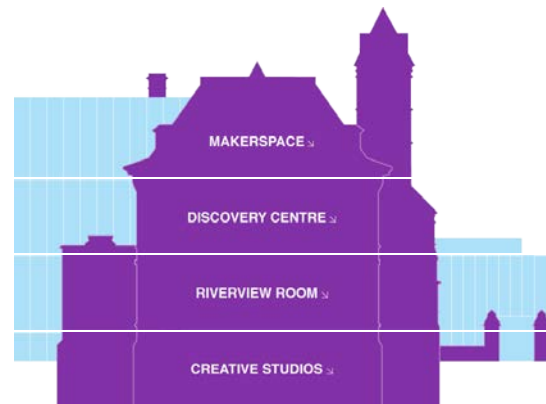
### Bookless Libraries

Among the challenges brought on by COVID-19, the acceleration of digital media literacy and an exposure to accomplishing tasks online can be perceived as a positive outcome of the pandemic. This does not imply that technology has become accessible to all but it further emphasizes the critical need to ensure that access to technology is available to all.

A transition to technological services gained momentum with the advent of personal computers. The extreme manifestations of this are libraries that have computer labs in place of physical book collections. Bexar County's BiblioTech System in San Antonio, Texas, focuses completely on providing access to technology and spaces for collaboration and creative production. All three branch locations are located in at-risk neighbourhoods where many families do not have the means to own their own computer equipment. This system operates in cooperation with the city's traditional library system.

Bookless libraries also focus on programming and community social spaces in place of book collections. The City of Cambridge with Cambridge Library opened Canada's first bookless library. The award-winning project is a partnership between the City and its Idea Exchange Division (the Public Library) who focus on delivering programs that supports lifelong learning and creativity. The City needed to find a way to restore a national, heritage post office building into a vital part of the its public urban infrastructure and the Idea Exchange needed spaces for their programs. The Old Post Office, which is an integration of new spaces within the restored building, houses a black box theatre, film and audio recording suites, maker spaces, wood and metal workshop tools, a roof top terrace and a community lounge area.

While KFPL does not operate any bookless libraries, some of its rural branches have limited collections. This is partly in response to the size of the branch but also to recognize that in some areas the library serves more of a social function as one of the few (or only) public gathering places in the vicinity. Such branches are thus important for holds pick-ups, access to internet or technology, and/or the ability to participate in library programs.



Cambridge Idea Exchange, Old Post Office  
Photo Credit: Cambridge Public Library

### The 'Express' Library

Vaughan Public Library and Oakville Public Library have taken a new approach to increasing the number of service points to supplement their branch model. A traditional branch is being built in the Vaughan Metropolitan Centre alongside a 400 square foot storefront library space known as the VMC Express; these are being built as part of a mixed-use project involving multiple partners including the land development community. OPL Express locations are specifically targeted with convenience in mind for time-pressed residents by providing service points in high-traffic community centres; OPL Express locations enable pick-ups through holds lockers, returns via drop-off bins, as well as browse and borrow through self-serve kiosks/book vending machines. KFPL provides a "Novel Branch" (kiosk) at the Invista Centre and plans to install another at a new secondary school in Kingston.

Express Libraries are a convenient and cost-effective way for libraries to align with urban objectives to create walkable and transit-supportive communities. However, Express Libraries are not necessarily relegated to high density locations. Like KFPL, Hamilton Public Library (HPL) serves a large geographic region including rural areas with highly dispersed populations. Historically its Freelon Branch was only open for 17 hours per week due to its more remote location but since 2017 has been operating using a 'model through which a library card is used to gain access to the branch during the hours that staff are not present under HPL's "Rural Extended Access Service." All books and technology are available during extended hours and there is a direct line to the central library for support. Three rural branches now offer the Extended Access service. In 2022, KFPL will be testing out a similar program at its Pittsburgh Branch.

LFP consultations placed strong value in having library staff being available to users. However, consultations also heavily prioritized longer hours of operation and increased access to library services such as holds lockers. Pragmatically, a balance will need to be struck between hours of operation in relation to staffing costs which could present a challenge if current funding allocations are not to be increased in line with services. Future operational assessments carried out by KFPL are anticipated to investigate this further.



OPL Express, Oakville ON  
Photo Credit: Oakville Public Library



VMC Library & VMC Express  
Photo Credit: Vaughan Public Libraries



Photo Credit: Hamilton Public Library



### 3.3 Outdoor Library Space

The public library is gaining an outdoor presence in response to growing public demand trends. Requests for outdoor reading areas through patios and gardens are growing as people seek a connection to nature or simply get fresh air. Libraries are also delivering programming and events in their outdoor spaces for the benefit of their users as well as to support cultural creatives, economic development and place-making objectives of others. The Central Library in downtown London, Ontario is one example where weekly concerts featuring local musicians have been introduced over the office lunch hour in its 16,000 square foot Rotary Reading Garden while also tying in similar library programs within that garden to support community events held along London's pedestrian-oriented "Flex Street."

The COVID-19 pandemic has highlighted that people are looking for library services outside of the branch interior. In particular, many library systems found that the pandemic exposed the "digital divide" whereby users reliant on public Wi-Fi were left vulnerable with buildings being closed. The Somerville Library (Massachusetts), like many systems in North America, observed people sitting in library parking lots trying to obtain a Wi-Fi signal; Somerville Library transformed an empty courtyard at its Central Branch into a public workspace using basic wood pallets, chairs, tables, umbrellas, and a heater (for the winter) with access to power outlets and use of Wi-Fi extenders. This form of 'tactical urbanism' yielded immediate benefits and was a low-cost endeavour compared to a traditional design build process.<sup>3</sup>

Building on the Little Free Library concept where community members lend their own personal materials, some library systems are advancing their own outdoor enclosures. The HollisWealth Story Pod in Newmarket is a community-supported lending library located in the historic downtown area known as Newmarket Riverwalk Commons. The Story Pod is an abstract, black box that is open during the day – like the covers of a book – where visitors can take or leave something to read, or lounge on the built-in seating for reading or story times. At night, the doors are locked and use solar powered lighting to create a lantern like effect to provide ambience for night markets or community events.<sup>4</sup>

KFPL offers a courtyard at the Calvin Park Branch and has engaged the community on greenspace rejuvenation at that location. Opportunities to enhance outdoor public spaces have been identified in this report for the Isabel Turner, Wolfe Island, Arden and Calvin Park Branches.



Rotary Reading Garden,  
London ON

Photo Credit: Canadian Society  
of Landscape Architects



Audley Library Reading  
Garden & Patio, Ajax ON



HollisWealth Story Pod,  
Newmarket ON

Photo Credit: Town of Newmarket



### 3.4 Food & Food Security in the Library Setting

Modern libraries systems are taking an active role in food, food nutrition, food security and food justice. In doing so, libraries not only educate their public but can also advance the fun aspects of food by promoting “farm to table” concepts and bringing communities together through “a common language of food” using a combination of space, programs and initiatives.

Food security means that all people, at all times, have physical, social, and economic access to sufficient, safe, and nutritious food that meets their food preferences and dietary needs for an active and healthy life.<sup>5</sup> Food justice is a similar principal to food security, however, is a social movement oriented to provide access to healthy, nutritious and affordable food particularly where there may be “food deserts.” Progressive library systems across North America are promoting food justice primarily through: distribution of food through branches; food literacy and food education/nutrition programs; culinary instruction; and supporting community-based organizations with a mandate towards food justice through promotion and/or partnerships.

KFPL has partnered with local food-oriented organizations such as the MacLean Trail Community Garden and Loving Spoonful GROW Project to deliver outdoor programs. A community garden has been developed at Calvin Park Branch (in partnership with Loving Spoonful) with produce shared among volunteers and donated to the community; Calvin Park Branch will also host a weekly Community Harvest Market during the growing season to provide the community with access to affordable produce.

Some libraries operate ‘seed libraries’ that are positioned as a food security and food literacy initiatives. These can support the local food system and urban agriculture, foster seed saving literacy, and promote locally adapted plant genetics. The Mississauga Library offers free ‘seed libraries’ at multiple branches across the city, providing its public with open-pollinated and non-GMO seeds. When the growing season is over, participants can harvest their seeds and return them to the seed library to help keep it self-sustaining. Seed libraries are often supported by programs such as how to grow a garden, author talks and discussion clubs.



Calvin Park Library  
Community Garden, Kingston

<sup>3</sup> Project for Public Spaces. How a Library is Reimagining Public Wi-Fi during COVID-19. Greiner, A. (2021, Feb. 7). Accessed from <https://www.pps.org>

<sup>4</sup> Arch Daily. Story Pod / Atelier Kastelic Buffey. Accessed from <https://www.archdaily.com>

<sup>5</sup> Report of the World Food Summit, 1996.

A newer trend is the integration of teaching kitchens into the library setting in order to support programming delivered by a library; these can be larger facilities inspired by the “commercial/industrial” kitchen concept that provides quality finishes, ventilation systems and appliances to smaller warming kitchens akin to what might be found at home. Mississauga Library is including a large teaching kitchen as part of the ongoing reconstruction of its Central Library. “The Kitchen” at Edmonton Public Library’s Stanley A. Milner branch is an open concept 2,100 square foot space promoting food literacy, health and nutrition, experimentation and other culinary opportunities while responding to interests of local “foodies.”

The Kitchen also supports Edmonton’s growing ethno-cultural populations looking for community space, particularly those communities where food and cooking are a major part of their culture. EPL is programming The Kitchen with live and virtual classes along with cooking demonstrations led by instructors, local chefs and restaurateurs; much like a makerspace is optimally staffed by a person experienced in IT, EPL employs a ‘Kitchen Coordinator’ with a background in restaurants and catering.

The availability of food and beverage retail services (e.g., cafes and other forms of concessions) is now an established trend building on the coffee shop experience that has been combined with bookstores for many years. Food services is not necessarily viewed as a revenue generator – although it can provide a non-traditional revenue stream – as much as it is intended to be a comfort-oriented service that encourages more frequent visits and longer stays in the library. Cafes and staffed food services tend to be best suited in larger, higher-order branches where foot traffic supports the business viability; however, rural or neighbourhood-level branches can support consumption of food through vending machines and operating practices that allow library users to bring food and drink into appropriate areas of the library. As discussed later in this LFP, a community kitchen space has been identified as a component to consider at the Isabel Turner Branch.



The Kitchen at Edmonton Public Library. Photo Credits: Edmonton Public Library.



## 3.5 Library Design Considerations

### Truth and Reconciliation

Events of the past few years have highlighted the critical importance that public education plays in reconciling the buried history of Canada's past with new actions that begin to bring hope for a unified future. In 2021, KFPL increased the number of Indigenous-focused programs, offering high-profile speakers and providing an opportunity for settlers to learn about Indigenous history while offering programs to commemorate the National Day for Truth and Reconciliation. KFPL also partnered with the Kingston Indigenous Languages Nest to offer outdoor programming at the Sovereignty Garden geared to Indigenous families.

As learning and gathering places, libraries foster exploration of Canada's pre-colonial past and enrich our outlook with the deep knowledge that comes from seeking diverse views and alternative understandings. The development or renovation of any library is an opportunity to move to a deeply embedded commitment to working with Indigenous communities. The facility planning and design process should seek ways to learn from Indigenous ways of seeing while collectively exploring how a library might better integrate its past and present with its future plans, enrich how a library transforms from space to place, and shape the way people inhabit and use it.

To promote awareness and understanding of Indigenous culture, the physical space can be designed to reflect design elements found in Indigenous communities. Considering built libraries "as part of the land" on which they are situated is a design principle long embodied by Indigenous communities but is also congruent with current principles of environmental sustainability. Toronto Public Library's design for Dawes Road Library celebrates Indigenous values of living on the land, sharing gifts of knowledge and supporting creativity. It reflects traditions such as the star blanket, roundhouse and is targeting zero-carbon emissions. The new Saskatoon Central Library is also taking design cues inspired by Indigenous and Métis culture including a mass timber structure to express the importance of wood, rooted in the log poles of the tipi and the log cabin; Dawes Road Library and Saskatoon Public Library are currently in the conceptual phases, have retained Indigenous architects and are consulting with Indigenous communities.



Saskatoon Central Library (Concept)

Photo Credit: Formline Architecture



Howe Island Branch, Howe Island

Within the built space, libraries are a place to showcase Indigenous art and integrate Indigenous materials in the collection. Common areas, program rooms, makerspaces and other areas are places where collaborative program delivery for Indigenous and Non-Indigenous library users can occur (e.g., to share knowledge, teach language, use makerspaces to create video or audio recordings of oral traditions, etc.). Similarly, the library's outdoor space can be designed to reflect the connection to the land from native species plantings to built elements such as sacred fires and space conducive to sharing circles. The LFP recommends engaging Indigenous communities to inform designs for new or substantially renovated KFPL branches, along with other consultations aimed at improving inclusivity in existing spaces.

### **Inclusivity**

Designing public spaces to be welcoming and inviting for all people is critical to building a cohesive community. Libraries are facilities that quite literally gather different viewpoints through their collections and work towards programs to suit many; therefore, libraries are inherently the physical embodiment of people coming together. Designing libraries to be inclusive is not a new or trending element for KFPL, but rather one where continued learning takes place so that library branches and services are universally welcoming to any resident that wishes to use them. KFPL capital projects have regard for documents such as the City of Kingston's Multi-Year Accessibility Plan and Facility Accessibility Design Standards, as well as Frontenac County's Joint Multi-Year Accessibility Plan.

Accessibility can always be improved so that branches are inclusive. Some considerations for KFPL are to shorten bookshelves to suit individuals with low reach abilities, widening circulation paths for larger mobility devices and strollers, providing non-gendered and universal washrooms with change tables, and improving service counter configurations to suit different needs of staff and patrons. In addition, providing accommodation for those who have hearing and vocal challenges such as hard-of-hearing technology or assistive speaking devices in meeting rooms and at service counters would go a great distance with ensuring comfort for all. Lower lighting, sound attenuation and comfortable colour schemes can also aid those with sensory needs. Such actions could be carried out in tandem with interior furniture and shelving reconfigurations or minor renovations at a given KFPL branch.

### **Integration of Technology**

As KFPL embraces larger electronic collections and the "internet of things", its library branches will need to explore upgrades to their electrical infrastructure as well as consider new spatial configurations and types of furniture to suit the expectations that library users have about access to technology. For example, under-carpet cabling systems that allow for power



and data connection flexibility could open up potential for adapting former bookshelf spaces to work, or lounging spaces.

Smaller details may include providing seating with a surface for laptop use while lounging and lighting that does not create a glare on monitors. Large considerations such as designing flexible spaces that extend beyond books and paper to enable content creation, virtual collaboration and equipment collections will challenge standards of what must be considered when planning for the new. KFPL's entry into makerspaces (Create Space at the Central Branch) underscores the equipment and staffing needs of this service.

### Environmental Sustainability

Addressing climate change is becoming a priority of many communities in order to lead the development of resilient and low-carbon communities. KFPL branches are in various stages of service life and as the state of good repair program advances, upgrades to more energy efficient, type electrical and mechanical equipment, air sealing of building envelopes and improvements in the insulation levels of building glazing, walls and roofs will help minimize energy consumption.

The design and construction of new public facilities brings further opportunity to lead and make significant impacts with climate change action. There is a national Green Building Standard for New Construction, using industry standards such as the Canada Green Building Council Zero Carbon Design guide to ensure that a building's carbon footprint is considered at every stage of its life, starting at the conception stage, to construction, operation and eventual end of use.

Low embodied carbon for designing facilities must include considerations of prioritizing user comfort over air temperatures, sourcing local and sustainable materials and integrating passive design strategies, such as:

- Orienting the building to take advantage of solar and wind exposures, including natural light and ventilation;
- Designing elegant structures that minimize material use; and
- Detailing buildings to ensure long operational life and lower maintenance costs.

Meeting these standards for all future library work will upgrade existing libraries to the 21<sup>st</sup> century and ensure that KFPL will be at the forefront of the industry internationally.



LEED Certification Plaque at the Calvin Park Branch

### 3.6 Impacts of COVID-19

After the 2008 financial crisis, the American Library Association (ALA) found that the recession drove more Americans to libraries in search of employment resources. The ALA report stated that **“Hard times bring libraries’ value into sharper focus”** and that public libraries were a critical part of helping unemployed workers navigate the online job market, learn new skills (including resume building), deliver continuing education programs, and access government services.<sup>6</sup> Closure of schools and postsecondary educational institutions may drive students to a library branch to use computer and internet services, particularly for those that do not have the means to access the technology at home.

In a more recent report, the ALA President stated that despite the challenges brought on by COVID-19, 2021 “also proved to be a year of opportunity, as libraries kept Americans connected in ways that brought our communities closer. **Buildings may not have been open, but libraries were never closed.**”<sup>7</sup> The same quote is applicable to libraries in Canada. With certain parallels between the 2008 economic downturn and the COVID-19 pandemic, it is reasonable to expect that Canada’s public library systems will once again be relied upon as a pillar of resiliency. That being said, the 2008 ALA report found that funding lagged following the recession as state and city budgets were cut, resulting in reduced library budgets and hindering their ability to operate at full capacity in the months that followed. In Canada, it remains to be seen if pandemic-related stimulus from senior levels of government will be sufficient to allow libraries to maintain their current funding allocations, and how funding will compare to the level of need being placed on the public library system as a result of any economic downturn.

Given that the pandemic has now been ongoing for more than two years, the long-term projection is less certain and much will depend on the duration and severity of the COVID-19 pandemic. Concerns about gatherings may keep some people away from library programs/events and crowded spaces.

To be successful, KFPL must continue to look to research and lessons from across the world and invest time and resources in new technologies and approaches that assist in realizing the many benefits associated with access to library services.

<sup>6</sup> American Library Association. The State of America’s Libraries. p.i

<sup>7</sup> American Library Association. State of America’s Libraries Special Report: COVID-19. *Libraries Serve as First Restorers*. p.4

**“Since COVID, two things have saved my life – CBC Radio and Librarians.”**

~ Rideau Heights Branch  
User Comment





4.0  
**Needs for Library Space**



## 4.0

### Planning Framework

This Section assesses the need for library space across the Kingston-Frontenac region while also looking at each existing library branch located in the five municipalities being served by KFPL.

#### 4.1 Urban & Rural Branches

Branches across Kingston-Frontenac have different design and operating characteristics that can be primarily attributed to KFPL's origins as the separate Kingston Public Library and Frontenac County Library systems. While Kingston previously operated under a two-tier centralized model consisting of the Central Branch and smaller branches, the County system employed a decentralized approach that provided branches in key settlements.

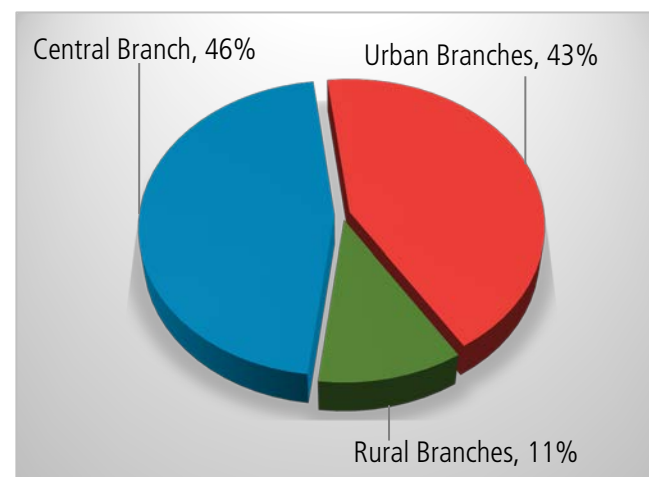
The origins of the library system are important because many of the pre-amalgamated branches found throughout Kingston-Frontenac remain in operation to this day. While some have closed and others have been redeveloped or rebuilt, KFPL is operating what can be referred to as "Urban Libraries" and "Rural Libraries" based on its historical models.

KFPL provides 130,184 ft<sup>2</sup> of Gross Floor Area (GFA) across its 16 branches. The Central Branch accounts for 46% of all space in the KFPL system with the remaining urban libraries form another 43% of the system-wide GFA, meaning that 89% of KFPL's total GFA is located within the City of Kingston. The rural branches constitute 11% of the KFPL supply.

**"I hope the library will stay, I use it for entertainment, it's clean and bright and nice place to come and read or use the computer. I'm busy with my farm and I'm so glad it's right in Mountain Grove although I do go to the Sharbot Lake Branch as well when I'm there for shopping and post office/bank."**

~ Mountain Grove Branch  
User Comment

Figure 11: Allocation of Space by Branch Type



## 4.2 Per Capita Rates of Provision

Use of per capita standards remains as a reasonable methodology for most urban and rural library systems to project high-level needs. Despite the recent evolution of library holdings and roles, library usage levels remain strong and a standards-based approach endures. The amount of space required by a public library depends on the unique needs of the individual community.

The assessment of local needs may be assisted by documents such as the Ontario Public Library Guidelines (Ontario Public Library Guidelines Monitoring and Accreditation Council, 7<sup>th</sup> edition 2017) and Guidelines for Rural/Urban Public Library Systems (Administrators of Rural-Urban Public Libraries of Ontario – ARUPLO, 3rd edition 2017), which provide several measures to assist libraries in future planning in areas such as staffing, space, collection size, collection use and hours.

A metric of 0.6 square feet per capita was traditionally advanced by provincial library bodies for system-wide space assessments. In more recent years, a higher measure of 1.0 square feet per capita has been promoted within the sector though the ability of a library system to attain any guideline is largely a function of: a) the size of their population; b) the amount of library space historically provided; and c) funding allocated by municipalities to their library system. It bears noting that these traditional guidelines do not convey quality, convenience, or user satisfaction. Therefore, regular public engagement is vital to identifying local measures of success.

KFPL's system-wide supply of library space of 130,184 square feet translates into 0.8 square feet per capita, positioning it on the upper end of the guidelines which is necessary given the vast geographic territory being served as well as the needs generated by seasonal populations during the summer months. Segmenting service levels by branch types in relation to the populations that they serve results in the following:

- **Central Branch – 0.37 square feet per capita** based on Frontenac County's population of 161,780;
- **Urban Branches – 0.42 square feet per capita** based on the City of Kingston's population of 132,485; and
- **Rural Branches – 0.49 square feet per capita** based on a population of 29,295 across the four Townships.



Pittsburgh Branch, Kingston



KFPL's 2010 Branch Services Master Plan recorded 124,325 square feet which resulted in a provision rate of 0.86 square feet per capita at that time. Since that plan was prepared, KFPL has replaced its former Kingscourt branch with the new Rideau Heights Branch, replaced the Mountain Grove Library with a new branch that nearly doubled its GFA, closed the former Ompah Branch, and renovated the Central Branch and Arden Branch.

As a result, KFPL has added nearly 6,000 square feet to its supply. Although the provision rate has decreased from 0.86 to 0.80 square feet of space, KFPL has done a commendable job of trying to keep pace with population growth over the past five years of which some was unexpected particularly in the rural areas. As such, KFPL and its funding partners remain positioned to leverage growth-related funding by maintaining similar historical levels of service that are used to calculate Development Charges that help pay for the cost of building new library branches that are required as a result of population growth.

Although KFPL's GFA is predominantly concentrated in the City of Kingston and results in a local provision rate that is above the system-wide average of 0.8 square feet per capita, certain Townships also have a relatively strong level of service in relation to their populations. In fact, the Frontenac Islands delivers the highest space per capita rate of any municipality in the KFPL catchment despite having less than 2,000 square feet in total. On the other hand, South Frontenac is likely facing the greatest pressures as its provision rate of 0.37 square feet per capita is the lowest in KFPL and is approximately 40% lower than North Frontenac which ranks fourth out of the five municipalities (Figure 12).

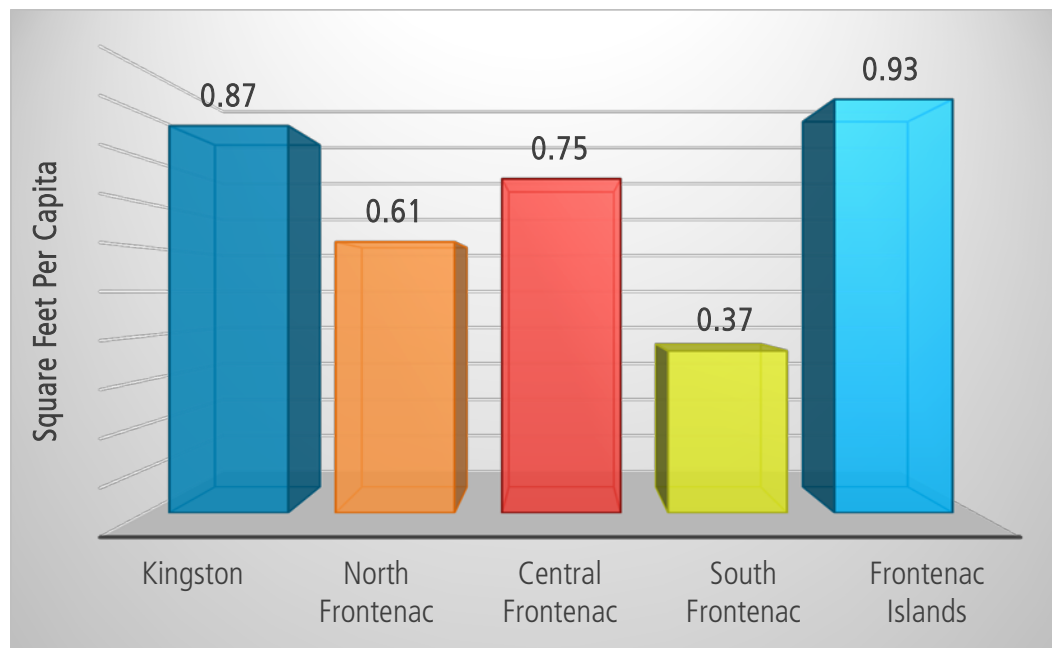
### 4.3 Comparisons to Other Library Systems

A benchmarking exercise was undertaken among public library systems in Ontario serving populations between 100,000 and 250,000 people. The average per capita library space provision was 0.5 square feet per capita with KFPL operating the most service points, providing the highest total GFA and ranking first in terms of the rate of library space per capita (**Error! Reference source not found.**).

Part of KFPL's strong level of service is attributable to its roots as two separate library systems that are now combined as a Union Library along with it serving a much larger geographic territory than many of the benchmarked systems. Since a number of these library systems do not serve seasonal residents and out-of-town postsecondary students, these populations were not included in the comparison; however, the population served KFPL's rural branches approximately doubles in size during the summer months and inclusion of these seasonal residents decreases KFPL's

service level to 0.69 square feet per capita; the total postsecondary student population is not known but would decrease this rate further.

**Figure 12: Library Space Provision Rate by Municipality**



Municipality	Total GFA	Sq. Ft. Per Capita
Kingston	115,904 sq.ft.	0.87
North Frontenac*	1,399 sq.ft.	0.61
Central Frontenac*	3,693 sq.ft.	0.75
South Frontenac*	7,384 sq.ft.	0.37
Frontenac Islands*	1,804 sq.ft.	0.93
Total GFA	130,184 sq.ft.	0.80

\* An estimated 28,000 seasonal residents (approximate) attributable to the four Townships have been excluded from these calculations, and thus the rate of service among rural libraries would be lower than shown for a portion of the year.

Notes: the City of Kingston service level includes the Central Branch which - despite serving the entire library system - is allocated entirely to Kingston residents for purposes of comparison due to travel distance-related factors to outlying rural areas. Provision rates for each municipality are based on their 2021 Census populations while the system-wide rate is based on 2021 Census population for Frontenac County.

## 4.4 System-Wide Library Space Needs

### Kingston-Frontenac Catchment

Findings from research and LFP consultations re-affirm that KFPL is providing an appropriate amount of space in terms of the number of service points and on a per capita basis. Community input and analysis, however, demonstrate pressures are being placed on KFPL libraries, particularly with nearly two out of every three library branches being less than 2,000 square feet in size; the small branch sizes result in functional limitations that prevent them from delivering the wide range of programs and services being sought in some settlement areas throughout Kingston-Frontenac.

Population growth in Kingston-Frontenac is forecasted to continue over the next 20 years, potentially with stronger rates if the past five years provide any indication. Growth projections prepared for the City of Kingston<sup>8</sup> and the County of Frontenac<sup>9</sup> suggest that KFPL could be serving upwards of 176,400 permanent residents by the year 2031 and nearly 190,000 persons by the year 2041. This amount of growth represents more than 28,000 new permanent residents over the next 20 years, a 17% increase over Frontenac County's 2021 Census population of 161,780. As an added pressure point, the nearly 28,000 seasonal residents living in Frontenac County - who contribute to library use - are projected to increase by 1,700 persons by 2041 while Kingston's postsecondary student population draws tens of thousands of additional people into the city during the school year.

LFP consultations reinforced the need for more space, not less, a sentiment supported by literature and best practices in the library sector. For example, ARUPLO standards previously referenced in Section 4.2 have moved to a higher rate of library space per capita in recent years due to the added space required to make libraries compliant with AODA legislation (e.g. lower but more shelving, wider aisle widths, etc. to accommodate persons with disabilities), sufficient areas devoted to collections, computer workstations and user seating, as well as other public service and staff areas.

**"The library is vital for avid readers, and offers an inexpensive family outing."**

~Storrington Branch  
User Comment



Central Branch, Kingston

<sup>8</sup> City of Kingston. 2019. Population, Housing & Employment Growth Forecast, 2016-2046. High Population Growth Scenario.

<sup>9</sup> County of Frontenac. 2020. Population, Housing & Employment Projections Study. Preferred Growth Scenario

It is recommended that the existing service level of 0.8 square feet per capita be maintained to ensure that KFPL:

- falls within the range supported by provincial library bodies and sector leaders such as ARUPLO that have rationalized service level standards using evidence-based approaches;
- is able to maintain its service levels in line with program and service needs expressed by its public;
- aligns with rates of service being targeted by a number of peer library systems,
- provides capacity to address peak-season demands generated by seasonal residents and postsecondary student populations for a portion of the year;
- keeps pace with needs arising from population growth; and
- promotes fiscal responsibility and sustainability by maintaining historic levels of service that are used to determine growth-related funding for eligible capital projects through Development Charges.

**KFPL should maintain its service level of 0.8 square feet per capita to deliver the range of library programs and services requested by the public and keep pace with population growth. This would require nearly 21,700 square feet of net new library space to be added by the year 2041.**

In maintaining the current service level, KFPL would require a total supply of 141,128 square feet in 2031 and 151,888 square feet in 2041 based on existing population growth forecasts. To achieve this system-wide GFA, an additional 11,000 square feet would be required over the next 10 years plus another 11,700 square feet in the 10-year period between 2031 and 2041.

**Table 3: System-Wide Projection of Library Space Needs, 2021-2041**

Year	Forecasted Population	Library Space Provided*	Library Space Needs @ 0.8 ft <sup>2</sup> per capita	Deviation from Existing Supply
2021	161,780	130,184 ft <sup>2</sup>	129,424 ft <sup>2</sup>	+760 ft <sup>2</sup>
2031	176,410	130,184 ft <sup>2</sup>	141,128 ft <sup>2</sup>	- 10,944 ft <sup>2</sup>
2041	189,860	130,184 ft <sup>2</sup>	151,888 ft <sup>2</sup>	-21,704 ft <sup>2</sup>

Population Sources: City of Kingston Population, Housing & Employment Growth Forecast, 2016-2046 (High Population Growth Scenario); County of Frontenac Population, Housing & Employment Projections Study (Preferred Growth Scenario), 2020.



## City of Kingston Catchment

Of the 28,000 new residents projected to arrive in Frontenac County by the year 2041, 25,000 persons are forecasted to live in the City of Kingston (89% of the County share). Accordingly, the majority of growth-related needs for library services will be generated within the City of Kingston and predominantly within its designated urban growth areas.

KFPL's investments in the past five years at Rideau Heights and Central Branch have been proactive and position the urban branches to meet the growth-related needs of Kingston's population over the next 10 years. By the year 2041, however, Kingston will require 10,000 square feet of net new library space to be added based on projected population growth. This square footage may be allocated through construction of a new library branch, expansion of one or more existing branches, or a combination thereof based upon the geographic distribution of future populations.

By the year 2041, the City of Kingston will require 10,000 square feet of net new library space based on projected population growth.

As shown in Section 4.5's spatial analysis, there is a slight geographic service gap in Kingston's south-west. Growth-related pressures in the City's east and certain established neighbourhoods, however, are such that it would be more effective to expand existing branches (as discussed in Section 5.0) instead of allocating the majority of 20-year space needs to constructing a new branch.

**Table 4: Projection of Library Space Needs for the City of Kingston, 2021-2041**

Year	Forecasted Population	Library Space Provided*	Library Space Needs @ 0.8 ft <sup>2</sup> per capita	Deviation from Existing Supply
2021	132,485	115,904 ft <sup>2</sup>	105,988 ft <sup>2</sup>	+9,916 ft <sup>2</sup>
2031	145,700	115,904 ft <sup>2</sup>	116,560 ft <sup>2</sup>	- 656 ft <sup>2</sup>
2041	157,400	115,904 ft <sup>2</sup>	125,920 ft <sup>2</sup>	-10,016 ft <sup>2</sup>

\* Includes Central Branch GFA of 60,030 square feet

Population Sources: City of Kingston Population, Housing & Employment Growth Forecast, 2016-2046 (High Population Growth Scenario)

## Townships / Rural Catchment

With the exception of South Frontenac, the amount of library space provided directly in the other Townships is sufficient to meet their 20-year needs based on Frontenac County's growth forecasts (Table 5). While modest deficits (i.e. a few hundred square feet) are projected in North Frontenac, Central Frontenac and Frontenac Islands based on a 0.8 square feet per capita service level, their projected service levels remain at or above those attained in other library systems across Ontario.

With the exception of South Frontenac, the amount of library space provided directly in the Townships is sufficient to meet their 20-year needs.

Further, it would not be cost-effective to expand individual libraries or construct new branches at the small scale projected due to a lack of financial economies of scale from such minor construction projects. Instead, it would be more prudent to rebuild any existing branch deemed to have reached its asset end-of-life and/or whose functional limitations inhibit the delivery of required library services.

South Frontenac, however, would appear to be under the greatest degree of pressure for rural library service. As noted previously in Section 1.3, the Storrington Branch receives the fifth-most number of visits per square foot in the KFPL system and the second highest circulation rate per square foot while the Sydenham Branch ranked fifth for total circulation. Earlier in this Section, South Frontenac's GFA per capita was presented as the lowest in the library system falling under 0.4 square feet per capita. This low level of service results in a significant space deficit relative to the other municipalities as shown in Table 5. To meet the system-wide average of 0.8 square feet per capita, South Frontenac would require 8,766 additional square feet of library space based on its 2021 population.

In effect, the current space deficit in South Frontenac is similar to the current space surplus in Kingston. Given the degree of historical and forecasted growth, KFPL made a strategic decision to build up its GFA in the urban area and the amount of growth in Kingston will continue to warrant additional space within the City boundaries. Whereas this LFP has indicated that new space should be added in Kingston after the year 2031, building up the amount of space in South Frontenac should be a priority for the first 10 years of this planning period (i.e. prior to 2031).

Table 5: Projection of Library Space Needs by Township, 2021-2041

Year	2021	2031	2041
<b>North Frontenac - Population</b>	2,285	2,070	2,100
Existing Supply	←	1,399 ft <sup>2</sup>	→
Library Space Needs @ 0.8 ft <sup>2</sup> per capita	1,828	1,656	1,680
Deviation from Existing Supply (ft <sup>2</sup> )	- 429	- 257	- 281
<b>Central Frontenac - Population</b>	4,892	4,720	4,760
Existing Supply	←	3,693 ft <sup>2</sup>	→
Library Space Needs @ 0.8 ft <sup>2</sup> per capita	3,914	3,776	3,808
Deviation from Existing Supply (ft <sup>2</sup> )	- 221	- 83	- 115
<b>South Frontenac - Population</b>	20,188	21,760	23,220
Existing Supply	←	7,384 ft <sup>2</sup>	→
Library Space Needs @ 0.8 ft <sup>2</sup> per capita	16,150	17,408	18,576
Deviation from Existing Supply (ft <sup>2</sup> )	- 8,766	-10,024	- 11,192
<b>Frontenac Islands - Population</b>	1,930	2,160	2,380
Existing Supply	←	1,804 ft <sup>2</sup>	→
Library Space Needs @ 0.8 ft <sup>2</sup> per capita	1,544	1,728	1,904
Deviation from Existing Supply (ft <sup>2</sup> )	+ 260	+ 76	-100
<b>Townships' Total Space Needs @ 0.8 ft<sup>2</sup> per capita</b>	23,436	24,568	25,968
<b>Deviation from Townships' Supply of 14,280 ft<sup>2</sup></b>	- 9,156	- 10,288	- 11,688

Note: Townships' supplies exclude allocations from Central Branch GFA notwithstanding that it services the entire KFPL catchment area

## 4.5 Spatial Analysis

KFPL's branches service localized catchment areas but depending upon the design and services offered at a given branch, its reach may extend further where people are willing or able to travel longer periods to reach it. The size of a library's geographic catchment is also dictated by whether it is an urban or rural branch; KFPL's urban branches have a smaller catchment size but serve more people within it than would a rural branch whereas rural branches have a larger catchment size due to the dispersed nature of their populations and shorter travel times by car due to less traffic congestion.

With library systems operating under a premise to serve as many people as possible and be a place for all, the ability to reach a library is an important consideration. Equity for urban and rural populations without regular access to a motorized vehicle must be factored, particularly where public transit or active transportation infrastructure (bike lanes, trails, sidewalks, etc.) is deficient or not available. On this basis, the LFP analyzes library service catchments using a radius of:

- **2.5 kilometres for urban branches**, generally equating to a 7 to 10 minute drive, 20 minute bicycle trip and 30 minute walk; and
- **5.0 kilometres for rural branches**, equating to a 10 to 12 minute drive and a 20 to 30 minute bicycle trip (note: most pedestrians are unlikely to walk between settlement areas).

The distributional analysis presented in Map 2 illustrates the following:

- **Kingston** – strong geographic coverage in its urban settlement boundaries with a minor gap located west of the airport to Days Road;
- **North Frontenac** – sizeable geographic service gaps in its northern and eastern areas, noting that its highly dispersed population is a contributing factor particularly when considering its space per capita ratio is in line with provincial guidelines;
- **Central Frontenac** – good east-west distribution between the Arden, Mountain Grove and Sharbot Lake settlements;
- **South Frontenac** – good distribution in its south and western areas, though a gap exists in its east (where population densities are low).
- **Frontenac Islands** – satisfactory distribution, particularly in the north-west part of Wolfe Island and the west side of Howe

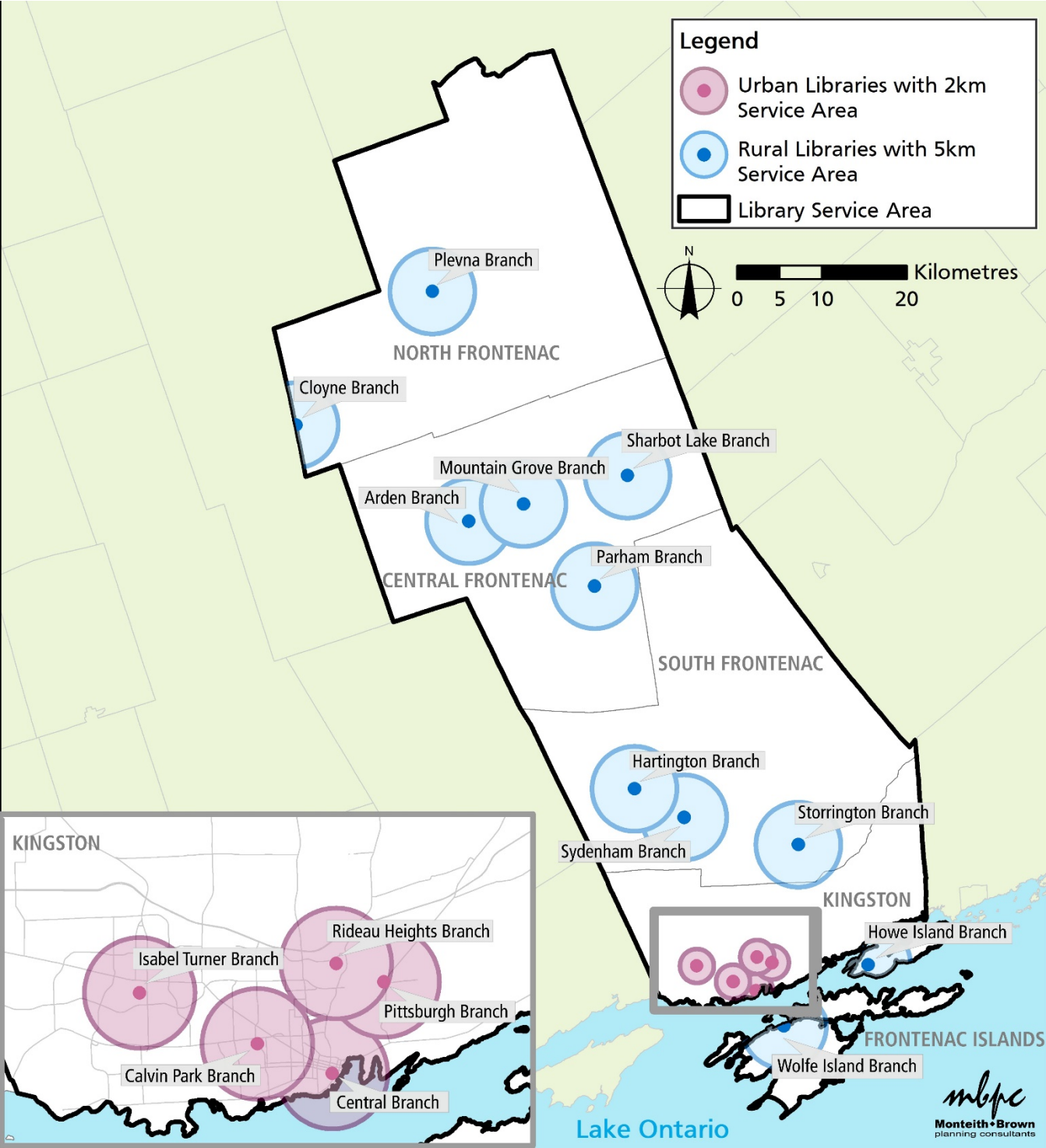
**"The Plevna branch is well located for where I live, all other branches are too far to drive."**

~ Plevna Branch User  
Comment



Island, with geographic gaps mitigated by the Islands having the strongest space per capita ratio in the KFPL system.

Map 2: Geographic Distribution of KFPL Branches



## 4.6 KFPL Hours of Operation

Although hours of operation are technically excluded from the LFP scope of work as an operational/service delivery matter, feedback received through community engagement regarding a desire for greater access to KFPL's libraries warrants a brief discussion about the topic. The following discussion can be used to inform subsequent work by KFPL including its Strategic Plan and any operational analysis.

Preceding assessments articulate that KFPL's space per capita ratio as being relatively strong, even in certain rural branches where total GFA provided is low but appropriately indexed to the total populations being served. This would suggest that the existing number of service points is generally appropriate but the issue of access to the library remains. Based on KFPL's current funding, certain branches can only open for 6 to 10 hours across three days in a given week.

As noted in the Trends section of the LFP, express libraries and extended access are some of the ways that library systems are providing additional service within their fiscal operating constraints. KFPL will need to pursue strategies that allow longer operating branches where usage and community feedback warrants such an approach.

## 4.7 Recommendations

- Rec. #1** Plan for the construction of 10,000 square feet of new library space in the City of Kingston by the year 2041. This square footage has been recommended to be added through expansions to the Pittsburgh and Calvin Park branches.
- Rec. #2** Plan for the addition of 10,000 square feet of new library space in the rural catchment area by the year 2041. This square footage has been recommended to be added through an expansion to the Storrington Branch along with replacement and reconstruction of the Hartington/Verona Branch and Sharbot Lake Branch.
- Rec. #3** In line with best practices, applicable legislation and objectives of specific municipalities in Frontenac County, undertake audits of barrier-free accessibility - considering persons with disabilities, neuro-diverse individuals and persons with other special needs - and energy efficiency for all branches that have not completed such an exercise in the past 5 years.

- Rec. #4** Designs for new and renovated KFPL branches should have regard for the KFPL Library Board Ends Statement, namely to ensure that learning, inclusivity, creativity and community are enabled through library space.
- Rec. #5** Engage Indigenous communities in the design of new and significantly renovated library projects with consideration to incorporating design elements and service spaces that reflect Indigenous cultures, knowledge and the unique needs of these communities. Mechanical systems should also be considered to allow smudging and other cultural practices while KFPL should also seek feedback from the Indigenous community to improve inclusivity in its existing spaces.
- Rec. #6** Strive to engage equity-seeking populations in the design of new and significantly renovated library projects as well as conversations centred upon improved inclusivity in existing spaces. Under-represented populations included, but are not limited to, persons with disabilities and special needs (including neuro-diverse individuals), persons experiencing low-income or homelessness, culturally diverse and racialized populations, and members of the LGBTQ2S+ community.
- Rec. #7** Continue to invest in technological infrastructure at KFPL libraries through expansion of Wi-Fi capabilities, high-speed internet, computer workstations and software, under carpet cabling, electrical outlets, and other needs that emerge as technologies evolve over time.
- Rec. #8** Investigate opportunities to improve wayfinding signage along transportation corridors to enhance awareness and visibility of KFPL library buildings, particularly those that are embedded in neighbourhoods and remote locations.





**5.0**

**City of Kingston Branches**



## 5.0 Kingston Branches

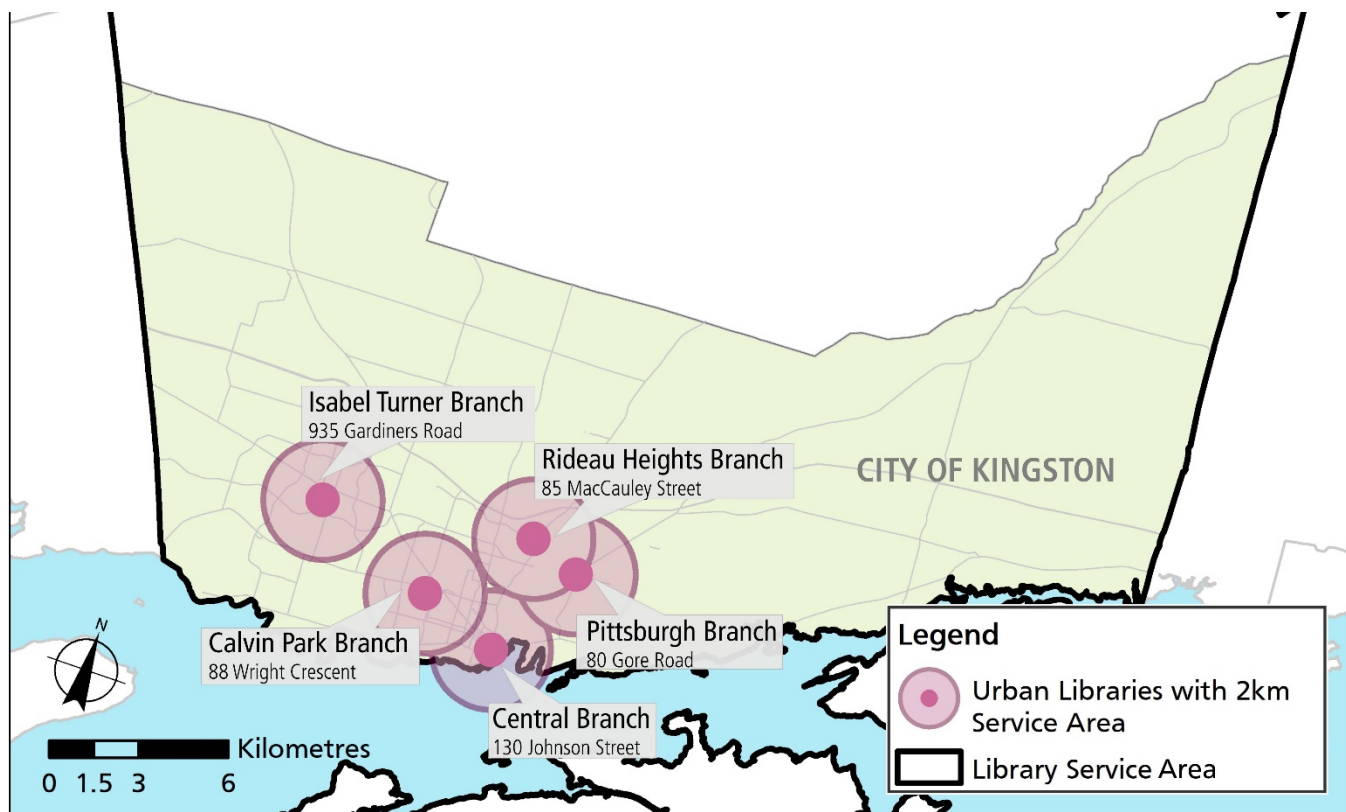
KFPL operates five branches in the City of Kingston, all of which are located in the designated urban area. Service level and spatial assessments presented in Section 4.0 of the LFP indicate that Kingston will be well supplied with library space until 2031 although **there will be a need to add 10,000 square feet in Kingston in order to keep pace with projected population growth** to the year 2041.

This Section evaluates branches already found in Kingston and identifies opportunities to improve the physical space provided through them. This includes the following space additions in order to address the 10,000 square feet of new space required in Kingston:

- a 3,000 square foot expansion to the Calvin Park Branch; and
- a 7,000 square foot expansion to the Pittsburgh Branch.

Please note that branch visitation and circulation statistics reflect 2019 totals (pre-COVID-19) unless otherwise noted.

**Map 3: Geographic Distribution of Branches, City of Kingston**



## 5.1 Central Branch

The Central Branch is located in downtown Kingston at the intersection of Bagot Street and Johnson Street. The multi-storey library reopened in 2019 after a \$14 million renovation and was recently awarded a LEED Gold certification in recognition of its environmentally progressive design. As part of the Sydenham Cultural District, retention of the historical façade contributes to the City’s cultural preservation objectives and a restoration of the Bishop’s House exterior façade is underway. The renovation also resulted in a number of barrier-free accessibility improvements to make the space more inclusive for persons with disabilities.

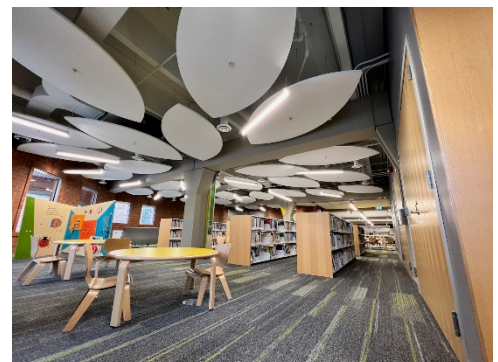
Central Branch predominantly serves the urban population of Kingston though it is the administrative and programming centre of the entire library system as well as providing specialized collections and reference materials. Central Branch was the third-most visited and circulating branch in 2019 with branch staff suggesting that fewer families are using the library due to aging population trends in the downtown along with escalating housing costs and limited parking. Central Branch’s visitation and circulation rates were also affected by its two and a half year renovation prior to re-opening in March 2019 as a number of its former users may have continued to use other branches that they become accustomed to during the closure.

That being said, the City of Kingston has placed a greater focus on reinvesting in its core areas and is encouraging higher density and more affordable forms of housing which may increase the number of people using the Central Branch in the future. The fact that Central Branch receives the highest number of patron queries and internet uses speaks to its importance as a place for residents and workers in the downtown to be connected.

With its complete renovation including structural and mechanical enhancements, Central Branch is well positioned to meet needs over the next 20 years. While the Library may be undersized relative to provincial guidelines referenced in its 2010 Branch Services Master Plan, KFPL made a strategic decision to respect the heritage building and operate without major structural alterations. Capital investments over the next 20 years are envisioned to focus on requisite asset management activities that keep the branch in a good state of repair.

### Branch Snapshot

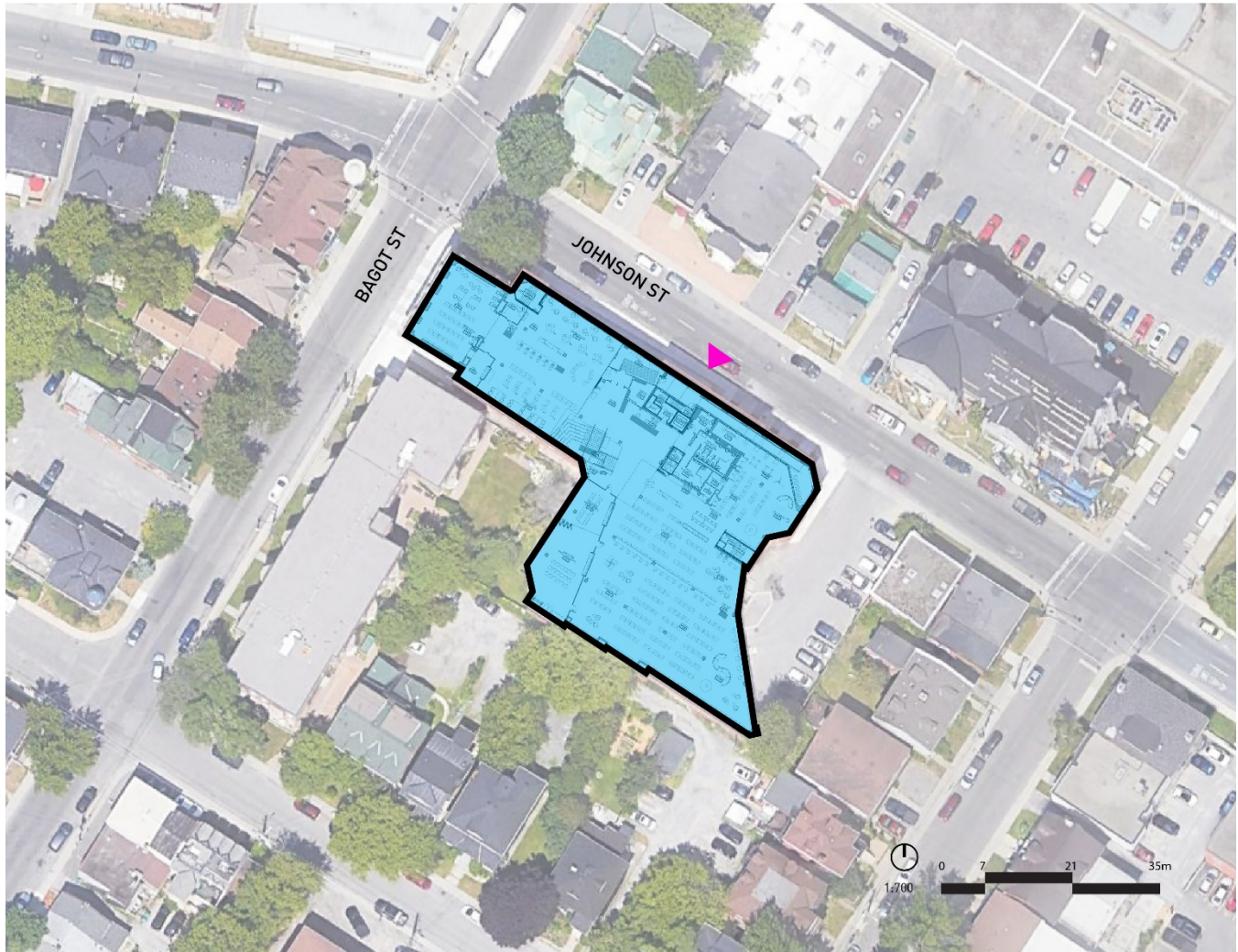
Address:	130 Johnson Street
Library Type:	Stand-Alone
Floor Area:	60,030 ft <sup>2</sup>
Year Opened:	1978
Major Reno:	2019
Branch Visits:	135,219
	14.9 visits per ft <sup>2</sup>
Circulation:	205,750
	2.3 items per ft <sup>2</sup>



Central Branch



Figure 13: Central Branch, Site Plan



## 5.2 Calvin Park

The Calvin Park Branch has been serving residents of Kingston since 1966; the library was relocated and rebuilt as a new stand-alone branch in 2009, and is a LEED Gold building. Calvin Park is one of KFPL's busiest branches as measured by number of visits and circulation, both in terms of total and on a square foot basis (Calvin Park ranks above all other branches in terms of circulation per square foot).

Calvin Park Branch shares part of its catchment area with the Central Branch, notably well-established neighbourhoods located to the east of Sir John A. Macdonald Boulevard. In fact, some residents living slightly outside of the catchment area within the downtown rely upon Calvin Park Branch more so than the Central Branch, particularly those that do not want to travel into the downtown or are seeking out more convenient parking. Its location makes it ideal for such library users to pick-up and drop-off items which contributes to its strong circulation.

The branch is fairly young in its lifecycle and remains in good condition. KFPL has explored plans to revitalize the exterior courtyard with seating and picnic areas, nature-inspired play elements, outdoor art and a community garden. Improving the aesthetics and furnishings of the Teen Area should also be considered to encourage greater usage given that the library is located near other youth-serving destinations such as the Kingston YMCA and a number of schools. With this in mind, additional study space should be considered as well. In the interim, KFPL should engage the community in developing strategies to improve inclusivity, with a particular focus on Indigenous peoples, newcomer communities and neuro-diverse users.

While the size of the site is fairly limited, particularly with the addition of the outdoor elements, there may be opportunity to undertake a modest expansion to the building's east and south to meet part of the additional space being recommended in Kingston between 2031 and 2041; however, expansion of the building footprint along with additional parking requirements would likely require reconfiguration of the existing parking lot and laneway.

### Branch Snapshot

Address:	88 Wright Crescent
Library Type:	Stand-Alone
Floor Area:	13,186 ft <sup>2</sup>
Year Opened:	2009 (new location)
Major Reno:	Not Applicable
Branch Visits:	176,573 13.4 visits per ft <sup>2</sup>
Circulation:	253,103 19.2 items per ft <sup>2</sup>

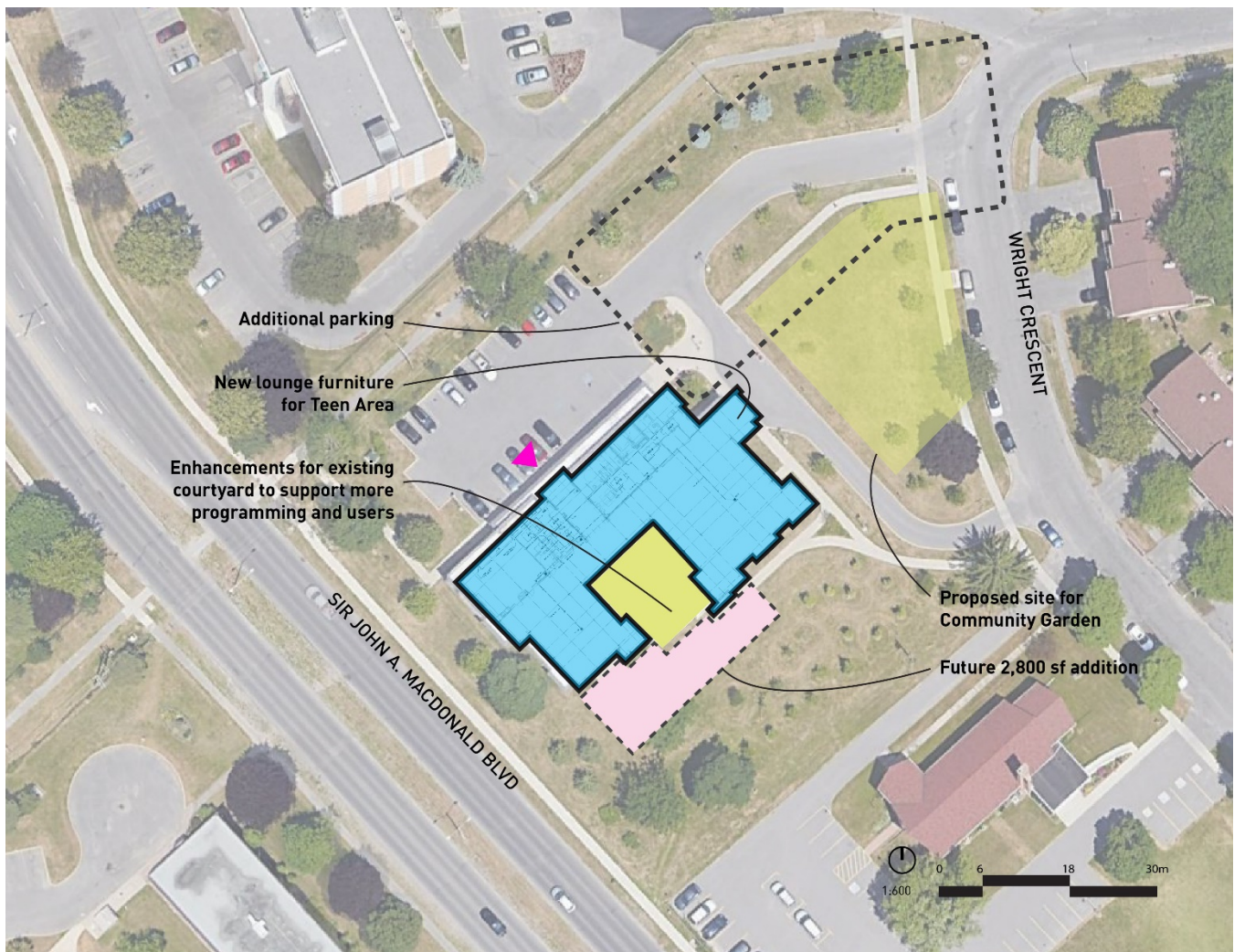


Calvin Park Branch



Expansion to a minimum of 16,000 square feet (i.e. a net addition of 2,800 square feet) would help to alleviate post-2031 growth pressures placed on Calvin Park Branch as well as reliance on the branch from populations living outside of its catchment area. Expansion may also help the branch keep pace with intensification and infill development projects that will increase the number of people living in Kingston's core areas.

Figure 14: Calvin Park Branch, Site Plan



### 5.3 Isabel Turner

Isabel Turner Branch is the second largest branch operated by KFPL with only the Central Branch being larger. It serves northwest Kingston and is co-located with the Lions Civic Gardens which provides a pleasant atmosphere for indoor and outdoor library users.

Isabel Turner Branch is KFPL's busiest branch, generating the highest visitation and circulation totals in the library system. Its large floor area is spread across two floors which reduces the level of intensity on a square foot basis but nevertheless, more than one out of every three visits to a KFPL branch (36%) was directed to Isabel Turner Branch. In addition to high visitation and borrowing rates, the library is in demand for study space among secondary and post-secondary students. Use of the branch is bolstered by being situated directly along one of Kingston Transit's express corridors along with its location adjacent to the Cataraqui Centre as well as near the Princess Street and Gardiner's Road commercial corridors.

The library has now been in service for 25 years and while it continues to provide an attractive user experience, furnishings and fixtures are beginning to show their age while certain mechanical components will need to be replaced. Acoustics in the branch are such that noise from the animated spaces travels to areas intended for quieter use. As a larger branch requiring greater staffing resources than most other branches, the amount of administrative space to carry out staff functions is also becoming increasingly constrained as public demands for library services have increased since the branch was originally built.

#### Branch Snapshot

Address:	935 Gardiners Road
Library Type:	Stand-Alone
Floor Area:	31,990 ft <sup>2</sup>
Year Opened:	1997
Major Reno:	Not Applicable
Branch Visits:	243,333 7.6 visits per ft <sup>2</sup>
Circulation:	358,064 11.2 items per ft <sup>2</sup>



Isabel Turner Branch

While a physical expansion of Isabel Turner Branch has not been recommended through the LFP, there is strong merit in revisiting its floor plan to determine if it can be enhanced in light of its strong level of use and future trends guiding the design of library space. At a minimum, KFPL should investigate the following for Isabel Turner Branch:

- Optimizing the utilization potential of the lower level, potentially with additional space devoted to individual study and group collaboration;
- Reconfiguring the front desk to make better use of space;
- Improving sound attenuation measures;
- Enlarging the Children's Area while exploring the feasibility of improving the Teen Area and/or adding makerspace;
- Providing a small kitchen to support library programs (this has been done at the Rideau Heights Community Centre but no such space exists in west Kingston);
- Updating barrier-free accessibility along with providing a gender-neutral washroom and features for neuro-diverse users to enhance inclusivity;
- Optimizing and/or increasing the amount of space devoted to administration and effective staff operation of the branch; and
- Reconfiguring the parking lot to improve circulation by vehicles and pedestrians.

There is also an opportunity to integrate the branch with the adjacent parkland so that library users can benefit from the natural beauty of the Lions Civic Gardens. Branch staff sometimes report that supervision of the eastern exterior stairwell can be challenging and there is an opportunity to potentially enclose a portion of the land beside it as a reading garden. In line with an earlier recommendation of this LFP, consultation with Indigenous communities should be undertaken along with other groups such as youth and multi-cultural populations to aid in the design process.



Figure 15: Isabel Turner Branch, Site Plan

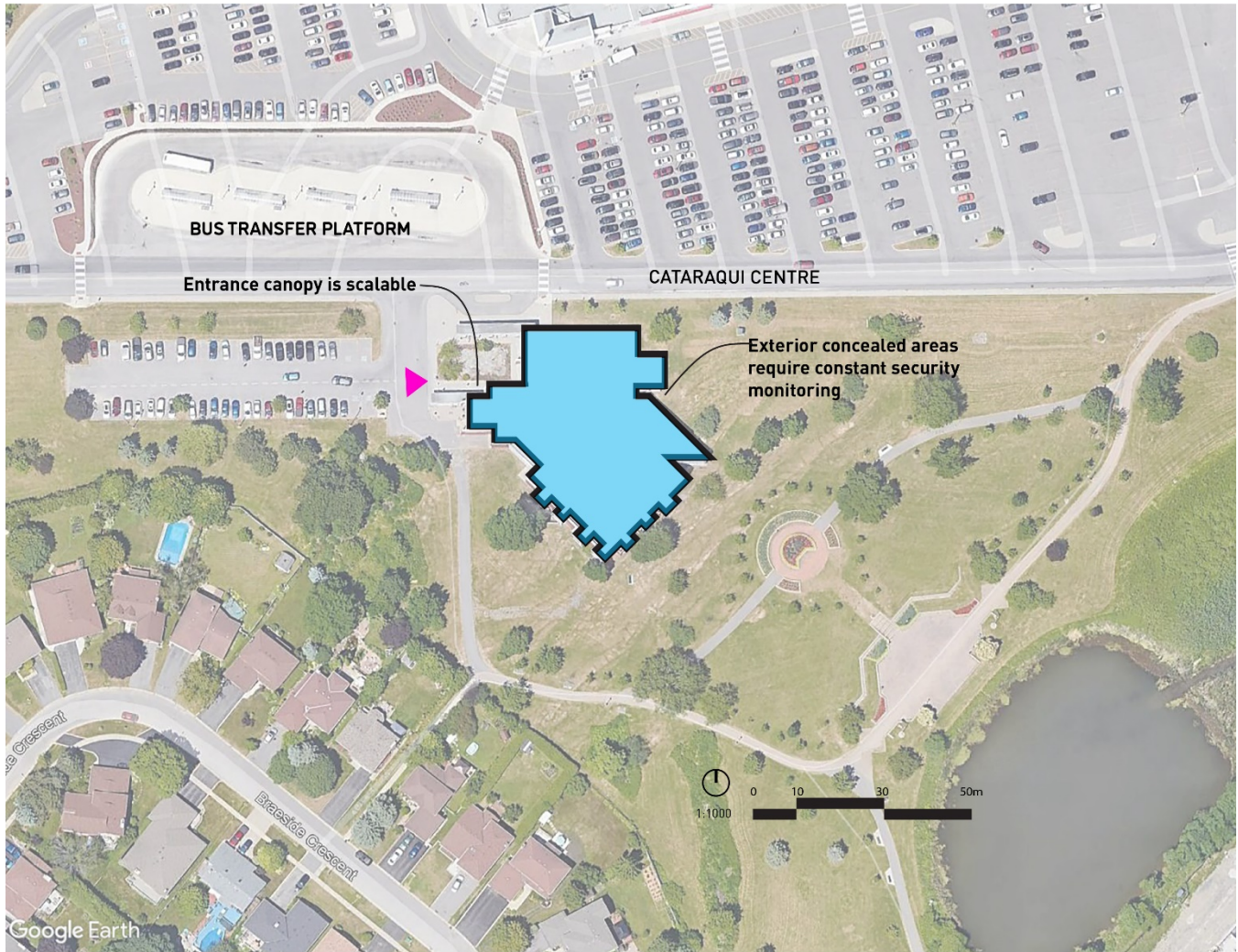
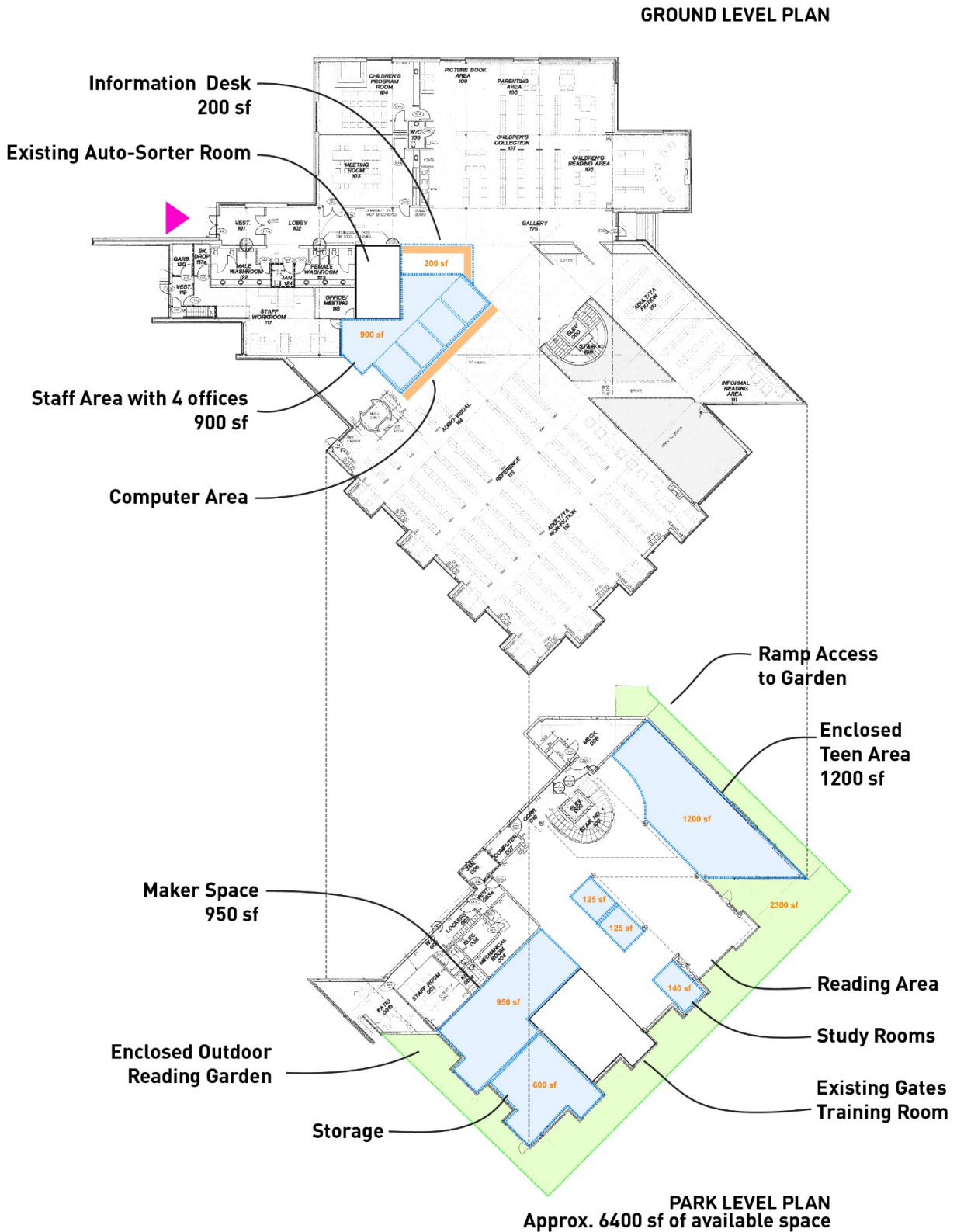




Figure 16: Isabel Turner Branch, Floor Plan



## 5.4 Pittsburgh

The farmhouse incorporated in the Pittsburgh Branch dates back to 1863. Certain heritage elements were maintained in the architectural design of the current site. The library was relocated to this building in 2000. The library is located in the eastern portion of Kingston's urban area at Gore Road and Highway 15, near CFB Kingston and a number of newer residential subdivisions that have been built over the past 20 years.

Being located near new and affordable housing units in Kingston, Pittsburgh Branch attracts a number of families with children. It received the fourth-highest number of in-person visits in 2019 and was the third-highest circulating branch on a per square foot basis. With additional populations being planned through developments east of the Cataraqui River, pressures placed on the Pittsburgh Branch are expected to increase. The City's Waaban Crossing bridge project located immediately south of the Pittsburgh Branch (along with other roadway improvements) will provide a direct connection to John Counter Boulevard and add to the growth-related pressures placed on the branch.

As such, Pittsburgh Branch will require an expansion if it is to serve new populations forecasted over the next 20 years. It is recommended that the branch be expanded to a minimum of 12,000 square feet thereby requiring an addition of at least 7,000 square feet. The Waaban Crossing may affect the library's site and in turn increase the project's architectural complexity, in addition to navigating the building's heritage designation.

A 12,000 square foot library will allow KFPL to respond to service needs for additional programs, workstations, study space, children's collections and storage. A major capital project would upgrade the library's technological infrastructure with additional equipment/services and expand KFPL's Create Space service (makerspace) into the east end. Opportunities to improve barrier-free accessibility will also arise out of the expansion project including providing barrier-free access to the second floor of the heritage farmhouse while possibly enabling more program and service delivery in that space. KFPL should also explore the feasibility of reclaiming and reprogramming the existing sunroom space to function more effectively (the sunroom's comfort is impacted by less than comfortable temperatures during the hot and colder months).

### Branch Snapshot

Address:	80 Gore Road
Library Type:	Stand-Alone
Floor Area:	5,018 ft <sup>2</sup>
Year Opened:	2000
Major Reno:	Not Applicable
Branch Visits:	42,699
	8.5 visits per ft <sup>2</sup>
Circulation:	72,970
	14.5 items per ft <sup>2</sup>

A 4,000 to 6,000 square foot expansion of the Pittsburgh Branch was recommended in KFPL's 2010 Branch Services Master Plan for its third year of implementation (i.e. 2013). The urgent need to replace end-of-life and failing infrastructure at the Central Branch and the opportunity to construct a branch within the new Rideau Heights Community Centre moved the Pittsburgh Branch project forward in the capital plan until 2020. Funding for the project was then deferred by Kingston City Council in order to fund its other strategic priorities, and to align with the nearby work on the Waaban Crossing. The City of Kingston's current 15-year capital budget for library services identifies the expansion for the year 2028.

Based on the 10-year supply of library space in Kingston being adequate, the ongoing bridge construction and roadway improvements underway, and pressures for new library space in rural areas, the LFP supports deferral of the Pittsburgh Branch expansion to the next 5 to 7 years. In line with an earlier recommendation of this LFP, consultation with Indigenous communities should be undertaken along with other groups such as youth, neuro-diverse users, francophone and other multi-cultural populations to aid in the design process.

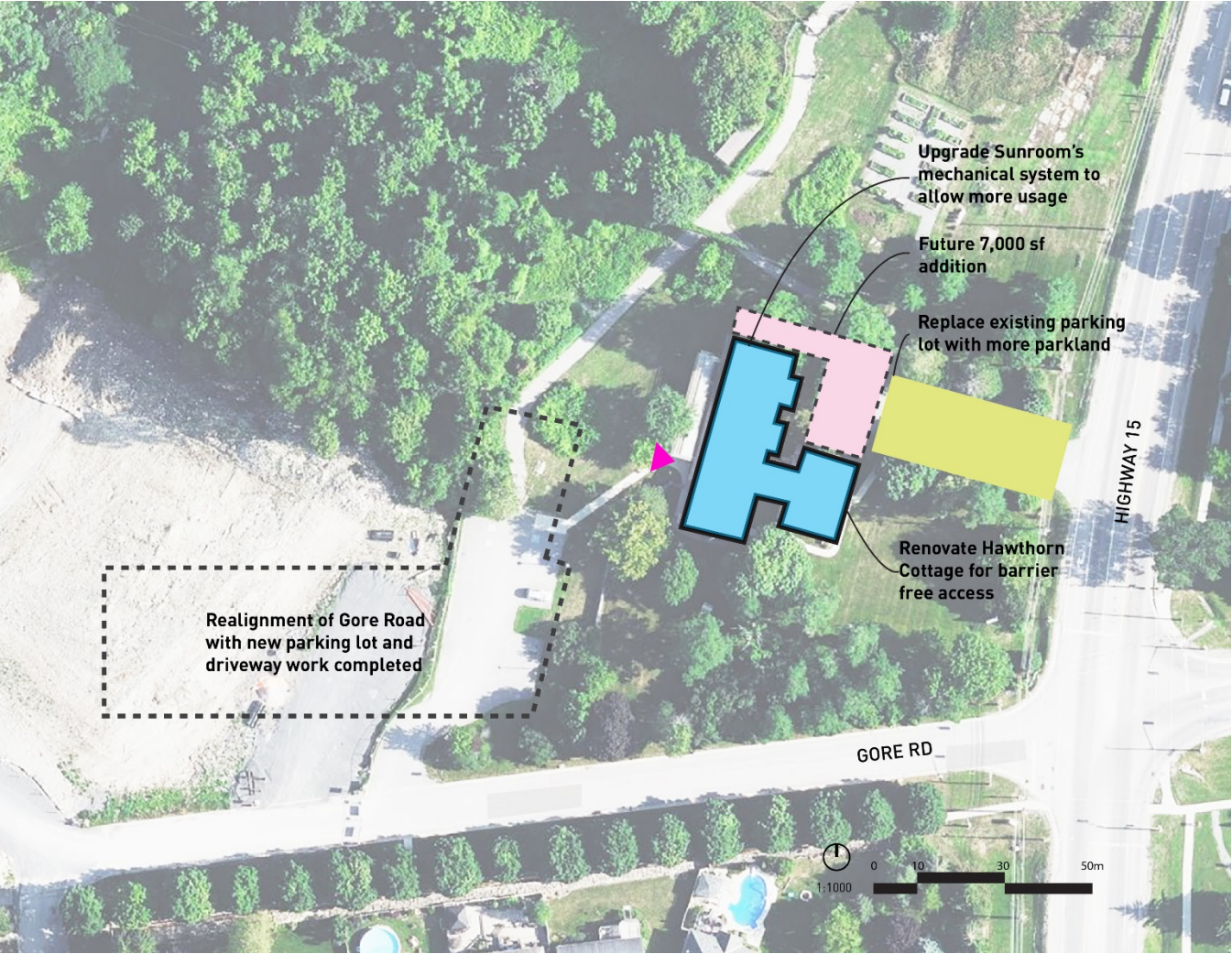


Pittsburgh Branch





Figure 17: Pittsburgh Branch, Site Plan





## 5.5 Rideau Heights

The Rideau Heights Branch is KFPL's newest service point, reaching neighbourhoods in Kingston's northeast urban area. Rideau Heights opened in 2018 as a replacement to the former Kingscourt Branch. In line with current best practices in design, the new library is integrated as part of the multi-use Rideau Heights Community Centre which allows it to share certain operating efficiencies such as access to program rooms but also benefit from foot traffic associated with the community centres youth and seniors' space, gymnasium, hall and kitchen. The library is also situated directly from the Shannon Park sports field complex and skateboard park. Access to the branch is gained directly through the community centre.

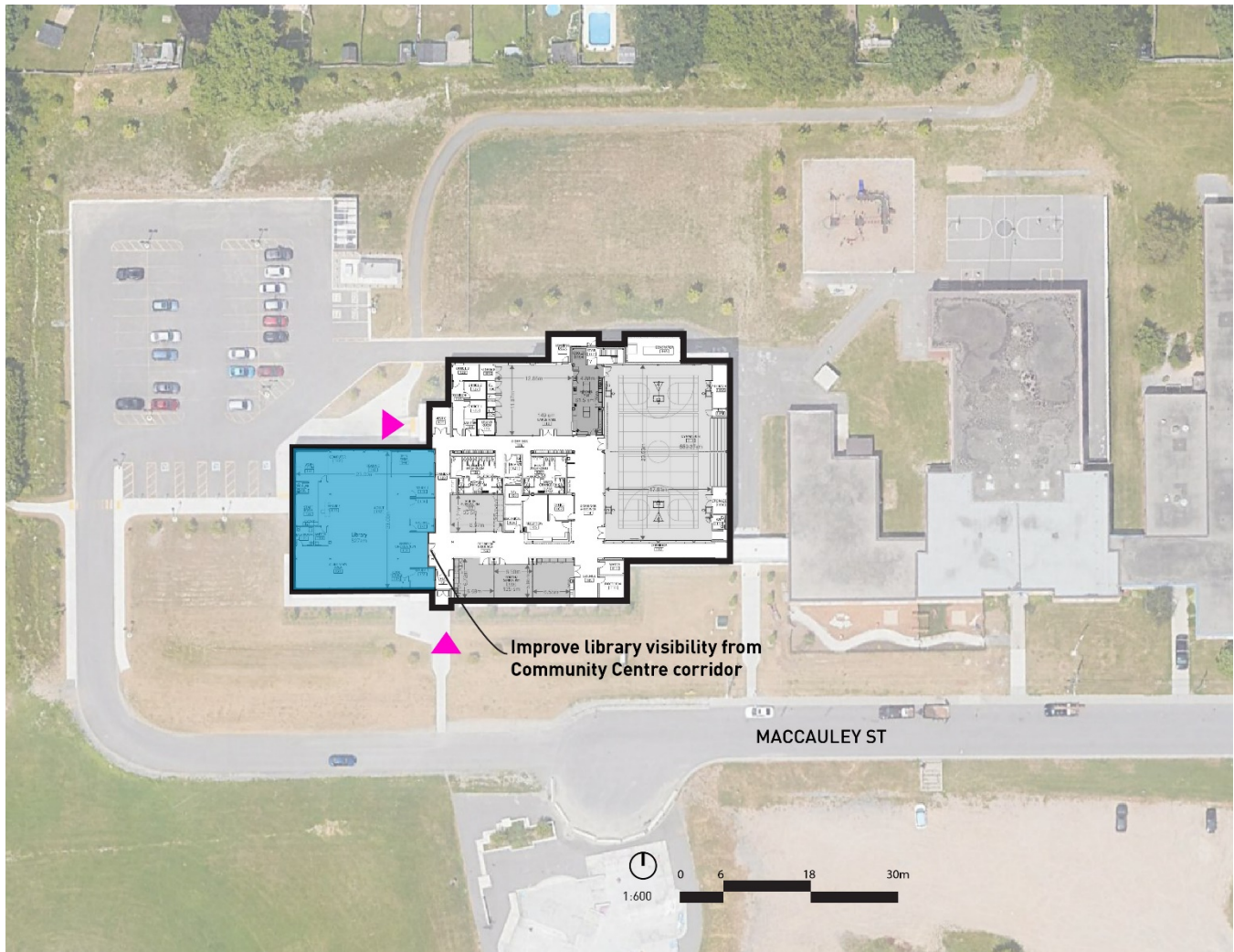
Rideau Heights' catchment area is home to a sizeable population of families and children as an emerging area of the City. In 2019, the library received over 32,690 in-person visits placing it in KFPL's top five branches. Branch staff indicate that as a new library and being embedded in the community centre, usage may be lower due to certain people being unaware of its existence. Improved visibility into the branch from the hallway and more signage within the community centre would assist in directing people into the library; similarly, more contrasting exterior signage may be helpful as the current design is fairly monochromatic. Seating areas were also identified as being in high demand at this branch.

As a new branch, no major capital recommendations have been made for Rideau Heights as investment priorities would be best directed to other branches. Ensuring state-of-good-repair through proactive asset management practices in conjunction with that of the community centre is the optimal path forward.

### Branch Snapshot

Address:	85 MacCauley Street
Library Type:	Integrated with Community Centre
Floor Area:	5,680 ft <sup>2</sup>
Year Opened:	2018
Major Reno:	Not Applicable
Branch Visits:	32,690 5.8 visits per ft <sup>2</sup>
Circulation:	32,482 5.7 items per ft <sup>2</sup>

Figure 18: Rideau Heights Branch, Site Plan



Rideau Heights Branch

## 5.6 Recommendations - Kingston

**Rec. #9 Calvin Park Branch:** Undertake selected improvements to the Calvin Park Branch including:

- a. courtyard enhancements through seating, shade, and play elements at a minimum;
- b. improved furnishings and aesthetics to the Teen Area;
- c. adding individual study group collaboration space; and
- d. In the longer-term (i.e. post-2031), expand Calvin Park Branch by a minimum of 2,800 square feet so that it provides a total Gross Floor Area of at least 16,000 square feet.

**Rec. #10 Isabel Turner Branch:** Initiate a formal architectural process to reconfigure and renovate the Isabel Turner Branch. At a minimum, KFPL should explore opportunities to improve functionality for library users and staff by:

- a. optimizing the library's floor plan / layout through repositioning shelving and furniture to reclaim useable space for the public and programming, as well as generally improve the functional flow within the library;
- b. refreshing aesthetics, furnishing and comfort elements within the branch including additional spaces for study along with indoor and outdoor seating;
- c. enhancing barrier-free accessibility and general inclusivity;
- d. adding a community kitchen, dedicated area for teens along with a makerspace; and
- e. adding an enclosed outdoor reading garden adjacent to its eastern exterior stairwell along with seating and shade amenities that would support Library programs at the Lions Civic Gardens.



**Rec. #11 Pittsburgh Branch:** Initiate a formal architectural process to expand the Pittsburgh Branch in a manner that it offers a minimum total Gross Floor Area of 12,000 square feet, thereby adding at least 7,000 square feet of space. Doing so will allow the library to address population growth attributable to planned residential developments east of the Cataraqui River along with greater use of the branch resulting from the Waaban Crossing transportation project. The architectural analysis should also investigate opportunities to maximize use of the heritage farmhouse including but not limited to enabling barrier-free access to its second floor.

**Rec. #12 Rideau Heights Branch:** increase exterior signage and general visibility into the Rideau Heights Branch from its shared internal community centre corridor by replacing the solid doors with a glazed entranceway.



Rideau Heights Branch



Pittsburgh Branch





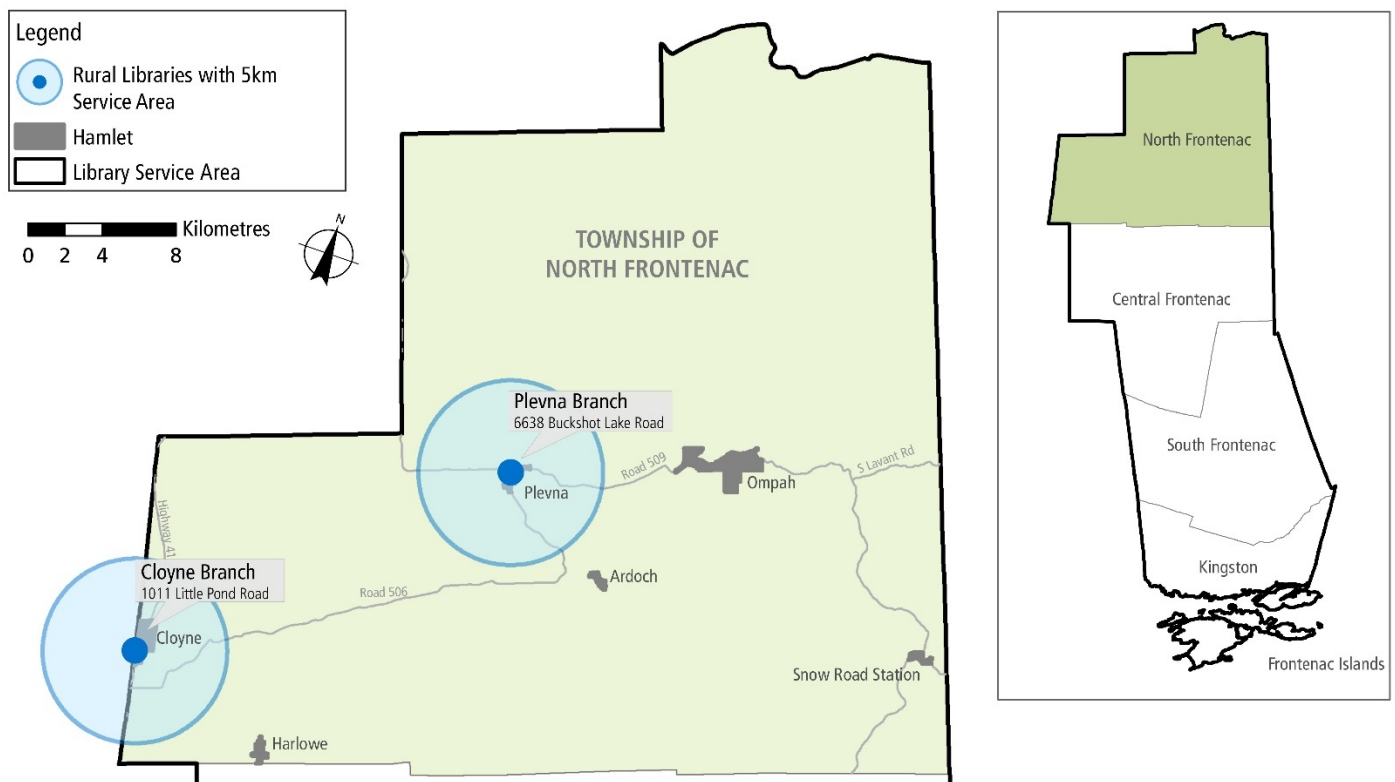
**6.0**  
**Township of North**  
**Frontenac Branches**

## 6.0

### North Frontenac Branches

KFPL operates two branches in the Township of North Frontenac's Cloyne and Plevna settlement areas. Retention of KFPL's system-wide space provision rate of 0.8 square feet per capita to North Frontenac would result in the existing GFA being sufficient in relation to 2,100 permanent residents forecasted to be living in the Township over the next 20 years. Therefore, this Section evaluates existing branches in North Frontenac and identifies opportunities to improve the physical space provided through them. Please note that branch visitation and circulation statistics reflect 2019 totals (pre-COVID-19) unless otherwise noted.

**Map 4: Geographic Distribution of Branches, Township of North Frontenac**





6.1 Cloyne

The Cloyne Branch services its settlement area and surrounding rural communities. Originally built in 1969 at the corner of Little Pond Road and Highway 41 as a municipal administration building, minor improvements were carried out in 2009 including a new service desk along with updates to painting and shelving. The branch is attached to the Barrie Community Hall but does not share an interior connection; co-location offers certain benefits such as hall rentals for library programs.

The remote location, lesser population served in the catchment area and limited amenities as a rural branch are such that in-person visits are among the fewest in the KFPL system (including rural libraries). That being said, circulation rates and internet usage are closer to the rural branch average due in part to the influx of seasonal populations during the summer months. The library entrance and parking lot are located behind the community hall and thus visibility from Highway 41 is limited. The washroom is not accessible for persons with disabilities while the building’s age is beginning to negatively affect interior comfort due to outdated heating and ventilation systems which occasionally contribute unpleasant odours.

Given the shared nature of the site, it could be difficult to re-orient, expand or meaningfully reconfigure the library branch without undertaking improvements to the community hall as well. Since the hall is owned by the Township of North Frontenac, there would need to be a business case to rationalize any such investments in relation to its level of use.

The preferred strategy for the Cloyne Branch is to engage the Township to determine if there is a need and willingness to reinvest in the entire structure as a major renewal project or rebuild, possibly in conjunction with Kingston Frontenac Lennox & Addington Public Health and/or Limestone District School Board (both of whom operate facilities nearby) to develop a multi-service community hub. In the absence of an interest to rebuild, KFPL should carry out an accessibility audit for this branch and implement its findings, as well as improve the washroom. Given the strong reliance on internet access at the branch, upgrading its technological capacity should also be explored through strengthened Wi-Fi and/or lending out mobile workstations.

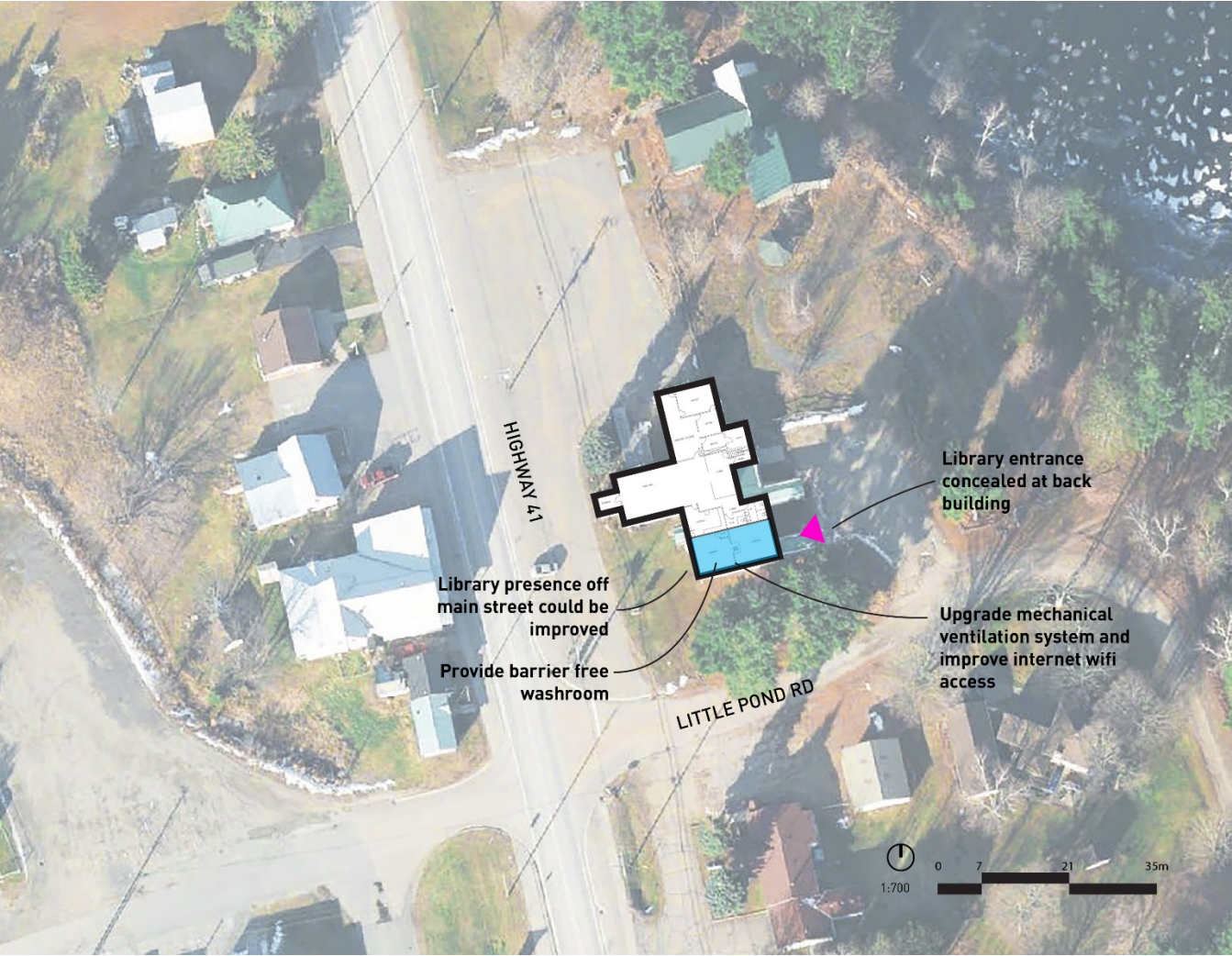
Branch Snapshot

Address:	1011 Little Pond Road
Library Type:	Shared with Community Hall
Floor Area:	689 ft <sup>2</sup>
Year Opened:	1969
Minor Reno:	2009
Branch Visits:	1,450 2.1 visits per ft <sup>2</sup>
Circulation:	7,661 11.1 items per ft <sup>2</sup>



Cloyne Branch

Figure 19: Cloyne Branch, Site Plan





6.2 Plevna

Plevna Branch is housed in a former school portable and shares a site with a forestry building. Situated in a remote area, the library received just 900 in-person visits in 2019, the fewest of any KFPL branch, while total circulation is also among the lowest in the system. There is a space allocated at the branch for a local historical society to use and display their works.

Being one of the smallest libraries operated by KFPL, there is little room for collections and programming. Branch staff indicate that the majority of use consists of holds pickups and internet usage given that broadband connectivity and mobile internet is poor throughout its catchment area (Plevna’s internet and Wi-Fi use is more than double the rural library average). The limited space also results in having to designate ‘internet-only’ times during which other library services are unavailable.

The modular building format does not lend itself to any major expansion potential while the limited usage does not support a business case to construct a new permanent building. Given the demand for items pick-up and drop-off, KFPL could consider installing holds lockers as well as exploring potential to reduce the collection, thereby reclaiming interior space for seating and technology.

**Branch Snapshot**

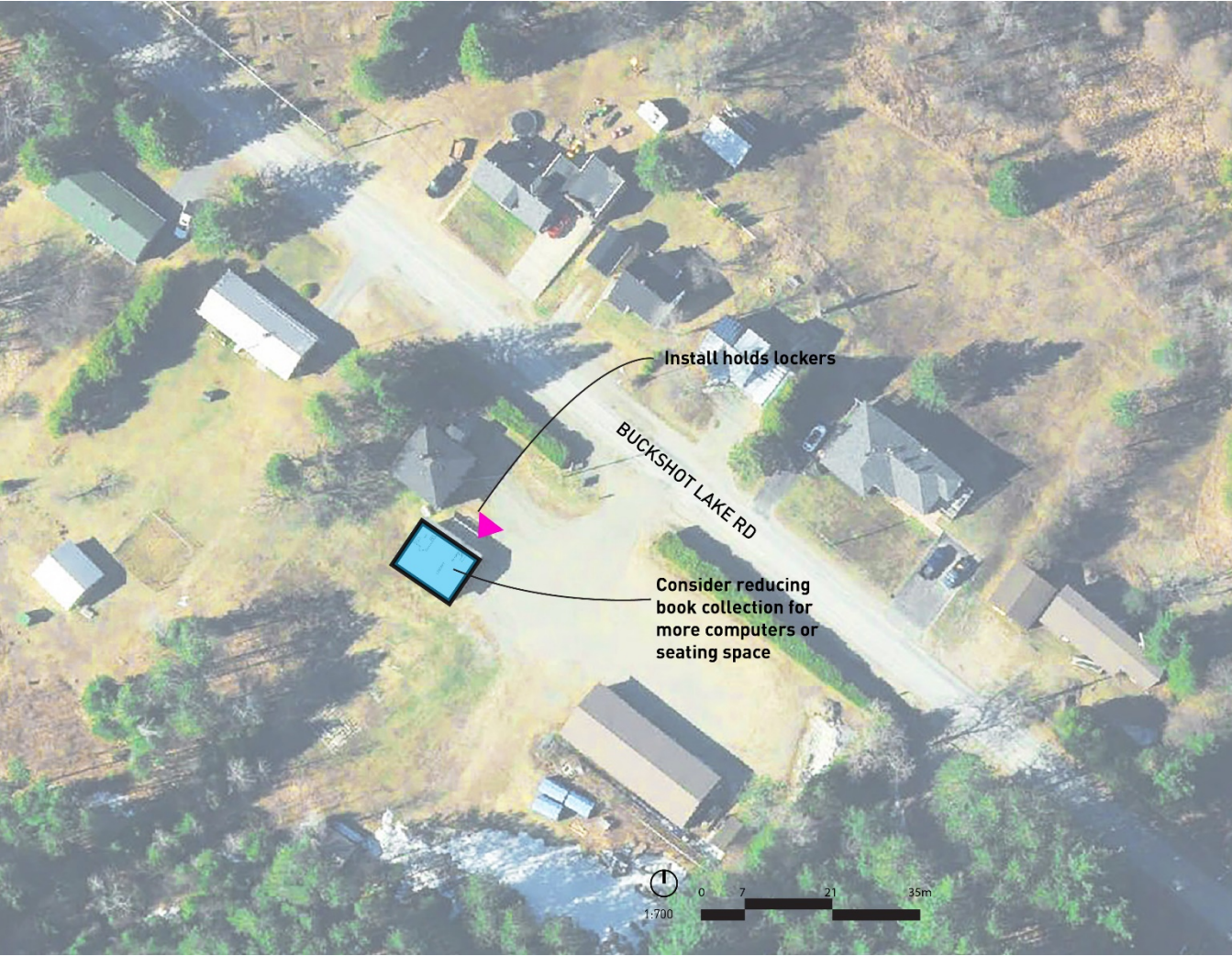
Address:	6638 Buckshot Lake Road
Library Type:	Stand-Alone
Floor Area:	710 ft <sup>2</sup>
Year Opened:	2010
Major Reno:	Not Applicable
Branch Visits:	900
	1.3 visits per ft <sup>2</sup>
Circulation:	3,870
	5.5 items per ft <sup>2</sup>



Plevna Branch



Figure 20: Plevna Branch, Site Plan





### 6.3 Recommendations – North Frontenac

**Rec. #13 Cloyne Branch:** Engage the Township of North Frontenac along with Kingston Frontenac Lennox & Addington Public Health, Limestone District School Board and any other prospective partners to determine if interest exists to construct a multi-service community hub. In the absence of interest in such a project, carry out improvements to the library's overall accessibility, technological capacity as well as updating its washroom.

**Rec. #14 Plevna Branch:** Focus collections services in Plevna more towards being a pick-up and drop-off service point and enabling greater online access. Initiatives to explore include the installation of holds lockers and re-assigning some of the space for collections to seating and technology.



Cloyne Branch



Plevna Branch





**7.0**  
**Township of Central**  
**Frontenac Branches**

## 7.0

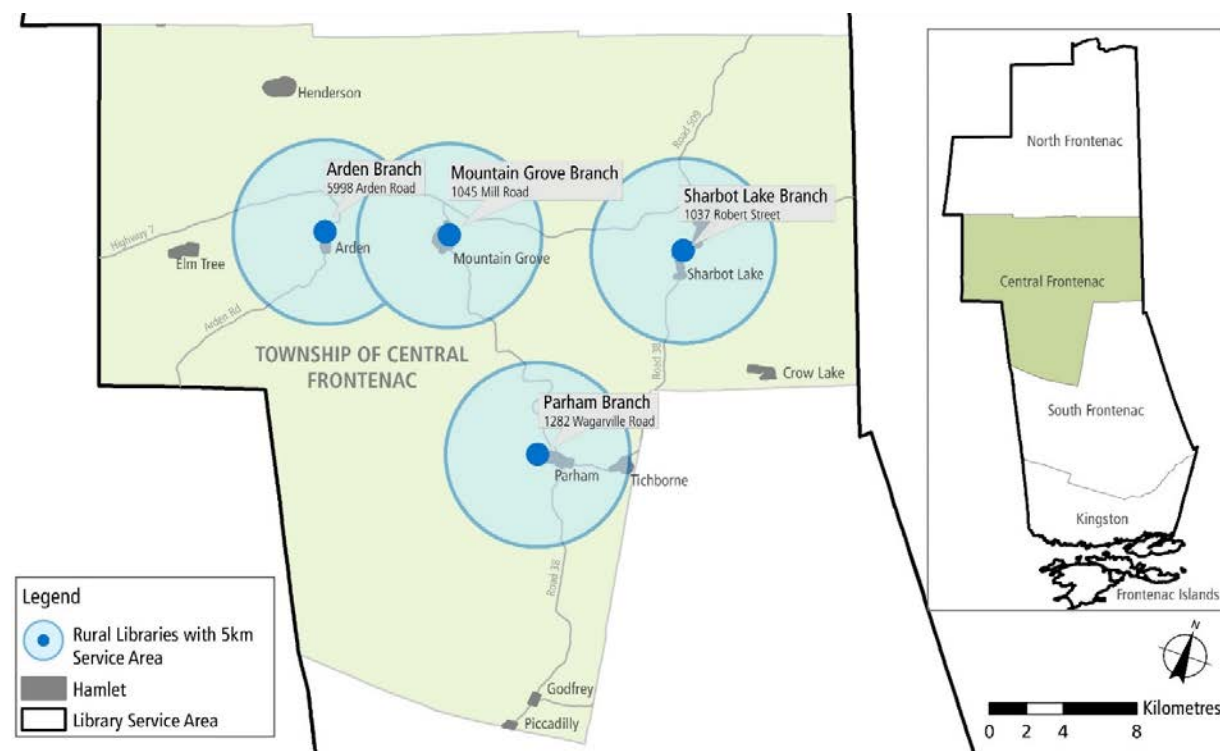
### Central Frontenac Branches

KFPL operates four branches in the Township of Central Frontenac, all of which are co-located with municipal buildings such as fire halls, a community hall and the municipality's administration offices. Retention of KFPL's system-wide space provision rate of 0.8 square feet per capita to Central Frontenac would result in the existing GFA being sufficient in relation to the population of 4,800 forecasted in the Township over the next 20 years.

This Section evaluates opportunities to improve the physical space of existing branches in Central Frontenac. Although previous plans have recommended closure of certain branches in this municipality, the LFP proposes retention of all existing branches as they are important service points. Due to the condition of the Sharbot Lake Branch, a full reconstruction is recommended with a net addition to its GFA that will help KFPL meet a portion of the 10,000 square feet required in its rural communities. The proximity to these branches to the Shabot Obaadjiwan First Nation suggests that the engagement of this community should form part of the design process.

Please note that branch visitation and circulation statistics reflect 2019 totals (pre-COVID-19) unless otherwise noted.

**Map 5: Geographic Distribution of Branches, Township of Central Frontenac**





## 7.1 Arden

Arden Branch is the smallest branch in the KFPL system at less than 500 square feet. As such, its ability to deliver collections and services is limited although it is co-located with the Kennebec Community Hall (also known as the Arden Community Centre which is a municipally-owned building) which enable rentals for library programs. New flooring and paint improvements were recently carried out.

The number of in-person visits is in line with KFPL's rural library average though circulation is lower likely as a result of the small GFA. Branch staff indicate that a community group regularly meets at this branch which may be a reason that visitation levels may be somewhat higher than expected in such a small library. However, the branch's washroom is inaccessible for persons with disabilities and the exterior ramp and stairway are showing signs of wear (the Township has scheduled ramp improvements for 2022-23). Accessibility issues are compounded by the fact that washrooms are located in the hall but there is no accessible interior connection to the library, thereby requiring library users to go outside and around the building.

In addition to addressing accessibility issues (to be further defined through an accessibility audit), recommendations to the branch would be to update its furniture and potentially enhancing outdoor seating either adjacent to the building or into Kennebec Memorial Park.

Expansion of the building footprint or a major capital alteration project could be considered but would need the support of the Township of Central Frontenac. Pragmatically, however, the library would not be the driving factor for a major project since the amount of square feet added would be unlikely to justify the cost of the entire project; therefore, should the Township have plans to redevelop the community hall then the library would want to engage in those discussions.

### Branch Snapshot

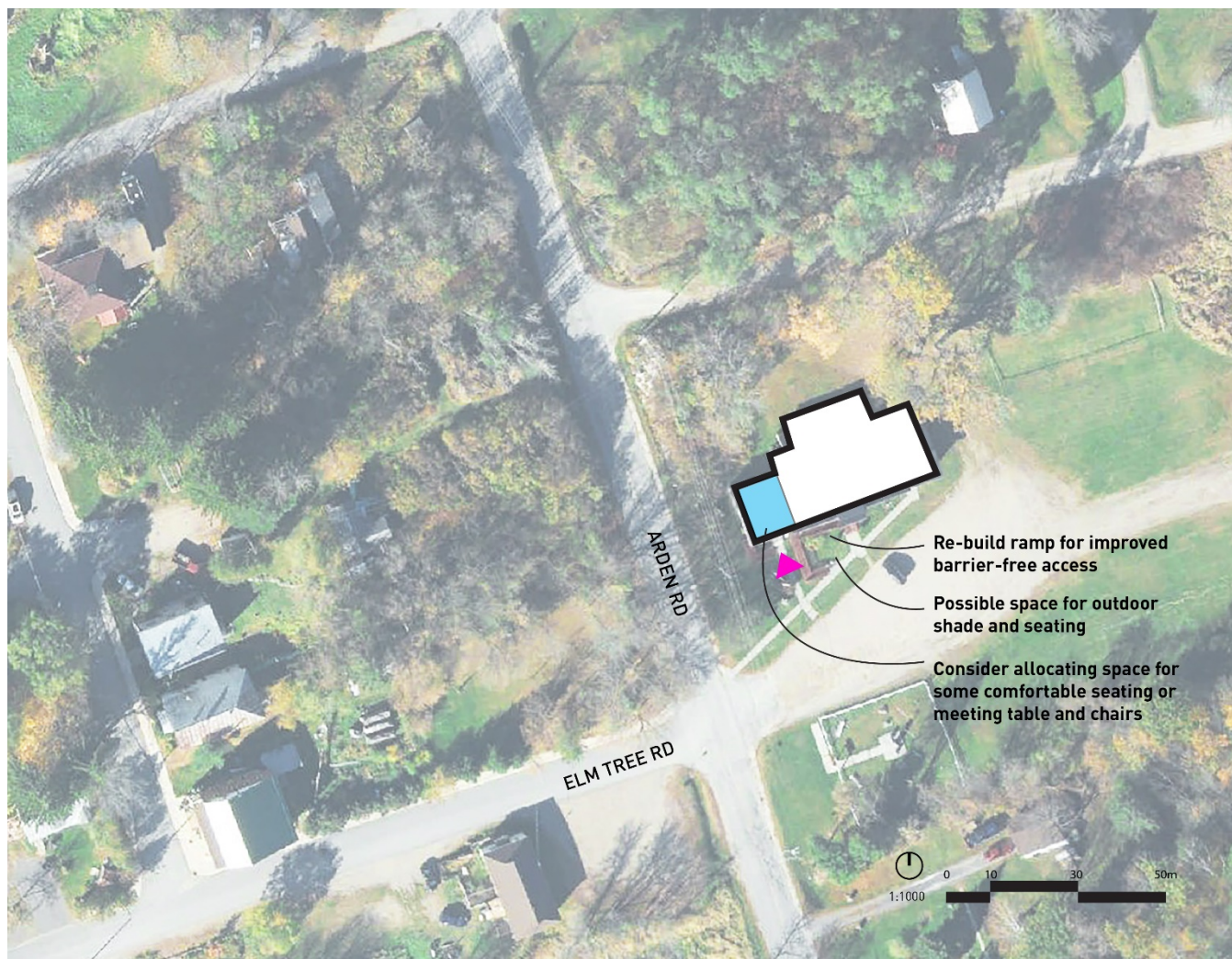
Address:	5998 Arden Road
Library Type:	Shared with Community Hall
Floor Area:	495 ft <sup>2</sup>
Year Opened:	1969
Major Reno:	Not Applicable
Branch Visits:	4,250 8.6 visits per ft <sup>2</sup>
Circulation:	6,509 13.1 items per ft <sup>2</sup>



Arden Branch



Figure 21: Arden Branch, Site Plan



## 7.2 Mountain Grove

Mountain Grove Branch was relocated and rebuilt in 2017, and thus is reflective of a modern rural library. The branch was co-located with a Fire Hall that has a community room available for the library to use when needed.

Mountain Grove is a fairly remote settlement area and thus the library received just 1,000 in-person visits in 2019; that said, branch staff indicate that there was a drop in visitation following the relocation as the new location has less visibility being located behind the adjacent elementary school. However, the branch serves a number of households experiencing lower-income as well as being isolated as a remote community thereby re-affirming its importance and KFPL's ongoing investment in the branch.

As one of KFPL's newer builds, the branch is generally accessible and offers a pleasant interior experience. As such, no major capital recommendations have been made for Mountain Grove as investment priorities would be best directed to other branches. There is opportunity to improve comfort through furniture and re-orienting/reconfiguring the placement of shelving to optimize space for library guests and branch staff. Ensuring state-of-good-repair through proactive asset management practices in conjunction with that of the Fire Hall is the optimal path forward.

### Branch Snapshot

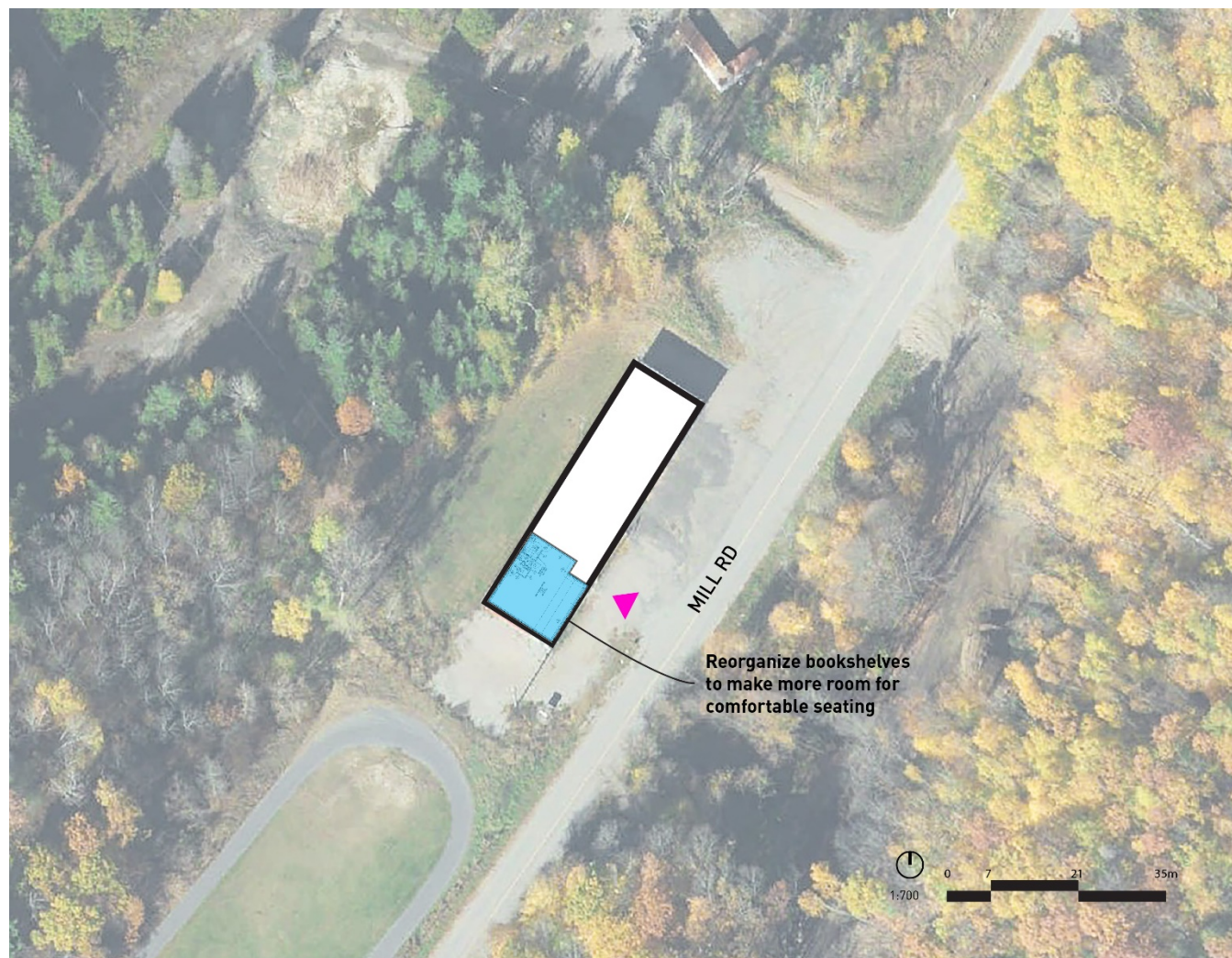
Address:	1045 Mill Road
Library Type:	Shared with Fire Hall
Floor Area:	1,207 ft <sup>2</sup>
Year Opened:	2017
Major Reno:	Not Applicable
Branch Visits:	1,000 0.8 visits per ft <sup>2</sup>
Circulation:	2,729 2.3 items per ft <sup>2</sup>



Mountain Grove Branch



Figure 22: Mountain Grove Branch, Site Plan





### 7.3 Parham

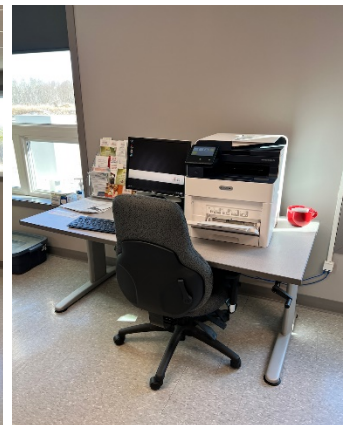
Parham Branch was relocated from a former school portable and rebuilt in conjunction with a Fire Hall in 2016, considerably improving the library user experience. Parham Branch serves a fairly remote and geographically dispersed population which is the reason for its relatively low level of in-person use and circulation rates. The Fire Hall also contains a program room that is available for community use, including library users.

Parham Branch is presently less than 10 years old and thus remains in excellent condition while barrier-free accessibility is also generally good. The branch could benefit from some additional furniture for seating, particularly in the children's area, and potentially a staff work table. Re-orientation of the customer service desk along with reconfiguration or relocation of some of the bookshelves could also aid in making better use of the existing floor space including for seating and staff work.

Apart from furniture, no major capital projects have been made for Parham Branch - apart from typical asset management activities - since major investment priorities would be better directed to other branches.

#### Branch Snapshot

Address:	1282 Wagarville Road
Library Type:	Shared with Fire Hall
Floor Area:	1,022 ft <sup>2</sup>
Year Opened:	2016
Major Reno:	Not Applicable
Branch Visits:	1,720 1.7 visits per ft <sup>2</sup>
Circulation:	3,521 3.4 items per ft <sup>2</sup>



Parham Branch

Figure 23: Parham Branch, Site Plan





## 7.4 Sharbot Lake

Sharbot Lake Branch is co-located with the Township of Central Frontenac's municipal offices. Being in a larger rural settlement results in the second highest circulation rate of rural libraries (behind only the Sydenham Branch) and is one of the more visited rural branches which is bolstered in the summer by seasonal residents.

With the last major renovation taking place in 1995, Sharbot Lake Branch still provides a quality user experience though some amenities are beginning to show their age. While the branch is generally accessible to persons with disabilities, the washroom is not. Branch staff also indicated pressures being created for additional computer workstations (this could be offset by increasing laptops for in-branch use), storage and vehicular parking.

Populations in Sharbot Lake and surrounding areas would optimally be served by 5,000 square feet of library space, amounting to 3,800 square feet over and above what is currently provided. Expansion to the existing Township office is not seen as a cost-effective approach given its configuration, state of building systems and an understanding that the municipality is seeking additional space for its administration.

Instead, construction of a new purpose-built branch would allow KFPL to deliver its services in a more intentional and responsive manner to the community. In addition to services currently offered in Sharbot Lake, a new and larger branch would allow KFPL to deliver additional library programs, technology and address onsite storage needs.

It is recognized that expansion has previously been raised for consideration but has yet to be implemented. Should there continue to be insufficient interest or funding to support the addition of library space in Sharbot Lake, there is merit in carrying out a formal branch reconfiguration plan to revisit the existing floor plan and identify alternative layouts that could maximize the usage potential of the library.

### Branch Snapshot

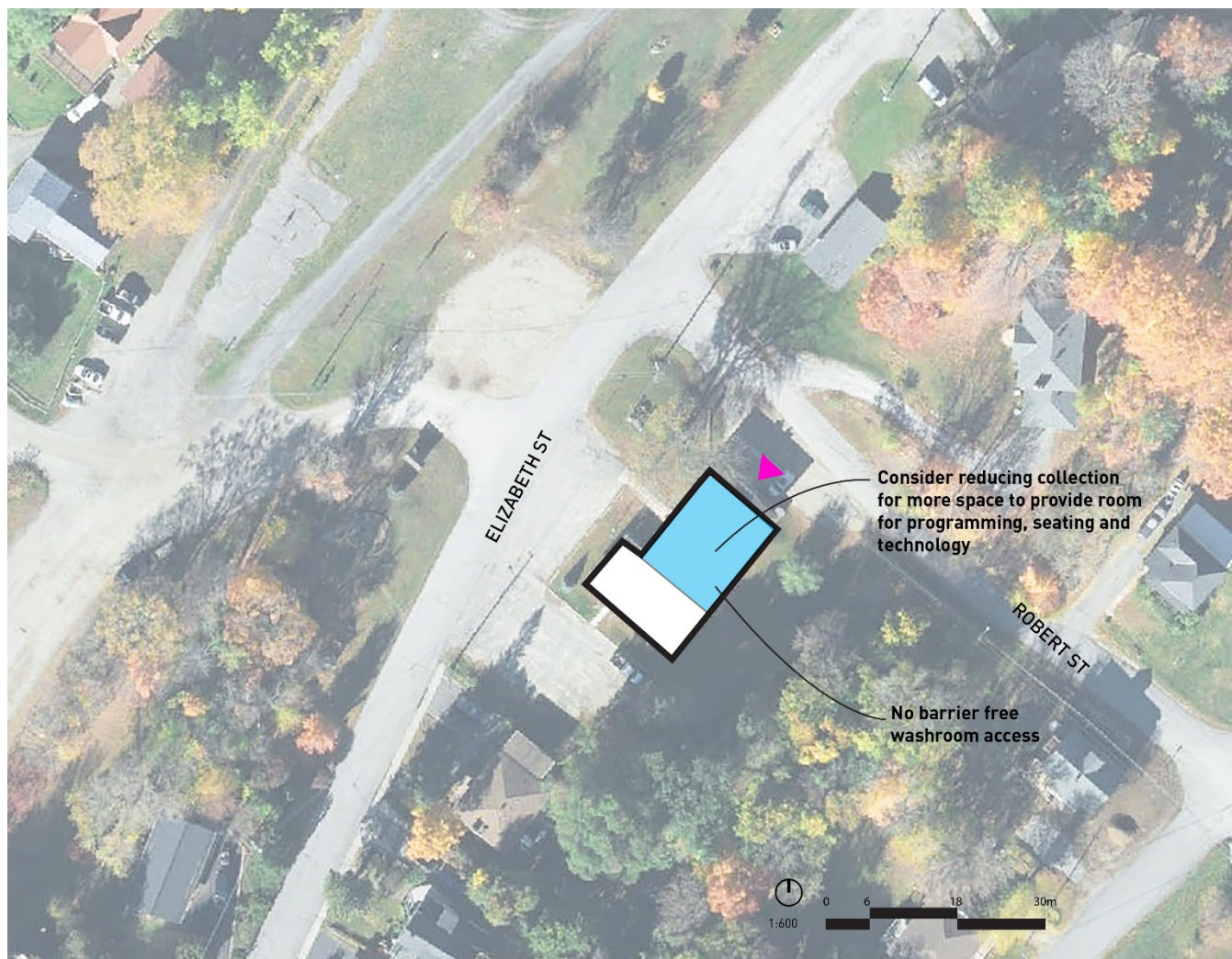
Address:	1037 Robert Street
Library Type:	Shared with Municipal Office
Floor Area:	1,207 ft <sup>2</sup>
Year Opened:	1969
Major Reno:	1995
Branch Visits:	4,050
	4.2 visits per ft <sup>2</sup>
Circulation:	12,522
	12.9 items per ft <sup>2</sup>



Sharbot Lake Branch



Figure 24: Sharbot Lake Branch, Site Plan



## 7.5 Recommendations – Central Frontenac

**Rec. #15 Arden Branch:** Enhance accessibility for persons with disabilities along with improving outdoor seating areas, potentially in partnership with the Township of Central Frontenac as a revitalization of Kennebec Memorial Park.

**Rec. #16 Mountain Grove Branch:** Integrate more comfortable seating and explore re-orientation of bookshelves to better optimize existing floor space within the Mountain Grove Branch.

**Rec. #17 Parham Branch:** Provide additional in-branch furniture, namely seating for library users along with re-orienting bookshelves and the customer service desk to improve functionality for branch users and staff.

**Rec. #18 Sharbot Lake Branch:** Reconstruct the Sharbot Lake Branch to provide a minimum total Gross Floor Area of 5,000 square feet, amounting to 3,800 square feet above what is presently available. The recommended floor area would allow KFPL to enhance access to technology and library programs as well as address functional limitations with respect to barrier-free accessibility and storage. Should the support not exist to relocate and rebuild the library, KFPL should instead carry out a formal branch reconfiguration study to revisit the existing floor plan and identify alternative layouts that address similar results as being sought through a new build.

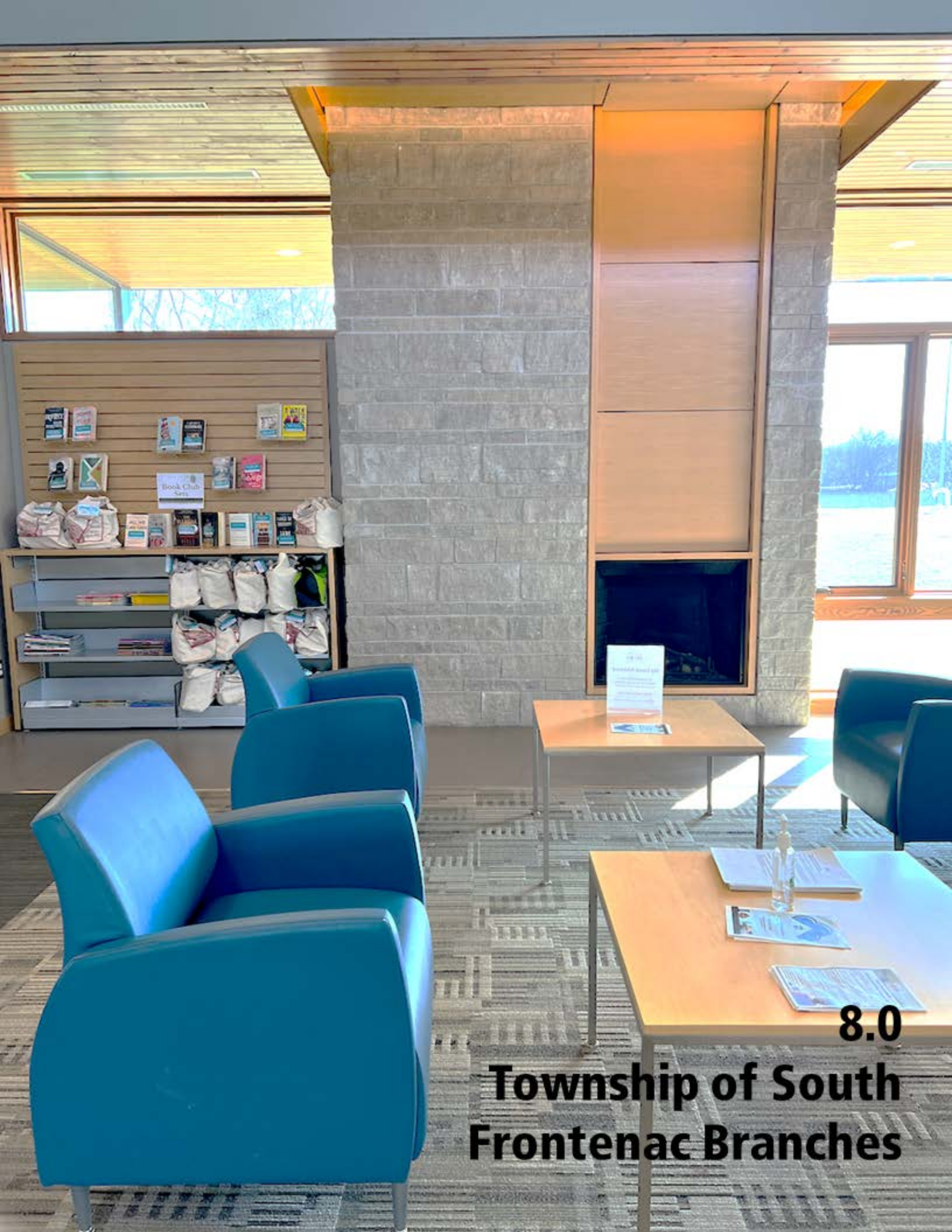


Arden Branch



Mountain Grove Branch





**8.0**  
**Township of South  
Frontenac Branches**



## 8.0

### South Frontenac Branches

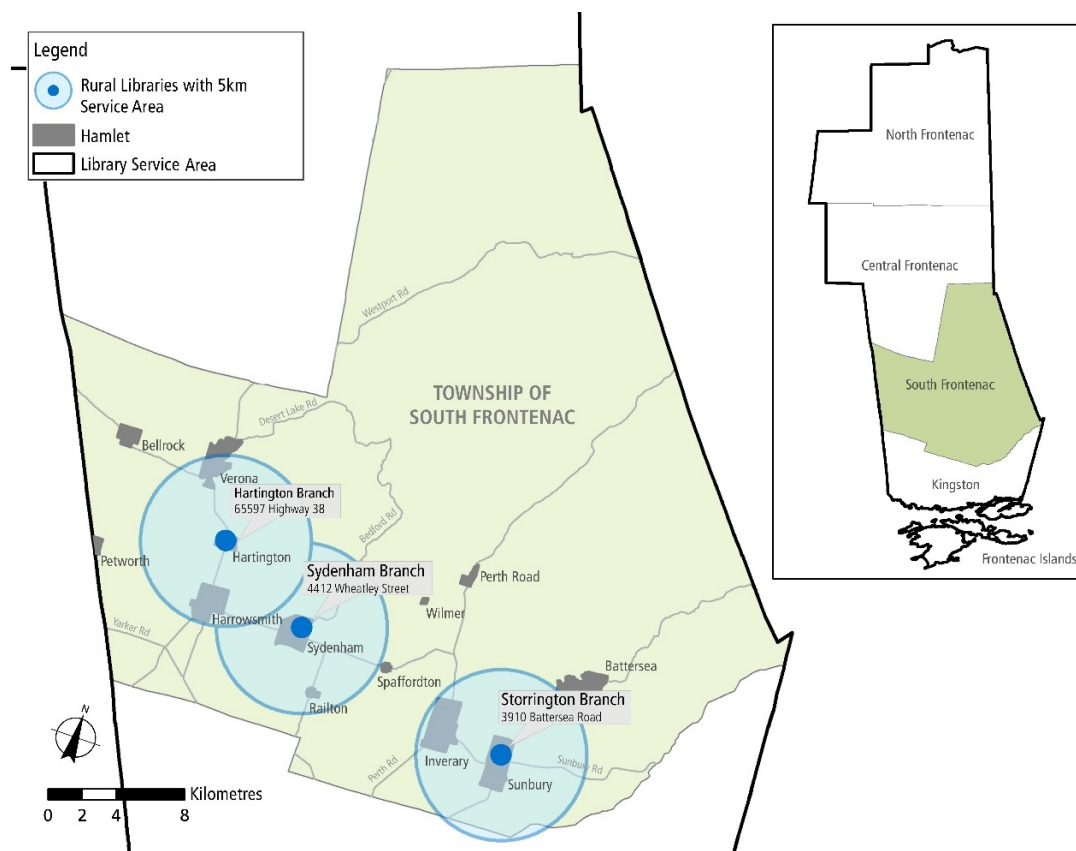
KFPL operates three branches in the Township of South Frontenac. Service level and spatial assessments presented in Section 4.0 of the LFP indicate that South Frontenac offers the lowest ratio of library space per capita which is creating current and future pressures for up to 10,000 square feet of additional library space.

This Section evaluates opportunities to improve and expand the physical space provided through South Frontenac's existing branches. This includes the following space additions in order to address the 10,000 square feet of new space required in South Frontenac and the rural branches as a whole:

- Replacement of Hartington Branch with a new 5,000 square foot branch in Verona, resulting in 4,000 square feet of new space; and
- A 2,500 square foot expansion to the Storrington Branch.

Please note that branch visitation and circulation statistics reflect 2019 totals (pre-COVID-19) unless otherwise noted.

**Map 6: Geographic Distribution of Branches, Township of South Frontenac**



8.1 Hartington

Hartington Branch has been serving its community, Verona and surrounding agricultural areas out of its current location since 1982. The library is attached to the Princess Anne Community Centre that also assigns space to a charitable second-hand retail outlet. Co-location with these uses, along with an adjacent soccer field and the South Frontenac Museum, may bolster foot traffic in the branch; however, in-person visits are below the rural library average as a result of low population densities in the area and limited hours open.

Given the shortfall of library space in South Frontenac stated in Section 4.4 along with projected growth in Hartington and Verona,<sup>10</sup> there is merit in having a 5,000 square foot branch serve the area (i.e. a net addition of approximately 4,000 square feet over what is currently provided).

As a 40 year old building, many building systems in the Hartington Branch are at or near the end of their lifecycle while barrier-free accessibility is not optimal. Expanding the existing structure would not deemed to be a cost-effective undertaking. The preferred strategy would be to decommission the Hartington Branch and replace it with a new 5,000 square foot branch.

Branch Snapshot

Address:	5597 Highway 38
Library Type:	Shared with Community Hall
Floor Area:	947 ft <sup>2</sup>
Year Opened:	1982 (current location)
Minor Reno:	2013
Branch Visits:	2,550 2.7 visits per ft <sup>2</sup>
Circulation:	8,266 8.7 items per ft <sup>2</sup>



Hartington Branch

<sup>10</sup> The Township of South Frontenac Growth Analysis Study 2016-2041 (Final Draft, 2020) anticipates 51% of the Township’s future permanent and seasonal population growth in ‘primary’ and ‘secondary’ settlement areas which include Verona and Hartington

In addition to the existing collection and services offered presently in Hartington, the additional GFA in this catchment would allow KFPL to assign additional space for seating, study, computers and in-branch programs. A smaller-scale makerspace could also be considered as part of a new branch (with technology, crafts/sewing equipment, or a kitchen).

There are sentiments that the Hartington location is not easily accessible to Verona; this is true from a walkability perspective but the library can be reached within a 5 minute drive and a 20 minute bicycle trip of Verona, the latter of which can take place off-road using the K&P Rail Trail. That said, there is an opportunity to relocate the branch directly in Verona where a recently completed Housing Master Plan identifies two municipally-owned parcels that may be conducive to accommodating a KFPL branch.

The Housing Master Plan's consultation revealed a desire for an 'indoor amenity space and indoor seniors activities' while also identifying the need for a "community focal point."<sup>11</sup> Along with proximity to the K&P Trail which would enable stronger access to the branch, a library in Verona would be located closer to its primary residential base, and would provide indoor amenity and program space. Therefore, the Township of South Frontenac should be engaged to determine the possibility of constructing a branch directly within the Verona Housing Master Plan subject lands or elsewhere in the settlement.

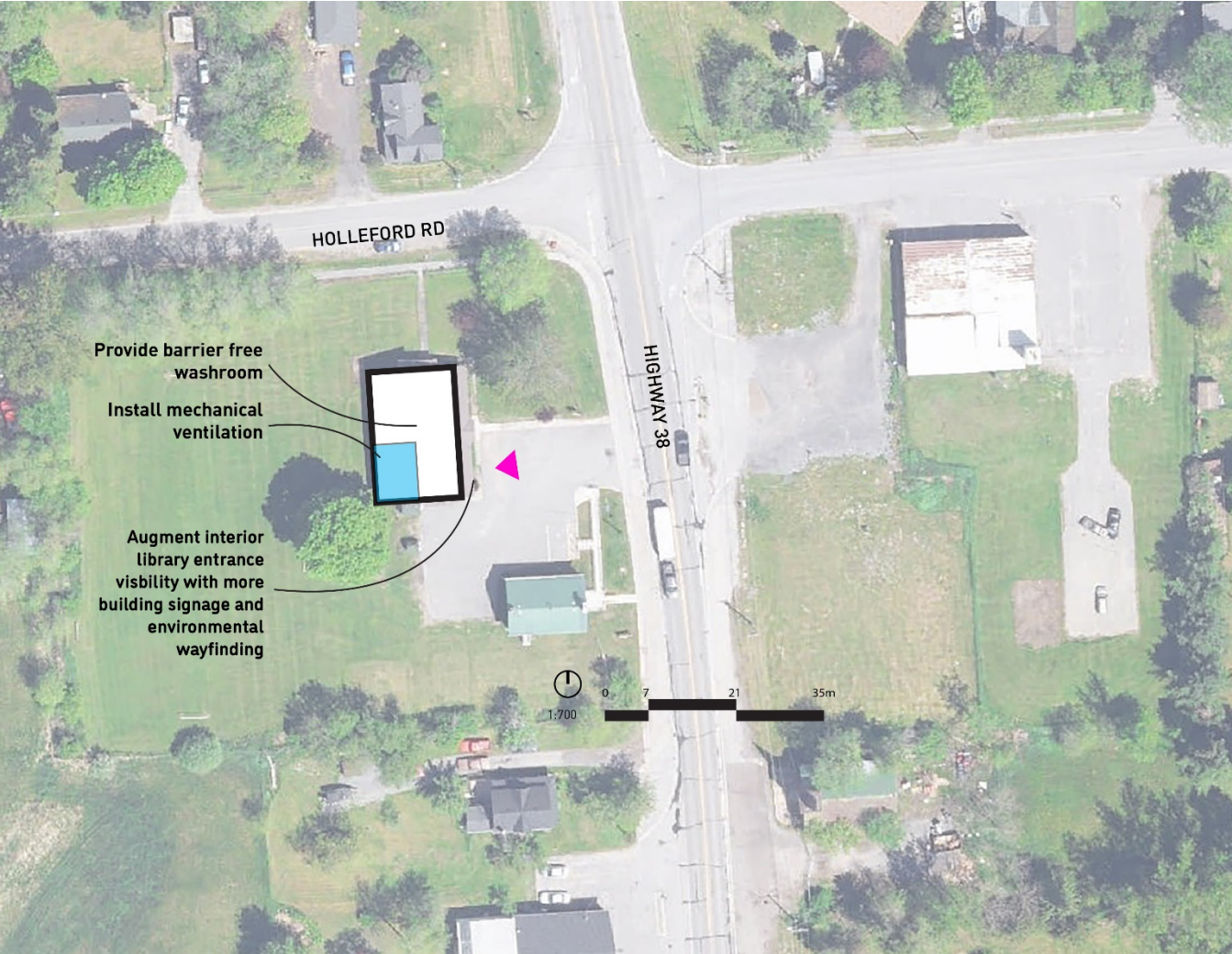
Should a new branch not be built, Hartington Branch would require a major refresh particularly to improve ventilation, barrier-free accessibility, and space devoted to seating and study. KFPL should engage the Township of South Frontenac to determine its interest in revitalizing or potentially rebuilding the community centre library, museum and possibly the Fire Hall as has been done in Central Frontenac.

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<sup>11</sup> Township of South Frontenac. 2022. Verona Housing Master Plan Report. p.13, p.19.



Figure 25: Hartington Branch, Site Plan



8.2 Storrington

The Storrington branch has been operating out of its present location since 1982, found along Battersea Road in the Sunbury settlement area. The library is co-located on the same site as the Storrington Centre (community hall and kitchen) which can be made available for library programs; a Fire Hall is currently attached but will be relocated and replaced with space for the Township’s Public Works staff.

Despite being one of KFPL’s smallest branches, circulation is in line with the rural branch average and results in a strong circulation rate per square foot. In-person visits, while relatively low, were trending upwards leading up to the COVID-19 pandemic. Despite the small GFA, low visibility from the road and a relatively isolated location, Storrington Branch provides a demonstrable benefit to its users. The building’s age is such that certain mechanical systems and furniture will need replacement in the LFP planning period while barrier-free accessibility should be enhanced.

The Township of South Frontenac was the recent beneficiary of a \$400,000 federal grant to fund a 1,000 square foot addition to the Storrington Centre. While the application did not include the library, strong rationale exists to include the branch as part of a second phase expansion in order to address planned residential growth in the Inverary, Sunbury and Battersea settlements<sup>12</sup> which will generate needs for space beyond what the current branch is able to provide.

As library space is deficient in South Frontenac, expansion of the Storrington Branch in tandem with an approved building project would seem logical and provide much needed space to connect rural residents with technology and other library services. Furthermore, the optimal size for an expanded library – which may be eligible for growth-related funding - would be 3,000 square feet thereby resulting in a net addition of approximately 2,500 square feet over what is currently provided. This GFA would allow the Storrington Branch to serve its rural residents for the foreseeable future.

Branch Snapshot

Address:	3910 Battersea Road
Library Type:	Shared with Community Hall
Floor Area:	517 ft <sup>2</sup>
Year Opened:	1982 (current location)
Minor Reno:	2010
Branch Visits:	3,550 6.9 visits per ft <sup>2</sup>
Circulation:	9,078 17.6 items per ft <sup>2</sup>

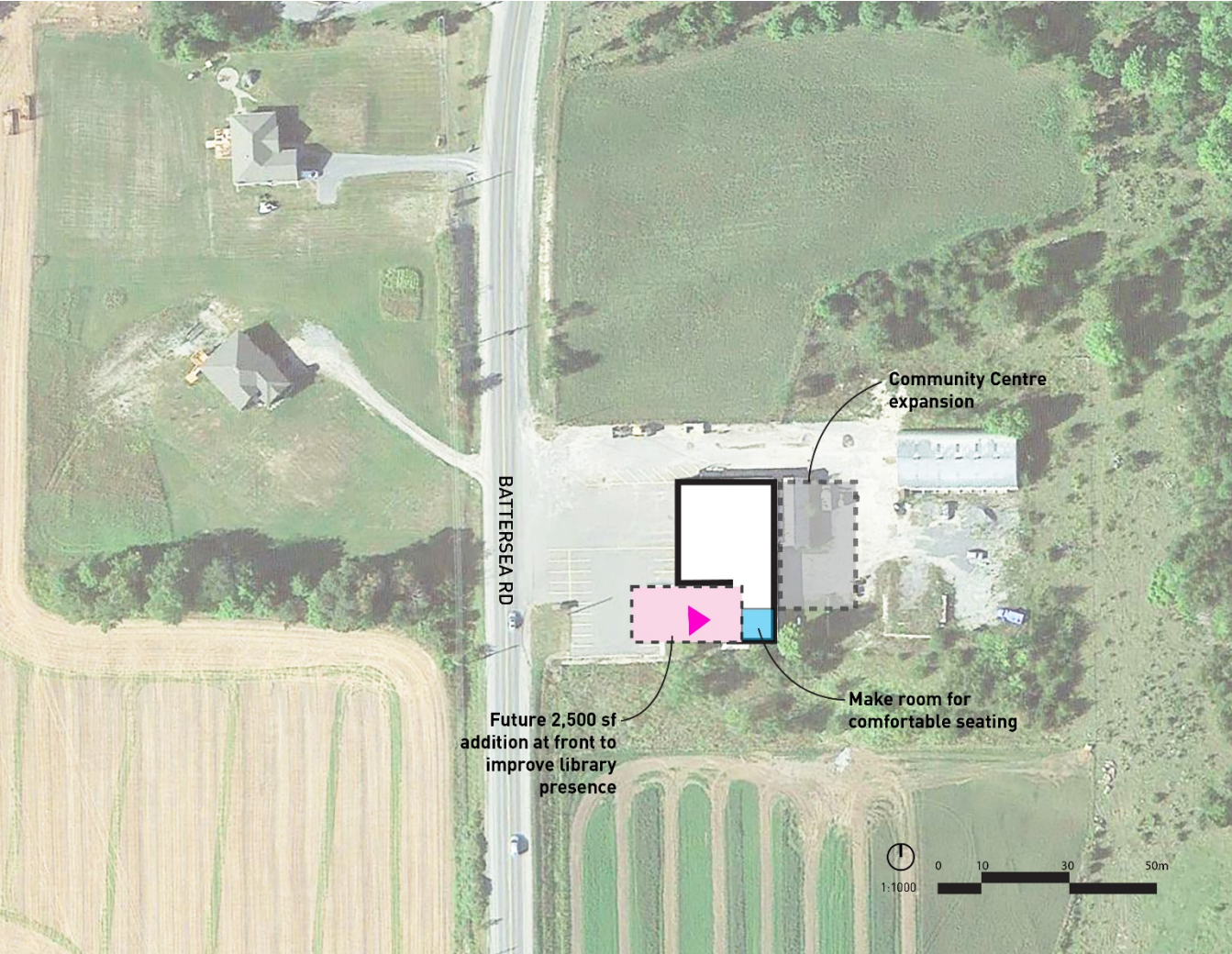


Storrington Branch

<sup>12</sup> The Township of South Frontenac Growth Analysis Study 2016-2041 (Final Draft, 2020) anticipates 51% of future permanent and seasonal population growth to occur in the Township’s ‘primary’ and ‘secondary’ settlement areas which include Inverary, Battersea and Sunbury



Figure 26: Storrington Branch, Site Plan





8.3 Sydenham

Sydenham Branch is centrally located in the settlement area, sharing a site with the South Frontenac municipal offices and associated parkland and beach. In addition to the listed GFA, the branch shares a program room with the Township. The branch functions as a civic hub and is an important destination in the community in conjunction with the other institutional uses that surround it. As such, Sydenham Branch has the strongest visitation and circulation rates of rural libraries and even rivals usage indicators of some of the urban branches.

While Sydenham Branch is under a degree of pressure, the recommended addition of 6,500 square feet collectively between a new branch in Verona and an expanded Storrington Branch could alleviate some demands presently placed on Sydenham. The Sydenham settlement area is poised for continued residential growth<sup>13</sup> and it is plausible that younger households, including those with children, will be attracted to the Sydenham Branch; however, no expansion is recommended in Sydenham as South Frontenac’s other two branches are deemed higher priorities due to being undersized and aging facilities.

Apart from ensuring state-of-good-repair activities, an outdoor reading garden and/or program area should be carried out to connect library users to the natural beauty of the adjacent Sydenham Lake. Exterior improvements could consist of seating, additional shade, and landscaping.

**Branch Snapshot**

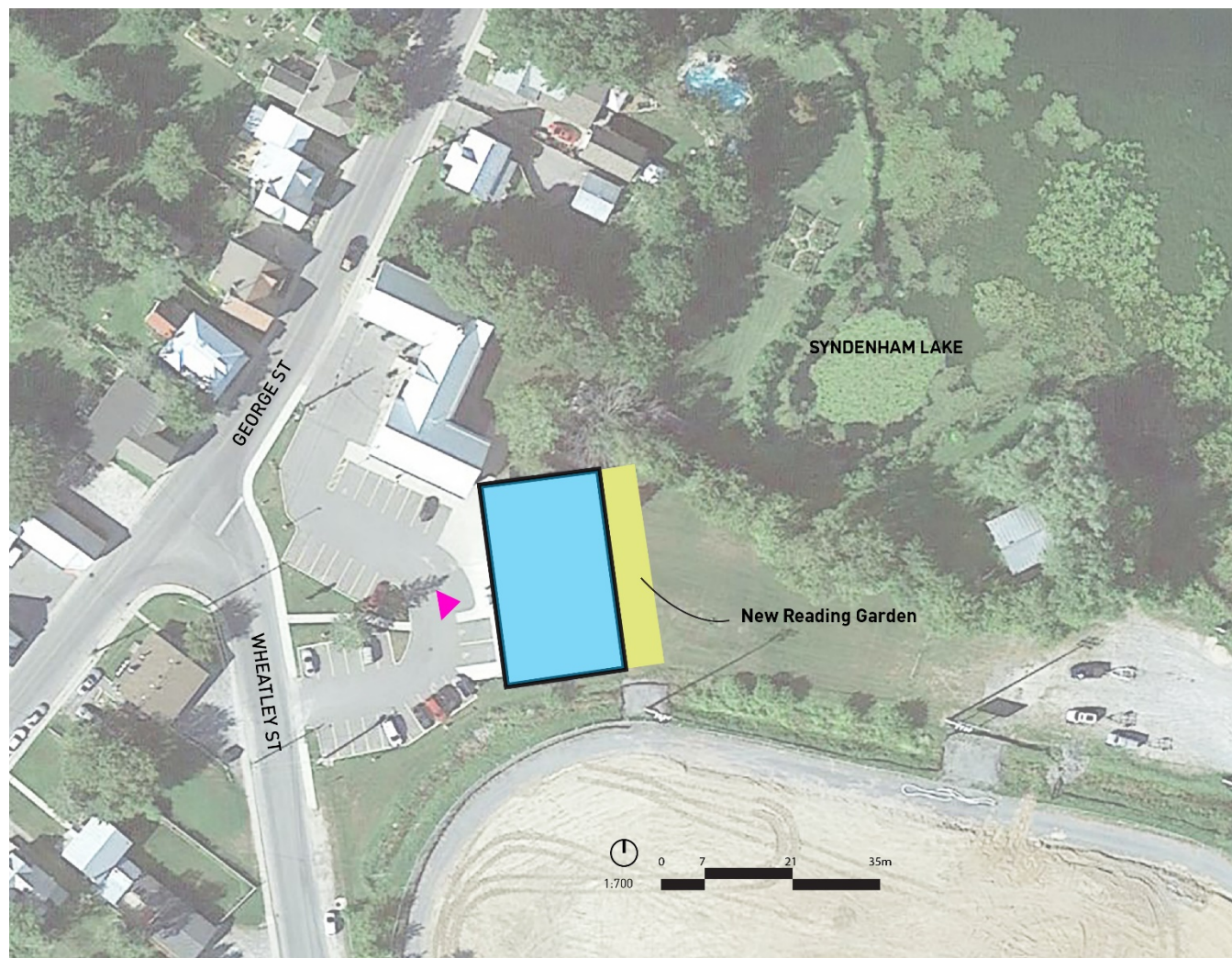
Address:	4412 Wheatley Street
Library Type:	Shared with Municipal Offices
Floor Area:	5,920 ft <sup>2</sup>
Year Opened:	2011
Major Reno:	Not Applicable
Branch Visits:	24,405
	4.1 visits per ft <sup>2</sup>
Circulation:	40,166
	6.8 items per ft <sup>2</sup>



Sydenham Branch

<sup>13</sup> The Township of South Frontenac Growth Analysis Study 2016-2041 (Final Draft, 2020) anticipates 30% of future permanent and seasonal population growth to occur in the Township’s ‘primary settlement areas’ which include Sydenham

Figure 27: Sydenham Branch, Site Plan





## 8.4 Recommendations – South Frontenac

**Rec. #19 Hartington / Verona Branch:** Replace the Hartington Branch with a new branch situated within the Verona settlement in order to situate library services closer to its primary base of users. The new Verona Branch should provide a total minimum Gross Floor Area of 5,000 square feet, thereby adding 4,000 square feet of net new library space within the existing catchment area. The Township of South Frontenac should be engaged to discuss whether the new library branch can form part of the 'community focal point' identified in its recently completed Verona Housing Master Plan.

**Rec. #20 Storrington Branch:** Work with the Township of South Frontenac to carry out a second phase expansion to the Storrington Centre whereby the total Gross Floor Area of the Storrington Branch would be increased to 3,000 square feet, or approximately 2,500 square feet more than what is presently available.

**Rec. #21 Sydenham Branch:** Develop an outdoor reading garden and/or program area to connect Sydenham Branch users to the natural beauty of Sydenham Lake.



Sydenham Branch



Hartington Branch





**9.0**  
**Township of**  
**Frontenac Islands Branches**

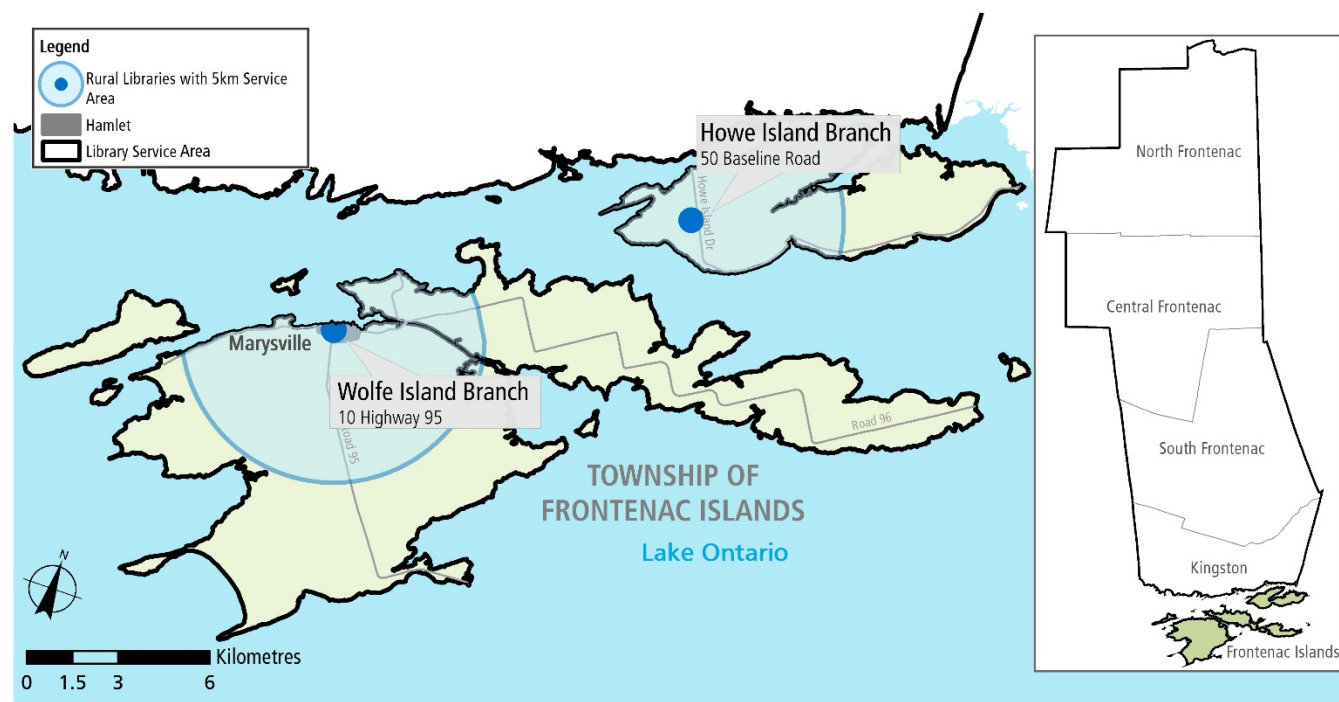
## 9.0

### Frontenac Islands Branches

KFPL operates branches on Wolfe Island and Howe Island. Retention of KFPL's system-wide space provision rate of 0.8 square feet per capita to Frontenac Islands would result in the existing GFA being generally sufficient in relation to 2,400 population forecasted in the Township over the next 20 years.

This Section evaluates opportunities to improve the physical space provided at existing branches located in the Frontenac Islands. Please note that branch visitation and circulation statistics reflect 2019 totals (pre-COVID-19) unless otherwise noted.

**Map 7: Geographic Distribution of Branches, Township of Frontenac Islands**





9.1 Howe Island

Howe Island Branch is among the smallest branches in the KFPL system and generates below average rates of visitation and circulation. This is a result of the small and dispersed population across the island along with the fact that there is no direct physical connection to the mainland (access to the island is by ferry) which limits its catchment area population. Howe Island Branch’s clientele is generally more affluent, educated and older relative to regional and provincial averages which may be another reason for its low utilization indicators along with the fact that the branch is open for just 6 hours each week.

The library was built in 1982 and a small addition was completed in 1994. The library’s interior was recently upgraded through a recent project to replace its flooring as well applying a fresh coat of paint. No capital projects are recommended for this branch given its level of use as investments are better prioritized elsewhere in the library system. As the library is only open 6 hours per week, it would be a good candidate for holds lockers and/or alternative service options.

**Branch Snapshot**

Address:	50 Baseline Road
Library Type:	Shared with Municipal Office
Floor Area:	732 ft <sup>2</sup>
Year Opened:	1982
Major Reno:	1994
Branch Visits:	1,000 1.4 visits per ft <sup>2</sup>
Circulation:	2,712 3.7 items per ft <sup>2</sup>

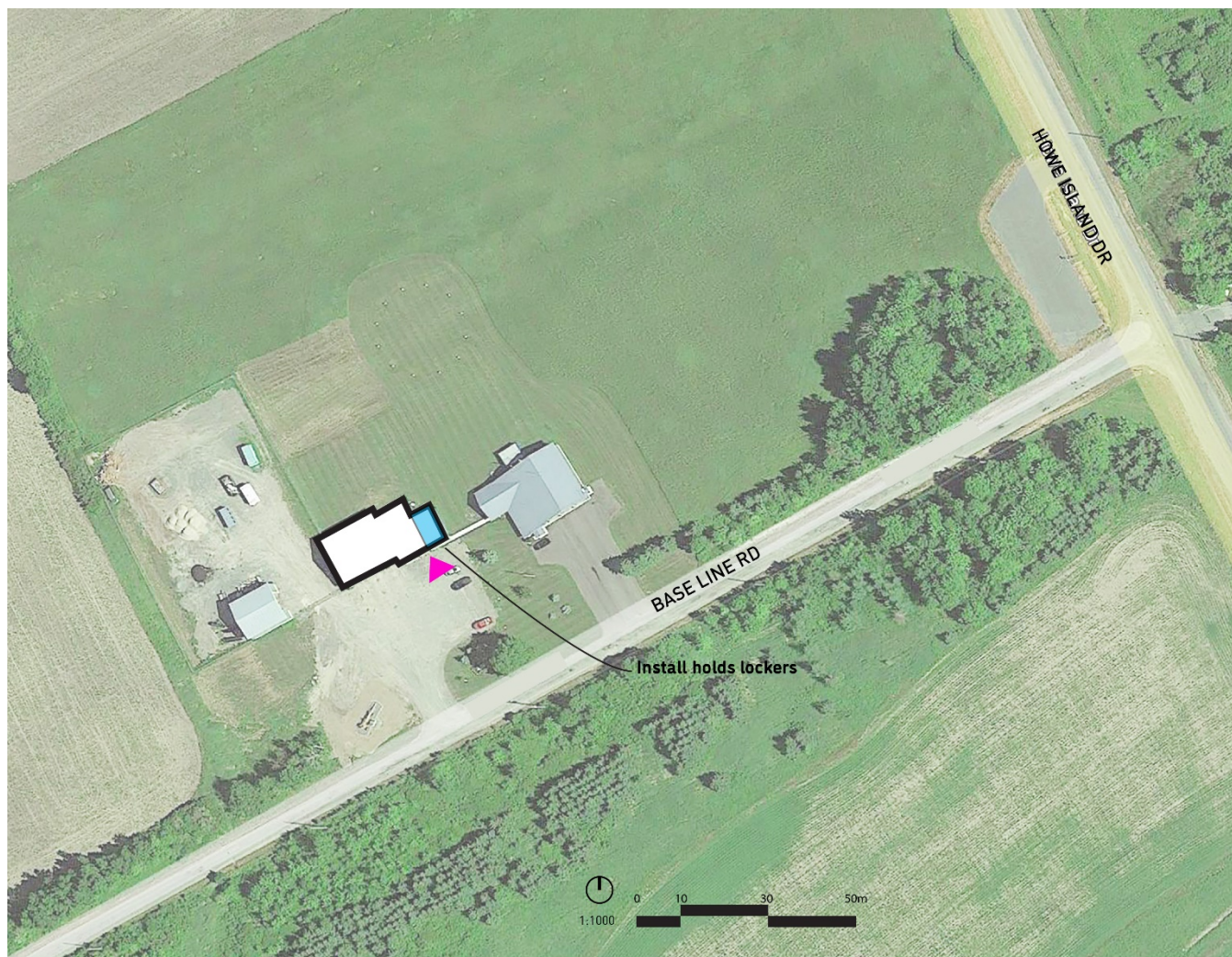


Howe Island Branch





Figure 28: Howe Island Branch, Site Plan



## 9.2 Wolfe Island

Wolfe Island Branch is situated on a picturesque site whose in-person visitation is below the rural branch average but circulation is close to average; branch staff indicate that usage increases during the summer months with the influx of seasonal residents but that families often access library programs on the mainland.

Despite its age (opened in 1984), Wolfe Island Branch continues offer a pleasant experience to its users with its high vaulted ceiling and an efficient floor plan that gives an impression of space. There are some barrier-free issues such as in the washrooms that would not be considered accessible but could be revisited by carrying out an accessibility audit. Branch staff report that the lack of administration and workspace areas can create challenges (the service desk is their only work area) and there are reports of issues with the water supply and heating systems that will need to be further investigated through asset management plans.

The recommended focus for Wolfe Island Branch is its exterior whereby KFPL enhances the corner frontage along County Road 95 and Main Street to feature more prominently with landscape elements and seating areas. It is recommended that the Indigenous community be consulted, and their feedback reflected in the plantings and design elements. This may encourage additional visits to the library property and raise its profile to residents and visitors, while aligning with the Township's revitalization project around the Wolfe Island Pier. As the library is only open 15 hours per week, it would be a good candidate for holds lockers and/or other alternative service options.

### Branch Snapshot

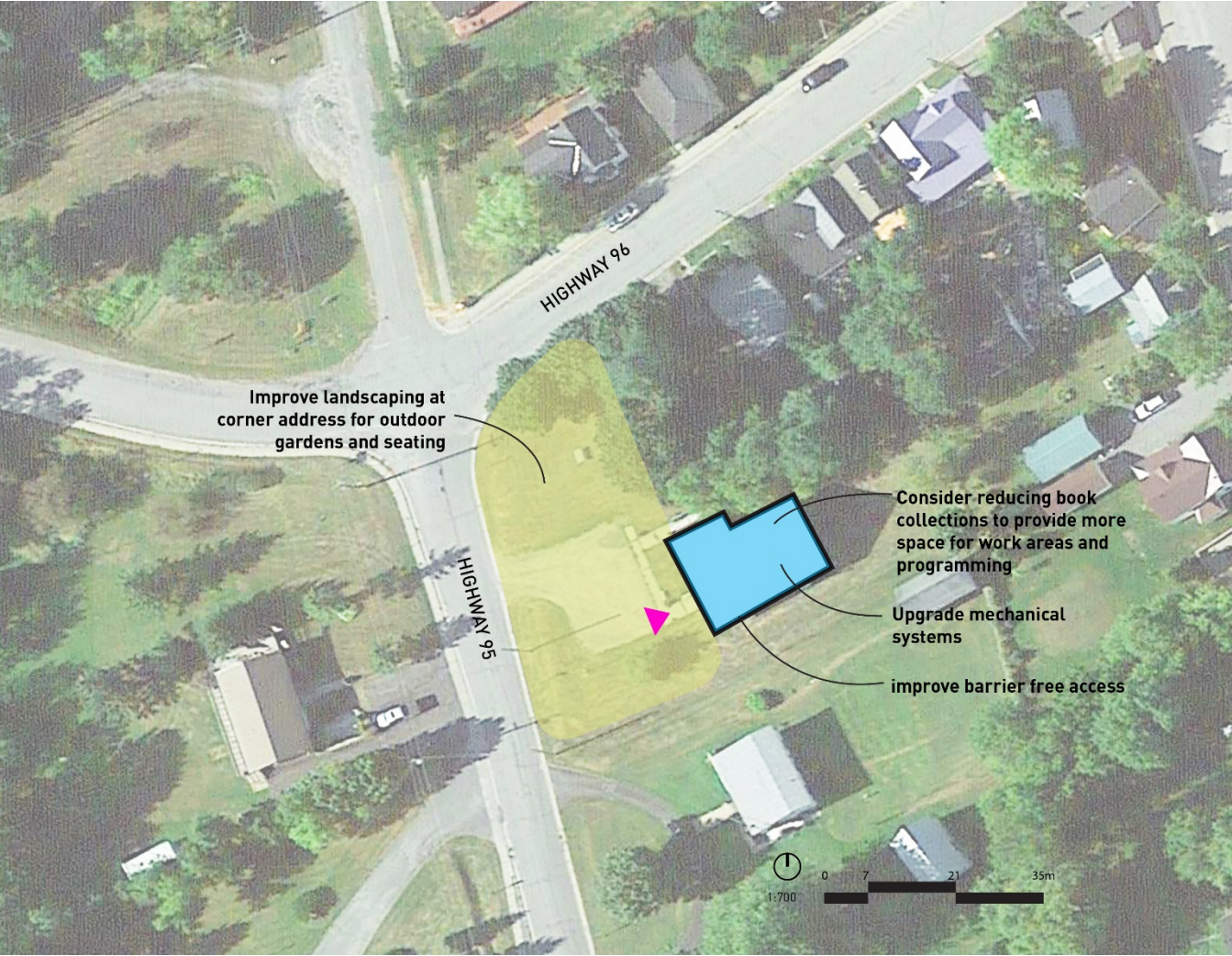
Address:	10 Highway 95
Library Type:	Shared with Municipal Office
Floor Area:	1,072 ft <sup>2</sup>
Year Opened:	1984
Minor Reno:	2010
Branch Visits:	2,450
	2.3 visits per ft <sup>2</sup>
Circulation:	8,221
	7.7 items per ft <sup>2</sup>



Wolfe Island Branch



Figure 29: Wolfe Island Branch, Site Plan

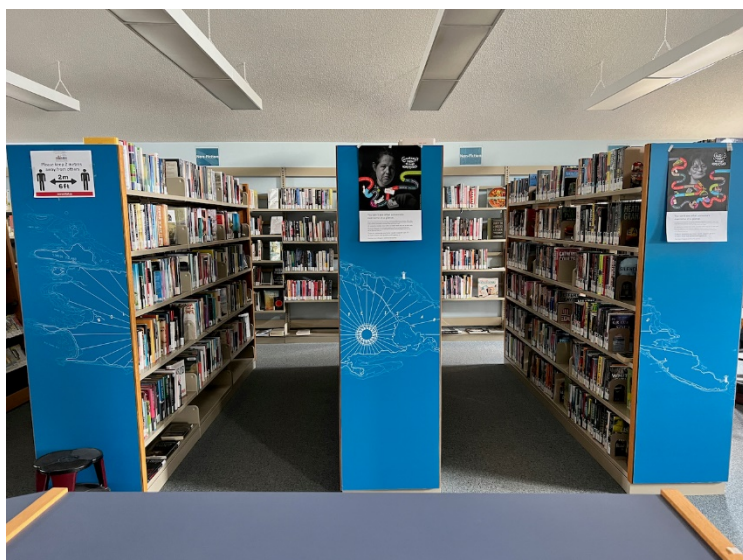




### 9.3 Recommendations – Frontenac Islands

**Rec. #22 Howe Island Branch:** Install holds lockers outside of the Howe Island Branch.

**Rec. #23 Wolfe Island Branch:** Enhance the Wolfe Island Branch's outdoor presence so that the corner frontage along County Road 95 and Main Street features more prominently with landscaped elements and seating areas. Installation of holds lockers should also be pursued.



Wolfe Island Branch



Howe Island Branch





10.0  
Implementing the LFP



## 10.0 Implementing the LFP

This Section summarizes the Recommendations arising out of the LFP and assigns timing and capital cost implications to them. A process for monitoring and reviewing the LFP is also provided.

### 10.1 Summary of the Space Development Strategy

The LFP recommends that for KFPL's level of service to keep pace with population growth at a rate of 0.8 square feet per capita, a total of 20,000 square feet would be required over the next 20 years. The allocation of new GFA is equally distributed between the urban and rural branches as follows.

#### City of Kingston – 10,000 square feet of new GFA

- Interior renovation of the Isabel Turner Branch (no net space addition);
- a 7,000 square foot expansion to the Pittsburgh Branch; and
- a 3,000 square foot expansion to the Calvin Park Branch.

#### Townships of Central Frontenac & South Frontenac – 10,300 square feet of new GFA

- a 4,000 square foot contribution of additional library space in Verona to create a new 5,000 square foot branch (to replace the Hartington Branch);
- a 2,500 square foot expansion to the Storrington Branch; and
- a 3,800 square foot contribution of additional library space in Sharbot Lake to create a new 5,000 square foot branch.



Rideau Heights Branch, Kingston



Sydenham Branch, South Frontenac



## 10.2 Monitoring & Reviewing the LFP

Due to the 20-year planning horizon of this study, KFPL should regularly review, assess, and periodically revise the LFP's Recommendations in order to ensure that they remain reflective of community needs within the urban and rural areas. This may require monitoring library utilization, demographics, and continuing dialogue with agency partners and community organizations. The development of annual work plans and year-end reporting should be undertaken to track achievements and lessons learned in order to determine the success of the LFP.

Through these mechanisms – or as a result of internal or external factors – adjustment in resource allocations and priorities may be required. The following steps should be considered to conduct annual reviews of the LFP.

- Review of the past year (recommendations implemented, capital projects undertaken, success of new and existing initiatives, changes in usage levels, areas for improvement or adjustment, etc.).
- Review the LFP to identify and/or confirm short-term initiatives based on staff reviews and consideration (e.g., trends, consultation, usage data, funding, partnerships, etc.).
- Identify potential challenges for the upcoming year.
- Communicate the status of ongoing and future projects with KFPL staff, municipal Councils, and the public.
- Revise the capital budget and propose external funding opportunities, as necessary.

### Note about Population Assumptions

Population forecasts that underpin certain LFP assessments are derived from approved growth forecasts prepared by the County of Frontenac, City of Kingston and the Townships. Recent residential development trends, as well as changes in demand for housing resulting from the ongoing COVID-19 pandemic may result in a different growth forecast than articulated in these reports. Furthermore, the recent 2021 Census releases predate these municipal population studies and may create a need to revisit the approved growth forecasts. Any future changes to the growth forecast for municipalities falling within KFPL's service area should be cause to revisit certain LFP recommendations in the event that existing and projected population figures substantially differ from those used herein.

## 10.3 Capital Costs & Timing

### Capital Implications

Due to KFPL and its partner municipalities taking a proactive approach to library facilities through historical and recent investments, the LFP results in a strategy that is fiscally aligned to population growth to meet 20-year needs (i.e. 20,000 square feet of new space over the next 20 years). This is due in part by indexing future service targets to present day service levels in order to maximize growth-related funding for eligible library projects.

As presented in Table 6, KFPL can expect capital implications of \$29,765,000 based on the proposed 20-year space development strategy. Please note that this amount would exclude typical asset management activities associated with lifecycle repair and renewal to ensure state-of-good-repair, nor does it include yet to be determined costs through future study (e.g. community hub projects if carried out with municipal and other partners).

The distribution of the estimated capital implications of the space development strategy by library type is as follows:

- Urban Libraries: \$18,345,000 62% of the LFP capital budget
- Rural Libraries: \$11,420,000 38% of the LFP capital budget

The distribution of the estimated capital implications of the space development strategy by library type is as follows:

- Kingston: \$18,345,000 or 62% of the LFP capital budget
- North Frontenac: \$55,000 or 0.2% of the LFP capital budget plus additional costs if replacing Cloyne Library
- Central Frontenac: \$4,355,000 or 14.5% of the LFP capital budget
- South Frontenac: \$6,990,000 or 23% of the LFP capital budget
- Frontenac Islands: \$20,000 or 0.1% of the LFP capital budget

Capital cost implications identified in the LFP are order of magnitude estimates for base construction under optimal site conditions, with soft costs such as consultant fees and furniture, fixtures and equipment allowances included. These budgets are based on 2022 dollars. Some recommendations are minor in scale and a small allowance has been provided as place holder to help define the overall budget. More detail would be required to determine true scale of the work and the specific conditions of the branch.

**\$29.8 million**

KFPL can expect capital investments in the range of \$29.8 million based on the proposed 20-year space development strategy.

Costs associated with land acquisition, taxes, site servicing, escalation and construction contingencies are excluded from the estimates. Rates are based on a high-level survey of current projects being developed in MJMA Architecture & Design office. It also bears noting that there is significant price volatility at time of writing due to ongoing world events - including but not limited to the COVID-19 pandemic - and associated disruptions to labour and supply chains. While escalation is also excluded from cost figures stated in this report, KFPL may apply an escalation factor of 4% to 6% to the estimates for every year that is added until the proposed construction phase to account for inflation.

Given the long-range planning horizon of the LFP, all pricing stated in this report must be independently verified closer to the time of implementation based on actual project conditions prior to further development of any work.

## Timing

Suggested timing for Recommendations over the LFP's 20-year implementation period shown in Table 6, are segmented as follows:

- Short-Term (1 to 3 years): 2023 to 2025
- Medium-Term (4 to 8 years): 2026 to 2030
- Long-Term (10 to 20 years): 2031 to 2041

Timing is subject to revision depending upon factors such as (but are not limited to) rate of population growth relative to forecasts used to underpin LFP assessments, input from future public consultations, grant and external funding opportunities, lifecycle conditions and asset management planning for existing branches, and financial supports provided by KFPL's member municipalities.

Capital investments based on timing identified in the LFP are as follows:

- Short-Term: \$13,565,000 or 46% of the LFP capital budget
- Medium-Term: \$13,180,000 or 44% of the LFP capital budget
- Long-Term: \$3,000,000 or 10% of the LFP capital budget

"I like that it's quiet, at home my baby brother cries a lot and it's nice to have a break, it's cozy, I like to read."

~ Rideau Heights Branch  
User Comment (provided by a young person)



Table 6: Summary of Major LFP Capital Items

Recommendation	Suggested Timing	Estimated Cost
<u>City of Kingston</u>		
Isabel Turner Branch Renovation	Short-Term	\$6,760,000
Rideau Heights Branch Entryway Improvements	Short-Term	\$5,000
Calvin Park Branch Enhancements	Medium-Term	\$450,000
Pittsburgh Branch Expansion (@ 7,000 ft <sup>2</sup> of new space)	Medium-Term	\$8,130,000
Calvin Park Branch Expansion (@ 2,800 ft <sup>2</sup> of new space)	Long-Term	<u>\$3,000,000</u>
<b>Sub-Total: Kingston</b>		<b>\$18,345,000</b>
<u>Township of North Frontenac</u>		
Cloyne Branch & Community Hub Design Study	Short-Term	\$50,000
Plevna Branch Enhancements	Short-Term	\$5,000
Cloyne Branch & Community Hub Development*	Medium -Term	TBD
<b>Sub-Total: North Frontenac</b>		<b>\$55,000</b>
<u>Township of Central Frontenac</u>		
Arden Branch Interior & Exterior Enhancements	Short-Term	\$5,000
Sharbot Lake Branch Reconstruction (@ 5,000 ft <sup>2</sup> )	Short-Term	\$4,340,000
Parham Branch Enhancements	Medium-Term	\$5,000
Mountain Grove Enhancements	Medium-Term	<u>\$5,000</u>
<b>Sub-Total: Central Frontenac</b>		<b>\$4,355,000</b>
<u>Township of South Frontenac</u>		
Storrington Branch Expansion (@ 2,500 ft <sup>2</sup> )	Short-Term	\$2,400,000
Verona Branch Construction (@ 5,000 ft <sup>2</sup> )	Medium-Term	\$4,450,000
Sydenham Branch Exterior Enhancements	Medium-Term	<u>\$140,000</u>
<b>Sub-Total: South Frontenac</b>		<b>\$6,990,000</b>
<u>Township of Frontenac Islands</u>		
Howe Island Branch Holds Lockers	Short-Term	\$5,000
Wolfe Island Branch Holds Lockers & Exterior Enhancements	Short-Term	<u>\$15,000</u>
<b>Sub-Total: Frontenac Islands</b>		<b>\$20,000</b>
<u>Other</u>		
Branch Accessibility & Energy Audits	Short-Term	TBD
<b>Preliminary Capital Implications</b>		<b>\$29,765,000</b>

\*should a new community facility not be constructed, KFPL should budget \$50,000 for a barrier-free washroom and ventilation improvements at the existing library