A. Recommendations

THAT Council receive Staff Report CSPW.19.069, entitled “Library Expansion”;

AND THAT Council direct staff to proceed as outlined in option ________.

B. Overview

This report is being provided to Council for direction regarding consideration of Library expansion. Staff are proposing an option that would provide direction to staff on how to proceed with a Capital Budget submission in the 2020 budget for consideration of an expansion project for the L.E. Shore Library facility that is significantly different than the expansion proposed during the 2019 Budget deliberations. The other option is to defer this project until a proposed Leisure Activity Plan update is completed that would include a Facility Needs Assessment.

C. Background

The Blue Mountains Public Library (BMPL) has considered an expansion of the L.E. Shore building since early 2000’s. To date, a Needs Assessment was completed in 2004 and 2009; property has been purchased for said expansion (2007); a Master Facilities Plan was completed in 2018; and a Gap Analysis and Building Program was completed in 2019.

In 2018, BMPL brought forward a Master Facilities Plan (Attachment 1) for Council consideration that included a proposal to increase the size of both the Craigleith Heritage Depot (CHD) and L.E. Shore Library by approximately 11,000 square feet combined. The proposed increase to the BMPL facility was approximately 3,000 square feet and the CHD proposed increase was approximately 8,000 square feet. The combined 11,000 square feet was determined based on population projections of the Town. At that time, Council directed the Library Board and Town’s Senior Management Team (SMT) to work together to determine needs for the library facility(s) and community hubs across The Blue Mountains.
Through consultation between BMPL and Town of The Blue Mountains staff, it was determined that expansion of BMPL’s L.E. Shore building by 5,500 square feet would bring the library system to the minimum square footage recommended for the current Blue Mountains resident/ratepayer population. Staff acknowledge that considerable discussion took place during the 2019 budget deliberations regarding community hubs, locations for community hubs and funding.

D. Analysis

As directed by Council, when considering the type and location of community hubs across the municipality, it was determined by the BMPL and Town staff that the L.E. Shore building is a prime example of a community hub.

The Association of Medium-Sized Public Libraries in Ontario (AMPLO) has identified a minimum of 0.7 square feet per resident is required for libraries. With the BMPL also acting as a Gallery, Library, Archive and Museum (GLAM) and one in a tourist region, the minimum square footage was identified by the 2018 BMPL Master Facilities Plan to be 1 square foot/resident/ratepayer. This is an approximate need of no less than 15,000 square feet for the current population. L.E. Shore, including the Gallery space, is approximately 10,500 square feet. The identified 5,500 square feet would meet this minimum space requirement with janitorial storage and current and future technological needs, such as IT infrastructure, included in this facility.

This report provides the option for Council to consider the 173 Bruce Street Public Library facility be identified for an expansion, as a result of consultation between the board and Town staff during the review of the Facility Needs and Community Hubs Project, based on the following:

1) That the Public Library facility located at 173 Bruce Street be considered for an expansion and to be limited to a single floor ground level expansion without consideration of a basement or second floor;

2) That the above noted expansion be limited to no more than a 5,500 square foot expansion that is broken down into the following areas:
   a. 3,500 square feet for the expansion of current Library Services due to population growth;
   b. 1,200 square feet for storage expansion due to population growth requirements;
   c. 400 square feet for the purposes of adequate Information Technology Infrastructure that is determined by the Towns Information Technology Staff in consultation with the Library CEO. This may not be considered as growth related;
   d. 300 square feet for adequate maintenance and janitorial operations due to the expansion and growth-related nature of the project;
e. Total as outlined is 5,400 square feet with the estimate staying at 5,500 square feet for planning purposes

3) That, during the review of a potential facility expansion, Town staff would be responsible for a review of all existing repairs and remedial work identified through the 2018 Facility Condition Assessment and additional information received through consultation with Library staff and works relating to enhancements and requirements within the Accessibility for Ontarians with Disabilities Act. All items to be considered as to rationale to gain efficiencies and effectiveness of completing these required or recommended works through an expansion project, and the comparison of impacts both operational and financial through standalone projects being completed outside the scope of a possible expansion project.

4) That Town staff consider the operational impacts based on the perspective of required staff resourcing, impacts on the current janitorial model, and operational impacts including additional funding requirements or efficiencies made possible for funding allocations to the 173 Bruce Street Property.

5) That consideration be made early on in this process to consider potential location and implementation of an emergency backup power generator and establish consultation with the Fire Department in this regard.

6) That a parking plan/strategy be considered as a critical component to the potential expansion project and detailed needs assessment for how many parking spots are required and how that would be achieved if additional parking spots are required.

7) Financial Services would be responsible for providing the detailed analysis of what funding envelopes are;

   a. Currently available to end of 2019;

   b. Known to be available to end of 2020;

   c. Known to be available to end of 2021;

   d. And projected to be available over the next 5 years.

   e. This consideration may be affected by Bill 108 and further consideration of how Bill 108 may affect use of Development Charges for Library purposes.

8) That the basis of any proposed expansion to be considered must not require funds that exceed the amount of funding identified through section 7 above that is beyond the 5-year known projection.

9) Based on the above information being mutually agreed upon by the Library sub-committee, Library Board and Town Staff, the goal and projected timeline of such expansion would be as follows;
a. July – September 2019 – receive Council approval to consider the Library expansion to be outside of a Facility Needs Assessment and Community Hub based on the knowledge that the expansion is limited to a maximum of 5,500 square feet expansion and that the expansion of the Library being growth related may access Development Charges based on the growth related nature of the expansion, and secondly that the Library is in fact an existing significant Community Hub that requires additional space due to current growth impacts.

b. 2020 Budget – pending direction by Council, Town staff will bring forward through the 2020 proposed budget process a capital project sheet that is specific to a proposed expansion to 173 Bruce Street with the following timeline;

   i. 2020 – Planning and zoning requirements to be completed and merge the 3 existing properties into 1 property as well as consider requirements of any potential set back requirements;

   ii. 2020 – Design and engineering;

   iii. 2020 – Tendering of all components including consideration of a project Manager for the expansion project;

   iv. 2021 – Construction of the expansion along with potential relocation of library Services to the Beaver Valley Community Centre for the duration or partial duration of the expansion project with margin factored in for additional scheduling;

      • Must consider how funding of the use of the Beaver Valley Community Centre is factored into the overall project

   v. 2022 Project completed.

For the purposes of this exercise, Town staff suggests that consideration at this time is limited to the Bruce Street location and future projects for the Craigleith Heritage Depot not be considered at this time and not considered until 2021 through a similar exercise.

In addition, staff will be proposing a revised timeline for the following projects previously discussed during the 2019 budget deliberations and most recently at Council in regards to the creation of a Recreational Facilities Committee.

Staff will be proposing that the following;

- 2020 – Initiate a Leisure Activities Plan Update project
- 2nd quarter of 2021 – Completion of the Leisure Activities Plan
- 4th quarter of 2021 – Initiate a Multi-Use Recreation and Cultural Feasibility Study
- 3rd quarter of 2022 – Completion of Multi-Use Recreation and Cultural Feasibility Study

Staff request direction from Council to:
1. Provide a Capital Budget item for 2020 budget considerations for The Blue Mountains Public Library expansion and renovation.

OR

2. Defer the Library space needs to be considered through the proposed Leisure Activity Plan update and proposed Multi-Use Recreation and Cultural Feasibility Study process as outlined in this report.

E. The Blue Mountains Strategic Plan

Goal #1: Create Opportunities for Sustainability
Objective #1 Retain Existing Business
Objective #2 Attract New Business
Objective #5 Improved Visibility and Local Identity

Goal #2: Engage Our Communities & Partners
Objective #1 Improve External Communication with our Constituents
Objective #2 Use Technology to Advance Engagement
Objective #3 Strengthen Partnerships

Goal #3: Support Healthy Lifestyles
Objective #4 Commit to Sustainability

Goal #4: Promote a Culture of Organizational & Operational Excellence
Objective #1 To Be an Employer of Choice
Objective #2 Improve Internal Communications Across our Organization
Objective #3 To Consistently Deliver Excellent Customer Service
Objective #4 To Be a Financially Responsible Organization
Objective #5 Constantly Identify Opportunities to Improve Efficiencies and Effectiveness

Goal #5: Ensure Our Infrastructure is Sustainable
Objective #2 Avoid Unexpected Infrastructure Failure and Associated Costs and Liability

F. Environmental Impacts

Environmental impacts will be considered through the design stages of the facility.

G. Financial Impact

Total Construction of addition is not to exceed - $3,000,000.00

The Blue Mountains Public Library - $300,000.00 (10% Requirement for Development Charges pending Bill 108 impacts)

Repairs and Renovations to reflect Facility Condition Assessment’s and AODA Accessibility Requirements $200,000.00 (2020 – 2023)
H. In consultation with

Aaron McMullen, Manager of Facilities Maintenance / BVCC / Tomahawk

Dr. Sabrina Saunders, BMPL CEO

Nathan Westendorp, Director of Planning and Development

Ruth Prince, Director of Financial and Information Services / Treasurer

Shawn Everitt, CAO

The Blue Mountains Public Library Vibrant Spaces Committee

I. Public Engagement

This Staff Report has not been subject to a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required at this time. However, this information was informed by consultation completed by BMPL in the summer of 2018.

Comments regarding this report should be submitted to Ryan Gibbons, directorcs@thebluemountains.ca.

J. Attached

1. The Blue Mountains Public Library Master Facilities Plan 2018
2. Gap Analysis and Building Program 2019
3. Memorandum from Shawn Everitt
4. Letter of Support from BMPL

Respectfully submitted,

Ryan Gibbons
Director of Community Services

For more information, please contact:
Ryan Gibbons
directorcs@thebluemountains.ca
519-599-3131 extension 281
# Table of Contents

The Blue Mountains Public Library  
L.E. Shore Branch

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table of Contents</td>
<td>2</td>
</tr>
<tr>
<td>Summary</td>
<td>4</td>
</tr>
<tr>
<td>Functional Plan General commentary</td>
<td>6</td>
</tr>
<tr>
<td>General Statement</td>
<td>6</td>
</tr>
<tr>
<td>Heritage Context</td>
<td>6</td>
</tr>
<tr>
<td>A Note about Staging</td>
<td>6</td>
</tr>
<tr>
<td>Current Context</td>
<td>8</td>
</tr>
<tr>
<td>Overview</td>
<td>8</td>
</tr>
<tr>
<td>Blue Mountains Public Library Strategic Goals</td>
<td>9</td>
</tr>
<tr>
<td>Recommendations</td>
<td>10</td>
</tr>
<tr>
<td>Recommendation A</td>
<td>10</td>
</tr>
<tr>
<td>Recommendation B</td>
<td>10</td>
</tr>
<tr>
<td>Recommendation C</td>
<td>10</td>
</tr>
<tr>
<td>Recommendation D</td>
<td>11</td>
</tr>
<tr>
<td>Recommendation E</td>
<td>11</td>
</tr>
<tr>
<td>Recommendation F</td>
<td>11</td>
</tr>
<tr>
<td>Recommendation G</td>
<td>11</td>
</tr>
<tr>
<td>Recommendation H</td>
<td>11</td>
</tr>
<tr>
<td>Recommendation I</td>
<td>12</td>
</tr>
<tr>
<td>Recommendation J</td>
<td>12</td>
</tr>
<tr>
<td>Recommendation K</td>
<td>12</td>
</tr>
<tr>
<td>Recommendation L</td>
<td>12</td>
</tr>
<tr>
<td>Recommendation M</td>
<td>13</td>
</tr>
<tr>
<td>Recommendation N</td>
<td>13</td>
</tr>
<tr>
<td>Recommendation O</td>
<td>13</td>
</tr>
</tbody>
</table>
Table of Contents

The Blue Mountains Public Library
Craigleith Heritage Depot Branch

Recommendation P 13
Recommendation Q 13
Recommendation R 13
Recommendation S 14
Recommendation T 14
Recommendation U 14

Background 16
Scope and Methodology 16
Document Review 17

Justifications 19

Further Reading 38

Appendix A – Functional Planning Detail 42
  L.E. Shore Main Library & Cultural Centre 42
  Craigleith Heritage Depot Branch Museum, Cultural Centre, and Community Library 52

Appendix B – Architectural Details 58
  L.E. Shore Main Library & Cultural Centre 58
  Craigleith Heritage Depot Museum & Library Branch Museum, Cultural Centre, and Library 63

Appendix C – Functional Space Plans 68
  L.E. Shore Main Library & Cultural Centre 68
  Craigleith Heritage Depot Museum & Library 70

* Supplementary document of costing estimate by Altus is provided in a separate file.
This is a Master Facilities Plan for the Blue Mountains Public Library (BMPL). Its principle focus is on how many library branches Blue Mountains should have, where they should be located, what sort of services they should offer, and how large the branches should be. This requires an integrated approach to service delivery which takes into account the existing facilities, forecasting community growth, the functional use of space, services that should be offered, technological developments, and staffing needs. A key part of this process is the community consultation process which identified residents’ needs and expectations done by the BMPL. This Master Facilities Plan contemplates the needs of Blue Mountains residents through to 2031.

The overall conclusion is that Blue Mountains Public Library will not meet the needs of its community in the coming years because it is under-resourced in terms of size, number of branch locations, collections, technology, and programming space. The current facilities do not meet its overall mandate to be a library, community and cultural hub focused on the needs of the Town of Blue Mountain. The recommendations aim to align Blue Mountains Public Library with provincial standards.

The overall role of the Public Library in Ontario communities is vast. The Public Library value proposition is strong and includes (but is not limited to):

- Excellent Return on Investment for municipalities and the province
- Strong Economic Development and Impact (averaging over $5 for every $1 invested)
- Great Employment and Business Support
- Access to all kinds of technology—with talented support
- Welcoming New residents, new Canadians & Refugees
1. Summary

Kitchener Central Library

- Provable Early and Adult Literacy Development
- Positive impacts on reading readiness, early and middle years, school readiness, and college readiness.
- Ongoing Lifelong Support for Formal Education and Homework Help
- Serving the whole community equitably
- Affordable access to community resources
- Guided access to Government Services and e-government
- Questions Deserve Quality Answers
- Support for cultural vitality, creativity, and innovation
- AND Recognized and Valued Leisure Activities for majority of Ontarians

Public Libraries continue to be even more relevant to and valued by their communities than ever and are worthy of strong investment.

Blue Mountains has an opportunity to act on the recommendations contained in this report to address the community’s needs and fulfill Council’s plan to build a better Blue Mountains. This plan strives to support a vibrant business environment, responsible spending, and inclusivity. The objective is to build the infrastructure needed to ensure Blue Mountains continues to be a great place to live, work, play, and learn.
The purpose of this functional plan is to provide a high-level design document to drive the design of the layout of the addition and branch.

**General Statement:**
The overall goal is to create an all-ages experience using the experience of the library, gallery and museum to serve as the foundation for these activities. Of necessity, different constituent groups in the Blue Mountains community require different spaces to have success. While, these sometimes pool into age groups (Seniors, Kids, Teens, Moms, etc.), they also pool into niches represented by goals (business people, entrepreneurs, students, makers, etc.). As such some areas are created to focus on certain niche groups while not suggesting that others may not gain value from them. Therefore, these functional plans include, broadly, quiet areas, conversational areas, outdoor areas, private study areas, technology-focused areas, display areas, and group learning areas and more.

**Heritage Context**
Given that the Town of Blue Mountains is a wonderful, nature-driven, green environment, we must respect this context in the look, materials, and finishes in any building plan.

Additionally, the L.E. Shore (LES) branch is an award-winning piece of 1995 architecture and is well loved by the town. We must ensure that the original design is respected in any additions or improvements made to the building.

CHD is a preserved (though moved from its original location) provincially designated heritage building in the Town. It must be restored and renovated with respect to its history and as a heritage property. Any new building placed near this property should reflect and enhance this beauty of this heritage building and give it more prominence locally.

**A Note about Staging (DRAFT, excluding final design & construction)**
Although we are not in the process of making recommendations for staging the building of these renovations, additions and new building, we do provide some context and timing.

- **Nov. 16** Meeting with BMPL managers to engage on functional plan (3rd meeting)
- **Nov. 26** Distribute the recommendations and functional plan / bubble drawing to BMPL building committee.
- **Nov. 29** BMPL Board Meeting (open to the public)
  - Goals: to review the recommendations and reports to receive the recommendations report to direct the CEO to move to final TBM Council presentation
- **Dec. TBD** Review Costing Study
Jan. 17th  New BMPL Board for orientation with presentation on project
Jan. TBD  Joint meeting of TBM Council and New BMPL Board with LGA presentation.
Feb. 2019 TBM Council Budget Presentation
Apr. 2019  TBM Budget finalization
Goals: Endorse the reports next step(s)
Move to consultant RFP, design phases and further costings
OVERVIEW

Blue Mountains Public Library is possibly unique in Ontario in the wide diversity of programs and collections it houses and supports with programs and display spaces.

Currently the Blue Mountains Public Library Board, CEO, and staff are tasked with managing a diverse portfolio that comprises the following:

- A full-scale public library operation
- The community’s only public, free art gallery space
- The community’s only public, free local history space
- The community’s only public, museum space
- The community’s only public archives storage and display in TBM
- A significant local retail for hand-crafts, art and artisans’ works.
- Serving as a community hub for programs and events that support a wide-range of community goals for reading, education & learning, employment, recreation, school & college readiness, tourism, and a great deal more.

It is clear that this is a huge task. Previous studies and this report also note that these are well-loved and used facilities and programs/events that add lustre, attractiveness, economic support, community vitality to the region.

That said, the facilities are not large enough to be fit-for-purpose to fully implement the vision of the BMPL. For reference the endorsed BMPL vision, mission and goals are below:

The Blue Mountains Public Library Board Strategic Plan 2015–2018 - Revised

Vision Statement: The Blue Mountains Public Library aims to be a multi-branch library system, with a thriving museum and gallery, that meets the
ever-changing interests and needs of the diverse population of the Town of Blue Mountains.

Mission Statement: The Blue Mountains Public Library is a dynamic centre of community engagement where everyone is free to create, explore, learn, research and connect in an inclusive environment.

Values Statement:

Blue Mountains Public Libraries Strategic Goals

- **Strategic Goal #1:** Versatile Spaces – Create versatile spaces that meet the ever-changing interests and needs of our diverse and growing population.
- **Strategic Goal #2:** Communications – Establish communications and market BMPL as a valued community resource.
- **Strategic Goal #3:** Organizational Capacity – Build Board and staff capacity to lead a 21st Century library, museum and gallery system.
- **Strategic Goal #4:** Service Excellence – Enrich opportunities to learn, explore, create, connect with others, develop careers, grow businesses, engage with new technologies, pursue healthy lifestyles, and have fun.

The key issues that need to be addressed on the space front are:

- Overall, the spaces do not meet space standards for the town’s true population forecast or accreditation.
- Inadequate program space. Current spaces are over-utilized.
- Inadequate flexibility in community hub space(s) for galleries, archives, and museum activities.
- Inadequate standards-based storage for heritage materials
- Inadequate space for cultural display and programs (museum, galleries, archives)
- Inadequate outdoor program space and relationship to the trail(s)/waterfront
- Lack of a fully-formed, flexible, community and cultural hub plan and relationship to tourism, trails, and local needs that is supported by appropriate spaces/locations.
- Blue Mountains is weak on cultural activities for a major tourism destination and this is an opportunity to improve and enlarge current facilities to add to the economic strength, attractiveness and vitality of the town and region.
Recommendations

These recommendations are detailed in the appendices but form a reference for the overall intent of the functional plan and alignment with the strategic plan of BMPL and TBM.

**RECOMMENDATION A:**

The Blue Mountains Public Library needs to be recognized for the key role it plays in the community social, economic, cultural, and learning fabric. As such, the role it plays in enhancing and transforming the quality and success of life in the Blue Mountains requires more space and an integration of its strategies for being a public library, gallery, museum, tourism, worker support, and community hub in TBM needs more space, and appropriate-for-purpose spaces and facilities. Our studies show, with projected population numbers and seasonal populations, that an additional 11,201 sq. ft. of usable floor space (CDH 8,000 sq. ft., LES 3,200 sq.ft.) are indicated.

**RECOMMENDATION B:**

BMPL should build a new community branch adjacent and connected to the Craigleith Heritage Dept. Projections are that more residences are being built on this end of Town and a fully functional additional branch is needed to meet provincial standards.

**RECOMMENDATION C:**

BMPL should expand and renovate the L.E. Shore Branch to ensure that there is adequate space for programs, cultural events and displays, outdoor interest, and technology focused activities for children, adults, teens, seniors, and entrepreneurs.
RECOMMENDATION D:
Given that TBM is a four season tourism destination and that this added population provides much support for employment and quality of life in TBM, the BMPL should connect its programs and events to this factor of TBM living. This means that there should be connections to the Georgian Trail, the Nottawasaga Bay, nature, local history, and cultural activities to enhance the visitor experience (in addition to local residents) when there.

RECOMMENDATION E:
Ensuring that Tweens and Teens are kept busy, safe and performing well in school, the BMPL should invest in the creation of a teen/tween-friendly space that attracts this important group and expands their options beyond sporting activities to be involved in provincially directed foci like STEAM education, Maker, artisanal activities, culture and performance, reading and homework. Each of these have proven effects on their success and college readiness.

RECOMMENDATION F:
BMPL’s L.E. Shore Story Tower is legendary and beloved within the Town. It serves pre-schoolers very well and has proven impacts on school-readiness. We recommend that each branch should ensure that these programs continue to thrive and that programs for children in grades 1-6 have attention paid to them and appropriate spaces for elementary children’s activities and reading. The We-Play and Forest of Reading programs are a good place to start in connecting these children to the library for life.

RECOMMENDATION G:
Neighbourliness in Blue Mountains is an often cited benefit of the community. We recommend that each branch be outfitted with a Community Living Room for neighbours to connect where coffee or meals aren’t required. These spaces create areas for emerging friendships, deal with social isolation, and can be all-ages friendly and programmed for smaller events like knitting/quilting clubs, conversation circles, etc.

RECOMMENDATION H:
A major trend in libraries is supporting small and medium-sized enterprises as well as consultants and entrepreneurs. These small populations tend to be gold-collar workers and create jobs and economic development. We recommend a small business and entrepreneur-friendly hub in the L.E. Shore branch. These spaces share a lot in common with high-school and college-friendly (online or not). They tend to be used at different times of the day from each-other and can serve as the same space in many ways.
RECOMMENDATION I:
Another key benefit of public libraries is their major role in connecting members to the world of technology and beyond. BMPL supported the most recent online elections, assists with employment and e-government activities, and provides one-on-one or group training. There is no appropriate space at L.E. Shore for this activity now despite its proven success and impact in other communities for all ages. We recommend several technology hubs to support individual use as well as attended use and training.

RECOMMENDATION J:
A major trend in public libraries is to stand up to their key role in the cultural and tourism economy. BMPL is very well positioned with its tradition of GLAM (gallery, library, archive, museum) activities including your gallery, archives, and museum. Each of these are underperforming spaces with respect to connecting to the visitor community beyond local residents, primarily due the capacity to accommodate tours, large groups, and recreational trail groups. We recommend that the CHD be connected more clearly to the Georgian Trail and Bay, including improved museum experiences and marketing, and that the Galleries at LES be upgraded to include more types of art and outdoor features that create an event space and positive experience for all residents and visitors. Each GLMA cultural community hub including the Libraries should cross-promote each other.

RECOMMENDATION K:
Food, drinks, catering and relationships with local restaurants can promote the entire town as a place to visit and live. As such, we are recommending a catering servery at CBD and a commercial demonstration kitchen at LES where events that promote the programs, art, exhibits, cookbook collections and local chefs can be held and promoted.

RECOMMENDATION L:
Promoting local artists, artisans, and crafters in the LES Cultural Corridor is a delightful aspect if this branch. Unfortunately, makes the entrance dark and walled-in. By opening this up we can highlight the beauty of this award-winning building while creating more useful, multi-functional spaces, and indeed they can be used after hours for other community events. Moving to two-sided glass display cases throughout the entrance area will provide more flexibility and align with library promotions, themes, and displays as well.
RECOMMENDATION M:
Each branch needs modern signage that can communicate events across Blue Mountains and at the Library, Museum, and Gallery. We recommend that modern marquis monitor signage be added to the most viewed sides of the branches.

RECOMMENDATION N:
We recommend that each branch have a strong engagement with the local outdoors including reading gardens, quiet outdoor spaces, outdoor art spaces, an outdoor amphitheatre, and outdoor fossil gardens, and view points on to the Bay and Georgian Trail. These become community assets versus just a building where the magic happened inside.

RECOMMENDATION O:
We recommend that digital innovation be a coordinated focus of the combined GLAM facilities and Cultural/Library Community Hub. This ensures that digital creation activities for all-ages can be done, digital video/photography, making and crafts, and more potentially not even imagined yet. By creating a Digital Innovation Hub, all residents of the community can be engaged.

RECOMMENDATION P:
We recommend that, when the ultimate design planning is done (versus functional planning), that all efforts be made to ensure that the additions pursue the best in contemporary, green, energy conserving, and natural or local materials while preserving the historic nature of both existing buildings.

RECOMMENDATION Q:
We recommend that BMPL install RFID, Self-check machines, and after-hours technology. Also, both branches should have full video surveillance cameras both inside and outside, as is the standard outlined in the Ontario Public Libraries Guidelines.

RECOMMENDATION R:
We recommend that BMPL consider a new system-wide brand that represents its whole role in the community of Blue Mountains.

Blue Mountains Public Library and Culture Hub
L. E. Shore Branch
Craigneith Heritage Depot Branch
**RECOMMENDATION S:**

We recommend that BMPL move to an advanced and long-term programs strategy that increases the number of programs, addresses the GLAM activities of this community and cultural hub, covers all-ages and aspects of the community demographics (including visitors), and is marketed through advanced digital means to all residents and visitors.

**RECOMMENDATION T:**

We recommend that both branches review their designs for three key factors and to make these a feature of the buildings:

a) Create community/cultural hubs for the community.

b) Create additions that complement the existing buildings and are rooted in the opportunities of the respective sites.

c) Build as “GREEN” as possible. (while ensuring that HVAC is as cost-efficient and as flexible as possible and that museum and archival standards are addressed to ensure conservation, preservation, and eligibility for travelling exhibits are possible.)

**RECOMMENDATION U:**

We recommend that, while both branches are in need of renovations and expansion, the Craigleith Heritage Depot expansion occur first.

a) The immediate needs of Craigleith and the east end of Town are brought up to standards.

b) The CHD completed facility can be utilized to serve the community during the period when LES must be closed for its own renovations.

We further recommend that both of the schematics be completed simultaneously so that the facilities can be designed with complementary needs considered.
Background

THE PROCESS:

LGA Architectural Planners and Lighthouse Consulting, Inc. were hired by tender to accomplish a feasibility and space planning study for Blue Mountains Public Library.

During 2018, we were provided with the following research reports and reviewed them in-depth:

**Scope and Methodology**

The project scope was as follows:

1) Review the public consultation process to assess current use and projected demand for library services.

2) Prepare a comparative analysis with other libraries. This involved:
   a. Identifying appropriate peer groups for the Blue Mountain Public Library
   b. Identifying guiding principles, industry standards and best practices for library facilities
   c. Collating data available through the Southern Ontario Library Service and the Federation of Ontario Public Libraries
   d. Recommending which metrics should be used as benchmarks for the Blue Mountains Public Library (e.g. public space, staff space, collection space, distance between branches, etc.)
   e. Summarizing findings with recommendations

3) Assess current facilities to identify capacity, maintenance and renewal needs. This included:
   a. Identifying site and facility deficiencies and strengths in light of population service areas, utility systems, and technical infrastructure
 identifiers alternative service options with consideration to the sustainability of the library system as a whole
  c. Making recommendations based on functional areas

4) Recommendations of where future library branches should generally be located, how many locations may be needed, how large they should be, and hours of operation.

5) Develop a functional plan for recommended new facilities. This functional plan ensured that the program defines efficient, flexible and accessible spaces able to adapt to changing technological opportunities, changing service demands, and projected growth.

6) Broad costing estimates and phasing recommendations.

Document Review
The consultants reviewed the work done to date at BMPL including these documents and discussions with senior staff. These are incorporated in this document by reference and copies are with the BMPL CEO.

- BMPL 2015–2018 Strategic Plan
- Craigleith Heritage Depot 2018 Building Condition Assessment Report
- Craigleith Heritage Depot 2018 Building Condition Costing Report
- L.E. Shore 2018 Building Condition Assessment Report
- L.E. Shore 2018 Building Condition Costing Report
- Blue Mountains Public Library Comprehensive Space Needs Analysis Feb. 28, 2010
- Town of Blue Mountains Official Plan June 2016
- Town of Blue Mountains Economic Development Advisory Committee Update 2017
- Various TBM Staff Reports
- Blue Mountains Public Library Board Action Plan for 2018
- Building, Site and Fire Code Drawings for BMPL L.E. Shore branch
- Building, Site and Fire Code Drawings for Craigleith Heritage Depot
- BMPL Small Group Interview and Focus Group Notes June 2018
- BMPL Board Facilitated Facilities Discussion 2018
- BMPL Staff Space Plan Requests 2018
- Minutes of meetings with staff management.

Lighthouse Consulting, Inc. prepared the following discussion documents that expand on and underpin our recommendations for BMPL.

A. Several Drafts for Management Consideration of the of the Functional Plan
B. Discussion Paper: Strategic Planning for Sustainable Programming in Libraries
C. Discussion Paper: Public Library Space and Size Guidelines
D. Discussion Paper: Strategic Staffing & Hours in Public Libraries
G. Discussion Paper: Square Footage Considerations and Population Growth
H. Peer Analysis & Rankings: The Blue Mountains Public Library and its Peers 2015–2017 Cohort 1
JUSTIFICATIONS

Our task was to develop a master plan for Blue Mountains Public Library and the Town of Blue Mountains for the foreseeable longer term. We reviewed the deep community consultations with all types of Blue Mountains residents. We toured the Town and its branches. We reviewed other Town plans and strategies to seek alignment with your goals. Each of these consultations contributed focus to support our recommendations in the copious documents outlining our learning and supporting these recommendations. To be clear, the central theme from our conversations and focus groups is that the Blue Mountains community loves its Library System and wants more.

There are few things that provide an opportunity to engage in community-building, placemaking, and social and economic return on investment than investing in a 21st Century public library as community hub.

Blue Mountains does not have the recommended space per capita based on current provincial guidelines to serve its population. The branch library system is under-developed and needs to be closer to the projected population growth centres of Blue Mountains.

Broadly, the Ontario-wide trend for the past 10 years has been:

- 66% increase in program attendance.
- 83% increase in number of programs.
- 8% increase in circulation.
- Over $5.00 in economic ROI for every dollar invested in public libraries
- Even higher social ROI returns to the community.

The consequences of underfunding public libraries are a well researched area. At the end of this executive summary are a selected long list of independent research studies that show the impact, value and outcomes from public library strategies on their communities.
In short, communities with adequate public library service experience these consequences (and in the corollary they experience the negative consequences):

1. **Higher economic impact and development:**
   - The economic local impact of public libraries in Ontario average $5.41 for every dollar invested by the community. This is a very conservative calculation on economic impact alone.
   - Real estate professionals report that public library branches increase home values (and therefore property taxes) and serve as a locus point for renewed re-development. This has been experienced in, for example, case studies of Vancouver Public Library’s central branch and the TPL Fort York branch. They also attract new businesses and students.

2. **More successful employment and business development:**
   - A 2018 study by Nordicity of libraries of all sizes found that public library digital access services accomplished the following:
     i. 26% of library users using the technologies in the public library to start, manage, or grow their business.
     ii. 41% of library users using the technologies in the public library made creative products.
     iii. 45% of library users using the technologies in the public library to develop employable skills.
     iv. 36% of library users using the technologies in the public library to develop job search skills.
     v. 45% of library users using the technologies in the public library to improve their job skills were successful in funding a job.
     vi. 93% of users of the library’s digital stations were small businesses with less than 20 employees.

3. **Higher standardized testing scores:**
   - Schools with libraries enjoy a 12–20-point increase in standardized testing scores. Partnerships between school and public libraries increase this by an average of 5 points. This has been confirmed by over 100 studies in the US and Canada.
     i. 64% used the library computers for educational activities

4. **Higher rates of success in social community services strategies:**
   - A 2018 study by Nordicity of libraries of all sizes found that public library digital access services accomplished the following:
     i. 26% of library users using the technologies in the public library reported an increased level of community engagement.
ii. 81% of library users using the technologies in the public library reported an increased level of social engagement.

iii. Each of these are correlated with low rates of poverty and cyclical poverty, decreased social isolation, decreased school bullying, and higher access to social services in a non-stigmatized environment, etc.

5. **Stronger community and downtown revitalization.**

   i. Cities and Towns report that strong branches tend to be the highest traffic generators for the longest periods due to their open hours. These are often the locus point for development and local businesses success.

6. **Advancing digital literacies of the residents.**

   • A 2018 study by Nordicity of libraries of all sizes found that public library digital access services accomplished the following:

   i. 25% of Ontarians have no access to the Internet at home or work.
   
   ii. Of these – 49% of these people accessed the digital world at the library;
   
   iii. And 63% of these people identified as low income and 68% were 55+;
   
   iv. And 44% were introduced to a new technology and 92% continued to use it (52% were 55+);
   
   v. 84% increased their digital comfort., 81% increased their community engagement, 81% increased their level of social engagement;
   
   vi. 34% accessed online government services.

**ECONOMIC RETURN ON INVESTMENT:**

The following is a list of Canadian public libraries who have conducted an economic impact study applying this cost-benefit analysis (CBA) model first used by Toronto Public Library in 2013. CBA is a commonly used approach to estimate the economic impact of public institutions. Please read “Understanding Economic Impact and Public Libraries” for a more detailed explanation of how CBA is applied to public libraries.

This CBA model is open and available for public use. Ottawa Public Library’s spreadsheet of calculations and data is open for others to use to calculate their own economic impact.
This list is maintained by Brightsail Research partner Kimberly Silk.

<table>
<thead>
<tr>
<th>Library</th>
<th>Year Published</th>
<th>2011 Census Population</th>
<th># Branches (at time of study)</th>
<th>Return on $1 Invested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toronto Public Library</td>
<td>2013</td>
<td>2,615,060</td>
<td>98</td>
<td>$5.63</td>
</tr>
<tr>
<td>Halton Hills Public Library</td>
<td>2014</td>
<td>59,008</td>
<td>2</td>
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<tr>
<td>Milton Public Library</td>
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<td>2014</td>
<td>88,721</td>
<td>3</td>
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<tr>
<td>Stratford Public Library</td>
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<td>30,886</td>
<td>1</td>
<td>$5.63</td>
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<tr>
<td>Sault Ste.-Marie Public Library</td>
<td>2015</td>
<td>75,000</td>
<td>3</td>
<td>$2.36</td>
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<tr>
<td>Kawartha Lakes Public Library</td>
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<td>73,214</td>
<td>15</td>
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<tr>
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<td>2015</td>
<td>366,151</td>
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<tr>
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<td>2016</td>
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<td>38</td>
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<td>Ottawa Public Library</td>
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<td>33</td>
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<td>Edmonton Public Library</td>
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<td>2017</td>
<td>175,780</td>
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<td>Hamilton Public Library</td>
<td>2017</td>
<td>519,950</td>
<td>22</td>
<td>$5.59</td>
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<tr>
<td>Vaughan Public Library</td>
<td>2017</td>
<td>288,300</td>
<td>9</td>
<td>$5.57</td>
</tr>
</tbody>
</table>

The ROI of investment in 21st Century Public Library Digital Innovation Hubs

Digital literacy and digital inclusion are two of the social ROI measures in the 2018 study *Technology Access in Public Libraries: Outcomes and Impacts for Ontario Communities*. Key to come of these strategies is the movement towards cost-saving through e-government initiatives. 25% of Ontarians report not having internet access at home or work and this number increases when needed peripherals and assistance are included. Some sample data include:

- 56% of respondents reported using technology at the public library.
- 68% of respondents reporting using technology at the public library were over age 55.
- 63% of respondents reporting using technology at the public library identified as low income.
- 44% of respondents reporting using technology at the public library were introduced to a new technology.
- 52% of those introduced to a new technology were over age 55.
- 92% of those introduced to a new technology continued to use it.
• 84% respondents reporting using technology at the public library reported increased digital comfort with using one or more services.
• 91% of those were identifying as a visible minority.


The ROI of investment in 21st Century Public Library Community Hubs
A 2018 Ministry of Tourism, Culture, and Sport funded study by the Nordik Institute and Algoma University created a toolkit for measuring the social return on investment of public libraries. These tools have now been released to all public libraries. This toolkit is designed to measure the value of public libraries and their role as community hubs, building capacity for healthy, resilient people and places, especially in rural, Northern, First Nation and francophone communities. The toolkit provides a step-by-step process to assess libraries’ social return on investment (SROI) within a holistic, cross sectoral framework. Combined with economic ROI studies this represents what a properly resourced public library can accomplish for their communities.

Valuing Northern Libraries Toolkit
http://home.olsn.ca/resources/valuing-northern-libraries-toolkit

Social Return on Investment (SROI) is a term “originating from return on investment (ROI), as used by traditional investors. It describes the social impact of a business or non-profit’s operations in dollar terms, relative to the investment required to create that impact and exclusive of its financial return to investors” (Lingane, 2004). The social return on investment assesses three main areas:

**SOCIAL RETURN ON INVESTMENT (SROI):** direct spending, direct benefits, and indirect benefits.

**SOCIAL RETURN ON INVESTMENT (SROI)**

**DIRECT SPENDING**
• Money allocated to the institution
• Money flows through the institution

**DIRECT BENEFITS**
• Benefits that can be estimated

**INDIRECT BENEFITS**
• The result of direct spending
• The dollar re-spent into the community.
Social Return on Investment of Public Libraries is huge.

Libraries that have already done a study based on the Nordik Algoma University toolkit are reporting extremely large SROI—in multiples of 100’s and thousands of per cents per dollar for their community and their residents including First Nations.

WHY 0.7 SQUARE FEET PER CAPITA IS THE MINIMUM FOR LIBRARY SERVICES:

The 0.7 square feet per resident guideline that the profession uses for planning purposes comes from the Ministry of Tourism, Culture and Sport (as well as national) guidelines as an urban planning standard. This approaches 1 square foot per capita in a highly centralized system. We chose, in the context of Blue Mountains’ fiscal realities to stick with the conservative 0.7 sq. ft. per capita (and added 0.3 sq. ft. per capita to address tourism visits and seasonal populations for the culture portfolio). Blue Mountains needs over 11,000 square feet per capita to meet Ontario standards. While some people think, wrongly, that e-content and digital services have reduced the need for more space, the opposite has, in fact, proved true for the following reasons:

- Digital content requires more space.
- 25% of Ontarians do not have access to the internet at home or work. Many only have access to the internet through more expensive digital plans on mobile devices. Other Wi-Fi options lack peripheral access and assistance.
• While everyone is taught to read in school, every generation did not have the training needed for digital literacies—especially in the context of e-learning, e-government, and other issues like online elections. Libraries have been providing space for these activities in digital classrooms to encourage the skills needed for access, learning, small business and entrepreneur support, employment and use of government services, etc.

**WHY 2 BRANCHES IN TOTAL FOR BLUE MOUNTAINS?**

The central library model does not work any longer for the majority of Blue Mountains’ present and future residents. Blue Mountains has grown beyond its roots and is an anchor community in Grey County and tourism centre.

The Master Plan is a foundational document to align Blue Mountains Public Library’s strategies and plans with those of the Town and the demands from the people in the consultations.

Lighthouse Consulting, Inc. and LGA Architectural Partners will be pleased to present and speak to our recommendations to Blue Mountains Town Council. A selected list of advanced research studies that demonstrate some of the economic and social impacts of public libraries on their communities is attached.

This is an opportunity to engage in visionary community-building exercise that assures a great ROI and success. The decisions you make here will pay out for generations. Ensure that your impact has a positive swing.

Thank you for the opportunity to engage with your community and do this important work for Blue Mountains Public Library.
RESEARCH SUPPORT BACKGROUND LINKS FOR BLUE MOUNTAINS PUBLIC LIBRARY

Decades of research by independent universities, research institutes, and consultants has delivered hundreds of reports and studies on the economic and social impacts of public libraries. There are too many to pepper through the report as the source of our recommendations but we have read and absorbed all of these.

In addition, as the report notes we did a wide-range of community consultations and the Blue Mountains residents were allied and uniform about their expectations for Blue Mountain Public Library – “Don’t hurt it and Make it better. Make it closer to me. Expand the services”.

The following is a list of Canadian public libraries who have conducted an economic impact study applying the cost-benefit analysis (CBA) model first used by Toronto Public Library in 2013. CBA is a commonly used approach to estimate the economic impact of public institutions. Please read “Understanding Economic Impact and Public Libraries” for a more detailed explanation of how CBA is applied to public libraries.

This CBA model is open and available for public use. Ottawa Public Library’s spreadsheet of calculations and data is open for others to use to calculate their own economic impact.

Here’s what sector organizations (FOPL, OLA, SOLS, OLS-North) have been doing in Ontario for the last five years:

1. Re-analyzed the official Ontario public library data collection data on a per capita data in order to make valid peer comparisons. You can see the report at:


   **2017 FOPL All Ontario Public Library Statistics, Measurements and Rankings**


   **2017 FOPL First Nation Public Libraries Statistics and Peer Analyses**

2017 Ontario Public Library Statistics Special Textual Data Reports

Technology projects in the next two years, reported in the 2017 Annual Survey

Significant Achievements reported in the 2017 Annual Survey of Public Libraries / 2017 Ontario Public Library Statistics

Significant Achievements reported in 2017 Ontario Public Library Statistics - text field Aug 2018

Reciprocal Borrowing Agreements and Policies where there are no Non-Resident User Fees

Reciprocal Borrowing Agreements from 2017 Annual Survey, Aug 2018 report

Non-traditional circulating library collections


Public Library and First Nation Public Library approved Capital Project Plans for completion in next two years reported for 2017 Ontario Public Library Statistics

Capital projects in the next two years, reported in 2017 Annual Survey Aug 2018

The basic data measurements fall into these buckets:
The data presented in these reports are in several forms and with varying levels of detail depending on the detail needed for different views.
VARIABLES AND DIMENSIONS

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

The first dimension is SERVICE and it has four variables:

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

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

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

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

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

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

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

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

**COMMUNITY ENGAGEMENT**

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

*Programs offered per capita.* The higher ratio is better. Registered borrowers per capita. What percentage of the libraries’ resident populations have library cards? Higher is better but we have documented how this percentage has been declining in Ontario’s libraries.

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

**Estimated Annual Visits per capita.** This ratio is the result of a complex calculation. Visits are tracked as “Typical Week" data so the data presumably re for one week. The population is an annual figure so the visits were summed and then multiplied by 52 and that product divided by the resident population.

Visits are of three types: In person, electronic (to the libraries’ Websites,) and electronic (to the libraries’ social media sites.)

**EFFICIENCY**

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

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

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

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

**DEVELOPMENT**

The attempt here is future oriented.

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

**OLCF GRANT RESULTS FOR 2 OF THE METRICS AND IMPACT PROJECTS:**

Ontario also invested $400,000 in developing these data collection and analysis toolkits for indigenous, small, medium and large public libraries:
TPL and six other public libraries are pleased to share with you the results of a two-year study to assess the impact of technology services offered in Ontario libraries: Bridge Report

**WEB Nordicity Full Report**

The Northern Libraries toolkit is also applicable more broadly:

**Valuing Northern Libraries Toolkit**
[http://home.olsn.ca/resources/valuing-northern-libraries-toolkit](http://home.olsn.ca/resources/valuing-northern-libraries-toolkit)

Click here to view the “Valuing Northern Libraries Tool Kit” (Done by Algoma U)

“Is your library board looking for a new way to communicate library value to your stakeholders?

Ontario Library Service – North (OLS – North) contracted NORDIK Institute to create a measurement tool to illustrate the value of libraries in rural, Northern, First Nation, and francophone communities. A steering committee consisting of the CEOs of the six pilot communities participated in identifying the measurement topics, the design and testing of the tool.

**THE TOOLKIT AND RESOURCES**

This tool is designed to measure the value of public libraries and their role as community hubs, building capacity for healthy, resilient people and places, especially in rural, Northern, First Nation and francophone communities. The toolkit provides a step-by-step process to assess libraries’ social return on investment (SROI) within a holistic, cross-sectoral framework. The Social Return on Investment (SROI) is a term describing the social impact of a business or non-profit’s operations in dollar terms, relative to the investment required to create that impact and exclusive of its financial return to investors.

Based on a review of relevant literature, focus groups, consultation with steering committee members and site visits, NORDIK designed a measurement toolkit to encompass the many diverse and unique roles that public libraries play in the North as community hubs.

This framework identifies seven areas where libraries contribute to building individual, organizational, and community level capacity.

1. Cultural Integrity & Regional Identity
2. Social Inclusion
3. Cognitive & Literacy Development
4. Health & Wellness
5. Engaged Citizens & Safer Communities
6. Entertainment & Enjoyment
7. Economic Development

An indicator is a quantifiable measure used to monitor progress or impact in a
given area or sector. In collaboration with the pilot sites, three indicators were
chosen that best reflect how libraries’ operations and expenditures contribute
to each respective area. The same number of indicators is measured in each
of the seven sectors for the purpose of demonstrating the equivalent value of
each sector in the overall economic benefit and calculation of its Social Return
on Investment.

While many of the services and activities of the libraries could arguably
demonstrate benefits in multiple sectors assessed by the measurement
tool, this study has relied on the preferences of the pilot sites to identify the
placement of indicators most appropriate to each of the seven sectors. The
indicators have been selected based on data that is collected by all libraries,
or alternatively, can be easily collected during the ‘typical week’ usage survey.

Each library builds a unique mix of resources—collections, programming,
services, etc. in response to community needs, enabling diverse people to
improve their quality of life and to participate in the life of the community in
meaningful ways. In many instances, libraries demonstrate leadership by
promoting services that are otherwise non-existent, under developed or under
serviced. The library value toolkit can be used in all of Ontario’s small and
rural communities to demonstrate how the library contributes to individual,
organizational, and community capacity.

SROI INDICATOR TEMPLATE (THE LIBRARY VALUE
CALCULATION SPREADSHEET)

The SROI Indicator Template will require some of the data submitted for the
2017 Annual Survey of Public Libraries, the Typical Week Survey, plus other
commonly collected information.

Download the template and sample reports:
• The SROI Indicator Template
• Community Report Template
• Sample Community Report
• Sample Completed Indicator Template

TRAINING RESOURCES

The Valuing Northern Libraries Toolkit online course will be made available on
LearnHQ for Ontario public libraries to access.
OTHER LIBRARY VALUE PROJECTS

Here is a sampling of public library value projects conducted in the past decade:

Assessing the ECONOMIC IMPACT of Vancouver Island Regional Library on our Member Communities, 2016.


Ottawa Public Library Impact Report. 2015.


Kawartha Lakes Public Library Economic Impact Study 2014

So Much More: The Economic Impact of the Toronto Public Library on the City of Toronto 2014

Halifax Central Library An Economic Impact Assessment 2009

Enriching communities: The value of public libraries in NSW 2008

For a full list of the economic impact studies we’ve done in Ontario, check them out here:

The List: Canadian Public Library Impact Studies
http://fopl.ca/news/the-list-canadian-public-library-impact-studies/

We offer customer reports of peer analyses that match an individual library’s needs. That is summarized in the main report.

Public Libraries also compare ourselves on a national, US and international basis when data is available. Ontario libraries tend to rank very well.

In the US you have a few great data sets and projects including IMLS, NCES, PLA, Project Outcomes, (ARL, and ACRL data) and you use our Canadian company Counting Opinions well across the country.

This is from the Annual collection of data from all libraries by the Ontario Ministry of Tourism, Culture and Sport.

It’s also supported by the Market Probe Canada FOPL Public Opinion Poll: https://www.slideshare.net/stephenabram1/market-probe-fopl-presentation-20150509v7animated-68588314

In general, every dollar invested in libraries generates over $5 in local, frontline economic impact benefiting regular Ontarians.

There are a large number of studies in this area and a number of Ontario studies. Here’s a list but the first major one in Ontario was the TPL University of Toronto Martin Prosperity Institute study. You can find the study here (66-page PDF):
So Much More: The Economic Impact of the Toronto Public Library on the City of Toronto

TPL Sources for their Public Library Economic Impact Study
I thought folks might find the sources used for the Toronto Public Library economic impact study released in the last few weeks handy:

Here are more Ontario studies in the last few years:

Burlington Public Library creates over $57 million in total economic impact to the City of Burlington

New from OLA Press: Creating a Culture of Evaluation – Taking Your Library from Talk to Action

Newmarket Public Library creates over $20 million in total economic impact for the Town of Newmarket

Ottawa Public Library Delivers $5.17 in Benefits for every $1 Invested

Vancouver Island Regional Library generated a total economic impact of $94,783,558 in 2016

Kawartha Lakes Demonstrates the Value of Local Libraries

London Public Library generates yearly economic impact of $102 million

Sault Ste. Marie Public Library generates more than $6 million in economic benefits

Stratford Public Library generates $14.91 million in total economic impact

Pickering Public Library creates over $32 million in total economic impact

Milton Public Library creates nearly $30 million in total economic impact

Halton Hills Public Library creates over $18 million in total economic impact

So Much More: The Economic Impact of Toronto Public Library on the City of Toronto (2013)

Halifax Central Library: An Economic Impact Assessment (2009)

### Chart Comparing Public Libraries to Amazon

<table>
<thead>
<tr>
<th>Services</th>
<th>Amazon</th>
<th>Library</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Access</td>
<td>$9.99 per month</td>
<td>$4.50 per month</td>
</tr>
<tr>
<td>Music</td>
<td>$7.99 per month</td>
<td>Included</td>
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<td>Stem Toys</td>
<td>$19.99 per month</td>
<td>Included</td>
</tr>
<tr>
<td>Magazines, ebooks</td>
<td>9.99 per month</td>
<td>Included</td>
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<td>Newest Movies</td>
<td>$2.99-$5.99 per rental</td>
<td>Included</td>
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<tr>
<td>Storytimes</td>
<td>Unavailable</td>
<td>Included</td>
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<tr>
<td>Homework Help</td>
<td>Unavailable</td>
<td>Included</td>
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<tr>
<td>Services for Seniors</td>
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<td>Included</td>
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<td>Services for Veterans</td>
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<td>Professional Information Services</td>
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<tr>
<td>Services to Entrepreneurs</td>
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<td>Access to Market Data for Small Businesses</td>
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<td>Access to Research Databases</td>
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<tr>
<td>Physical Work Space</td>
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</table>

**Total Cost**

- **Amazon**: $150 or more per month (depending on how many things you purchase or rent)
- **Library**: $4.50 per month (no matter how much you use it)
ADDITIONAL BACKGROUNDER ON SCHOOL LIBRARIES

FOPL has been investing in research on our members’ behalf.

Preschool Early Literacy Programs in Public Libraries
By Drs. Shelley Stagg Peterson and Eunice Jang
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FOPL funded this independent academic study that shows the role and impact of public library children’s storytelling programs. It’s a very positive study about the public library’s impact on our community’s kids for early literacy and school readiness! Who could argue with that! Story times aren’t merely fun, songs, dances, and games. Every parent invests in their children and public libraries play a key role.

Briefly, the report shows that your library’s story times improve school readiness, vocabulary development, motivation to read, narrative awareness, phonological awareness, and print awareness. Indeed, these programs change children’s literacy behaviours at home and parent’s literacy interactions with their children. The report contains a number of important recommendations for you. As a core program of public libraries it is wonderful to have this piece of Ontario-based research to focus on building even greater success.

We also created an infographic about this research, “What happens during Story Time at the Public Library”. We hope you feel that this is good enough to post in your library for staff, parents, and your cardholders. Thank you to Susie Benes for a great job creating this internally.

- A French translation of this report will be available in the coming weeks and will be mailed to our FOPL French Caucus members and posted here.
- Additional copies of our infographic will be available at the OLA Super Conference.
- Online copies of the report are available as a PDF on the FOPL website in case you want to link to this from your library’s website or share it via e-mail or social media like Facebook and Twitter. Here is the URL: http://fopl.ca/?p=1623
- We also have jpeg and PDF copies of the infographic that can be printed to give to caregivers at story times or posted on your digital and social media presences. Here is the URL: http://fopl.ca/?p=2575

I hope you find this report useful and worthy of sharing with staff, trustees and the public. It’s great to have an independent piece of academic research showing the positive value of what public libraries do every day for our communities.
Infographic: Preschool Early Literacy Programs in Ontario Public Libraries
An infographic created by FOPL which summarizes the information found in the report “Preschool Early Literacy Programs in Ontario Public Libraries”, which can be found here.
Further Reading


Further Reading


The following articles and reports have been reviewed in preparation for the research on the MPI study for TPL:


Appendix A - Functional Planning Detail

L.E. SHORE MAIN LIBRARY & CULTURAL CENTRE

These would be the names ultimately laid out on a bubble diagram as shown on the attached sample. Many of these ‘bubbles may be overlapped or share different goals at different times and dates. The goal is providing a flexible space that is supported by the right technology, sound, lighting and electrical supports. Consider green and environmental impacts in all decisions.

1. Signage
   - Review the signage to promote the culture (gallery and museum) AND library aspects and add an outdoor monitor.
   - Building has enclosed / inward looking / intimidating character to seasonal workers / seniors
   - Transparency in building as a way to restore trust in community.
   - Think about street presence
   - Building loved by the community

2. Additional Space Needed
   - Enlarge L.E. Shore with an additional 3,200 sq. ft. of usable floor space.
   - Ensure that it large, ‘green’ windows on three sides.
   - Reframe the ‘wing’ as a culture and programs wing of the library.
   - Review the signage to promote the culture (gallery and museum) AND library aspects and add an outdoor monitor.

3. Teen-friendly Drop-in Space
   - Teens and tweens in small towns are more ‘at-risk’ due to the shortage of things-to-do and tremendous opportunities to support growth and
development beyond sports. A multi-dimensional strategy is needed and should be supported by an identifiable space tweens and teens can call their own while remaining safe, secure and focused. These spaces also work well during school hours for the adult community, especially those engaged in post-secondary learning and business. Specific programs and on-the-fly opportunities can be well managed by teen-focused library staff as well as through partnerships with other teen-focused operations in the community. Supporting their hopes and dreams beyond sports can make a huge difference to their lives and prospects as they explore and develop.

- Supporting reading and displaying youth series, graphic novels, e-books and non-fiction can create opportunities to engage reluctant and avid readers alike. Even poetry—when reframed as lyrics—can be a great hook. Allowing music collections and instruments to be deployed and used in and outside the library is great.

- Examples of programs:
  - Tutoring – Small room
  - Group work – Small room
  - Exam writing – Small room
  - Poetry slam – Large room
  - Art (graphic novel / collage)
  - Writing (screenwriting / song writing) workshop – Large room
  - Digital workshop (photography, film, music, gaming) – Tech hub
  - Making workshops (woodworking, 3d printing crafting) – Maker Space
- Chess club – Lounge
- Art performance (dance/ Piano / drama) – Gallery
- Cooking – Galley
- Pottery - Maker

4. Homework Helper Hub

- Different from the Teen Drop-In, this is a program hub and space that aligns with parents and tween/teen needs. Indeed, it would be a space that is programmed just between the end of school hours and dinner-time when parents tend to arrive home. If school bus routes are programmed to stop every day at the L.E. Shore branch, then it is aligned with the students’ goals and needs and parents can pick their kids up on the way home from work with a simple text message from the parking lot!

- The core of this is to create a series of programs aligned with the Ontario curriculum and to partner with local senior public and high schools. The programs teach research and writing, and using the library resources—both human and print and digital.

5. Seniors Sit-In with Fireplace

- Enlarge the Community Living Room in front of the fireplace and ensure that it supports conversations, silent reading, and programs like Knit & Natter, Quilting Bees, etc. Consider seniors as a priority for this space but make it a space for all. The Community Living Room provides a space for neighbours to meet and do programs as well as a semi-quiet space removed from the busier areas.

6. We Read and Play Centre

- Support play-based activities inside and outside the library.

   A Place to Just Play: A New, Vital Role for Public Libraries, Part 1
   https://www.tsl.texas.gov/ld/librarydevelopments/?p=23528

   A Place to Just Play: A New, Vital Role for Public Libraries, Part 2
   https://www.tsl.texas.gov/ld/librarydevelopments/?p=23530

- “Peter Gray, a psychology professor at Boston College and author of the book, Free to Learn, spoke on the topic of “Play Deficit Disorder: A National Crisis and How to Solve It Locally”.. One way to solve the problem of the “play deficit” locally is… the public library itself.”

- “This is Free Play: free choice, free time, stress free, no expectations, no grades, no instruction. It arises spontaneously and when it has run its course, it fades. Its process is discovery, and its only standard of measurement is how much fun it is.”
• We encourage visitors to:
  o create their own games
  o develop relationships with people of all ages
  o pursue their own interests
  o read just for fun
  o enjoy unstructured time in a non-homework space

• Examples of programs:
  o Sing along – Story Tower
  o Story time – Story Tower
  o Free play – Lounge
  o Make your story – Lounge
  o Puppet theatre – Lounge
  o Mommy and me yoga – Large room
  o Family night (Painting, crafts, movie, board games) – Large room
  o Making workshops (woodworking, 3d printing crafting) – Maker Space
  o Art performance (children’s recitals) – Gallery

7. Performance and Multi-Use Space
• Inside: Ensure that there is an easy way to create a stage (and a piano) with appropriate lighting, sound, and raised platform to allow for performances and reading by anyone within library policies and strategies.
• Outside: Consider a performance Amphitheatre on the grounds beside the library for small programs, combos and performances.

8. We Work Centre: Support for entrepreneurs, SME’s, consultants and more.
• 5 Co-working Spaces and Business Incubators in Libraries That Support Local Workers https://www.shareable.net/blog/5-coworking-spaces-and-business-incubators-in-libraries-that-support-local-workers

• Co-working Spaces are a strategic trend in public libraries.
  WeWork’s shared “hoteling” daily office spaces give small entrepreneurial businesses and consultants the opportunity to access this library’s supportive spaces and resources. These spaces provide abundant opportunities for entrepreneurs, creatives, and start-ups to connect with locals, network and partner and learn - a refreshingly designed workspace, but also supporting organic networking opportunities for advice over coffee and Community Managers look after your needs. Small private offices, co-working spaces, and conference rooms are just the beginning.

• “What Are the Benefits of a Public Library Co-working Space? [http://www.techsoupforlibraries.org/blog/libraries-as-co-working-spaces] The number of independent workers is rapidly growing, and most of
them are freelancers, entrepreneurs, and remote workers. As a result, the need for co-working is on the rise for those who find working from home isolating and distracting. A public library is a great entrepreneurial workspace that provides several benefits to co-workers.

**Space to Focus**
A library offers a quiet space away from visual distractions where you can focus, think, do your research, and get your work done. Although libraries may incorporate collaboration areas in their spaces, you can still find some private space where you can concentrate on your work.

**Value for Money**
Most co-working spaces are prohibitive to entrepreneurs who are starting out because of financial requirements. Library usage, on the other hand, is affordable and library membership is a community service for all. Also, libraries offer Wi-Fi connection, allowing you to utilize all the digital tools necessary for the success of your business. Thus, a library offers you an affordable, comfy work area and free Internet connection, which ultimately saves you money.

**Business Resources**
Library membership comes with unlimited access to library resources. This means that you can get any information that might help a business, such as regulations and licensing requirements, tax information, and much more.

**Reference Librarians**
The knowledgeable library staff offer great resources across the board. They can help you obtain important and resourceful information for business development, such as the formulation of business plans, business technology, or market research.

**Collaborative and Inspiring**
The open-plan spaces encourage conversation and interaction between co-workers. Independent professionals can share ideas, collaborate, and advise, or exchange services among themselves. Interaction and sharing of concepts and ideas among the freelancers, entrepreneurs, and part-timer or home-based workers fosters innovation and creativity for a more profitable experience.”

**Avoiding Loneliness**
Working alone at home can be isolating and lonely. Human beings are social creatures who need companionship to thrive. Co-working even amidst complete strangers leaves workers feeling energized and happy.”

Examples of programs:
- We work – working – Community table in the adult area
- We work – phone call – Small room
- We work – meetings – Small room / Medium / Large Room

9. Tech Hubs and Makerspaces
- Today, most libraries have tech hubs and makerspaces. These places offer access to state-of-the-art equipment such as 3D printers, large-format printers, laser engravers, electronic projectors, computerized design tools, digitizing photos and home movies, and much more. Through collaboration with other co-workers, you can learn how to utilize these resources to develop your enterprise.

10. Digital Labs, Tech Hubs and Makerspaces
- A makerspace comes in a wide variety of forms including:
  - Mobile
  - 3D Printing Hub
  - Hackerspaces
  - FabLab (fabrication)
  - Digital Innovation Hubs
  - Application, games, and mobile app development
  - Photography and Videography Studios (editing, green screens / walls, etc.)
  - Music recording and editing studios
  - Craft Rooms
  - AI, AR programs for tweens / teens, adults and seniors
  - Robotics and LEGO™ programs
  - And many more.
These are always aligned with supportive collections and programs that often align with STEM, STEAM, and STREAM educational programming. They support the innovation in the community and align with the employment market goals in Canada for young people. They allow for experimentation, play and development. This would support TBM’s application for a ‘Youth Friendly Designation’ from Play Works. With so few non-sport activities for teens, this space, STEM, and maker-spaces would be a tremendous asset to this designation and youth users’ wellbeing.

The 4 Flavors of Makerspaces

http://oedb.org/ilibrarian/4-flavors-makerspaces/

FabLabs
  o List of All International FabLabs
  o The Fab Foundation
  o The International Fab Lab Association
  o FabCentral at MIT

Hackerspaces
  o List of All International Hackerspaces
  o Hackerspace Wikipedia entry
  o Hackerspaces.org

TechShops
  o List of TechShop locations
  o TechShop website
  o TechShop’s Not-So-Secret Ingredient
  o TechShop Wikipedia entry

Makerspaces
  o List of makerspaces
  o Make Magazine
  o Makerspace Community
  o Maker Culture Wikipedia entry
  o 7 Things You Should Know About Makerspaces
  o Makerspaces MeetUp Groups

And even more resources are available here:
  o Resources: Makerspaces and Hackerspaces

Examples of programs:
  o Digital workshop (photography, film, music, gaming) – Tech hub
  o Making workshops (woodworking, 3d printing crafting) – Maker Space
  o Seminars and workshops (hands on teaching) – Large room
11. The Culture Corridor: A wide corridor for local handcrafts and art, art gallery, museum displays, local history & archival displays

- The current art gallery and locally handcrafted goods sale cases are a key feature of this facility. On the other hand, the art is at risk in a great room that offers a wide variety of programs and caters to all ages including toddlers. When a gallery space doubles as a multi-functional program space, there are few opportunities to have art which is not hung on walls under glass (pottery, sculpture, carvings, fabrics, etc.). Another weakness is the space is not optimized to present and link to the CHD museum collection or archival displays of local history. A better way to handle is to create wide corridors that use the ‘walking’ spaces to engage visitors of all kinds and surprise them with the great local history in this community hub.

- Consider outdoor art displays, sculptures.

- Consider visible Museum storage / CHD promotion.

- Examples of programs:
  - Lectures (finance, travel, making, lifestyle, parenting) – Gallery
  - Art performance (dance/ Piano / drama) – Gallery
  - Cooking – Galley
  - POP UP Markets – Gallery

12. Reading Garden (shareable local seed collection)

- Re-plant the entire reading garden with local wildflowers (Retain the mature trees) and an herb garden that’s ‘harvestable’ by users. Add upgraded ‘comfortable’ furniture and tables that support conversation, reading and play. Open it up.
13. Outdoor Play and Program Area

- Consider the creation of a gate at the back of the Blue Water District School Board site school next to L.E. Shore to connect those students more appropriately with the library and its programs.
- Build a brick-paved path to the library from this gate and through the grounds.
- Create natural wild and local flower, herb, and ornamental grass gardens to make families and individuals to choose to stay both outside and in the Library and Culture Hub.
- Build a small two-step amphitheatre in the grounds near the library for outdoor storytimes, performances, author readings and more.
- Consider a wall on the outside that would be useful for outdoor movie nights.
- Review the exterior lighting with an eye towards security.
- Invest in a pop-up branch for outdoors around town and in grounds attached to libraries/museums.

14. Multi-Purpose Room, Program and Performance Space

- A space is required to handle up to 50 people at a time. This may also be able to be subdivided. It needs all of the amenities list below that overlap with other building operational needs. Ensure that some rooms can be opened up as larger program spaces.

Examples of programs:
- Tech tutorials – Small room
- Tech class – Small room
- Chess battle – Urban living room / Fireplace area / café
- Knit night – Fireplace area / café
- Coffee with friends – café
- Yoga and wellness – Large room
- Book club – Medium room
- Language – Medium room
- Seminars and workshops (hands on teaching) – Large room
- Lectures (finance, travel, making, lifestyle, parenting) – Gallery
- Art performance (dance/ piano/ drama) – Gallery
- Cooking – Galley

15. Demonstration Kitchen / Staff Room / Catering / Café / Coffee Bar

- All of these amenities are needed in a library and cultural hub.
- Integrate the several needs that overlap with the furniture, appliances, technology, and fixtures into a single space that would include:
  - A demonstration kitchen for cooking programs that are supported
by collections as well as local businesses that allow for flexible use of the space.
- Ensure that this is a commercial grade space so that it meets the needs of the health requirements.
- A licensed bar area for evening adult events and partnerships
- A staff room for lunch and dinner
- Catering for all events whether it's teen pizza, wine/beer tastings, doughnuts for focus groups, or appetizers or meals.
- Consider offering refreshments at circulation desk. (Add a bar sink.)

16. Glass walls
- A key element is the use of natural light. This is also a security issue.
- Consider making all rooms in this wing with clear glass walls and windows to ensure that library looks lively while allowing for sound control, lighting control, and line-of-sight surveillance.

17. Technology
- Include a small training room (6 stations) for technology programs as well as a quiet space for SME, entrepreneurs, students, etc. to focus on application use and digital research. Strengthen the Wi-Fi.
- Ensure that there is appropriate audio-visual support for presentations as well as monitors to advertise the events and local calendars.
- Put a road-side monitor display to promote the LES & CHD Library and Cultural Centre.

18. Collections:
- Expand and re-organize the collections around hubs.
- Add non-book collections. (Cooking molds, fishing rods, snowshoes, musical instruments, etc.)
- Add display space for event and time-of-year collection promotion.
- Ensure shelves are AODA compliant.
- We should change the way we display books for children, so that they “discover” them/run into them. Children do not look for books in alphabetical order on a shelf.
- Puppet theatre for making your own story. Shadow theatre.

19. Washrooms
- Review size and AODA compliance (especially family washroom)
- Incorporate all-gender washrooms.

20. Green
- Consider green and environmental impacts in all decisions
The Blue Mountains Public Library, Craigleith Heritage Depot Branch

CRAIGLEITH HERITAGE DEPOT BRANCH
MUSEUM, CULTURAL CENTRE, AND COMMUNITY LIBRARY.

These would be the names ultimately laid out on a bubble diagram as shown on the attached sample. Many of these ‘bubbles may be overlapped or share different goals at different times and dates. The goal is providing a flexible space that is supported by the right technology, sound, lighting and electrical supports.

1. Additional Space Needed

- Add a respectful addition to the CHD with additional space the size of 8,000 sq. ft. of usable floor space.

- Ensure that it has large, ‘green’ windows on all sides that reflect the historic character of the CHD. Ensure the relationship to the Georgian Trail.

- Reframe the ‘CHD wing’ as a culture hub for display and the library for library collections, use and programs. Connect the two buildings with an exciting public space for programs, receptions, performances, and more.

- Consider a rebranding and signage that connects this ‘station’ on the trail to locals, visitors, campers, and tourists.

- Examples of programs:
  - Lectures (finance, travel, making, lifestyle, parenting) – Lobby / Connection
  - Art performance (dance / Piano / drama) – Lobby / Connection / Garden
o Weddings/formal functions – Lobby / Connection / Garden
o Digital workshop (photography, film, music, gaming) – Tech hub
o Making workshops (woodworking, 3d printing crafting) – Maker Space
o Seminars and workshops (hands on teaching) – Large room
o We work – working – Community table in the adult area
o We work – phone call – Small room
o We work – meetings – Small room / Medium / Large Room

2. Teen Zone Drop-In

• Teens and tweens in small towns are more ‘at-risk’ due to the shortage of things-to-do and obvious opportunities to support growth and development beyond sports. A multi-dimensional strategy is needed and should be supported by an identifiable space tweens and teens can call their own while remaining safe, secure and focused. Specific programs and on-the-fly opportunities can be well managed by teen friendly programs well as through partnerships with other teen-focused operations in the community.

• Supporting reading and displaying youth series, graphic novels, e-books and non-fiction can create opportunities to engage reluctant and avid readers alike. Even poetry—when reframed as lyrics—can be a great hook. Allowing music collections and instruments to be deployed and used in and outside the library is great. Where is Blue Mountains’ next garage band coming from?
3. Homework Helper Hub

- Different from the Teen Drop-In, this is a program hub and space that aligns with parents and tween/teen needs. Indeed, it would be a space that is programmed just between the end of school hours and dinner-time when parents tend to arrive home. If school bus routes are programmed to stop every day at the CHD branch, then it is aligned with the students’ goals and needs and parents can pick their kids up on the way home from work with a simple text message from the parking lot!

- The core of this is to create a series of programs aligned with the Ontario curriculum and to partner with local senior public and high schools. The programs teach research and writing, and using the library resources—both human and print and digital.

4. Seniors Sit-In:

- Include a Community Living Room (with a fireplace) that supports conversations, silent reading, and programs like Knit & Natter, Quilting Bees, etc. Consider seniors as a priority for this space.

- Living alone at home can be isolating and lonely. Human beings are social creatures who need companionship to thrive. Library living rooms, even amidst complete strangers, leaves seniors feeling energized and happy.

5. Kids Area

- As with any branch this centre will require a kid-focused program space.

- Include the digital literacy and early literacy programs on the general stations in this branch.

6. Teen-friendly spaces

- Including appropriate homework and digital help.

7. Performance and Multi-Use Space Connector “The Blue Connection”

- A small art gallery to promote the main CHD section is indicated and can also support the CHD archival/museum collection.

- The CHD museum collection or archival displays focuses on local history and should be increasingly optimized to create local and visitor / tourist engagement.

- A space is required to handle tourism and school buses for up to 54–65 people at a time. This may also be able to be subdivided. It needs all of the amenities list below that overlap with other building operational needs. This supports weddings, receptions and programs in addition to displays and larger than life objects (such as antique cars, wagons, fire trucks, etc.).
• At present the CHD turns away tourism visits and opportunities due to the lack of accommodations for school and tour buses.

• Separating the museum as a distinct entity can drive small revenue opportunities through entrance fees, rentals, tours and programs. Include space for a gift shop.

8. Tech-friendly Hubs and Mobile Maker Events

• Today, most (over 70%) of Ontario libraries have tech hubs and makerspaces. These places offer free access to state-of-the-art equipment such as 3D printers, large-format printers, laser engravers, electronic projectors, computerized design tools, and much more. Through collaboration with other patrons, you can learn how to utilize these resources to develop your enterprise.

• While makerspaces come in a wide variety of forms this facility needs the flexibility of supporting mobile maker and craft programs.

• These are always aligned with supportive collections and programs that often align with STEM, STEAM, and STREAM educational programming. They support the innovation in the community and align with the employment market goals in Canada for young people. They allow for experimentation, play and development

9. Reading Garden and a strong relationship to the outdoor area.

• Add a reading garden with local wildflowers that aligns with the trail and a fossil/shale garden to supplement the museum collection outdoors. Add upgraded ‘comfortable’ furniture and tables that support conversation, reading and play. Make a permeable path between the buildings and the trail.

• Create natural wild and local flower, herb, and ornamental grass gardens to make families and individuals to choose to stay both outside and in the Library and Culture Hub. Consider a gazebo that has Wi-Fi.

• Consider tying the reading garden to other eco-programming goals. Use fossil embedded tiles, natural plants, a water feature, etc. to showcase the natural and heritage attractions, school learning program and tourist attractions of the Town.

• Add a playground on the trail including a ‘train’ and ‘beach’ theme.

10. Servery / Kitchen / Staff Work Room / Catering Area

• All of these amenities are needed in a library, museum, and cultural hub.

• Integrate the several needs that overlap with the furniture, appliances, technology, and fixtures into a single space that would include:
11. Security
- There are potential security issues. Sightlines should be clear and outdoor and indoor cameras are a necessity.
- Consider making all rooms in the new wing with clear glass walls and windows to ensure that library looks lively from outside and inside while allowing for sound control, lighting control, and line-of-sight surveillance. Such surveillance will also aid in meeting museum standards.
- Add much high security focused lighting to all sides of the building.

12. Technology
- Include an open technology pod for technology programs of about 6-8 computers as well as strong Wi-Fi for visitors, tourists, entrepreneurs, students, etc. to focus on application use and digital research. Add Wi-Fi throughout the spaces and outdoors.
- Ensure that there is appropriate audio-visual support for presentations as well as monitors to advertise the events and local calendars.
- Put a road-side monitor display to promote the CHD Library and Cultural Centre.

13. Museum and Library / Archives Storage
- There is a significant need for quality storage shared by the library and museum and the basement needs to be upgraded to accommodate same. This area will also be the site of energy saving HVAC upgrades.

14. Parking and Bus Tours
- The parking is inadequate for the needs of a combined facility as a library and cultural hub. It also needs to support the trails strategy and issues like biker/walker washrooms.
- The parking needs to support a turnaround for bus length tour vehicles.
- The parking needs to accommodate RV’s.

15. Plantings and Overgrowth
- While being cognizant of the potentially urban lore about the origins of the lilacs these ‘plantings’ have gone wild and are vastly overgrown—hiding the historic building and interfering with enjoyment of the site and generating safety concerns. Replanting and trimming is recommended.
Gap Analysis and Building Program:
A Review of 21st Century GLAMs and BMPL Needs
Contents

Purpose of the Document ........................................................................................................................................................ 3
Community Profile ........................................................................................................................................................................ 3
  Community Demographics .................................................................................................................................................. 3
  History of BMPL ................................................................................................................................................................. 3
  Comparator Usage ................................................................................................................................................................. 3
Neighbouring Community Use ................................................................................................................................................ 5
Tourism & Visitor Use ............................................................................................................................................................. 5
21st Century GLAM Services .................................................................................................................................................. 5
  What is 21st Century Service Provision .......................................................................................................................... 5
  GLAM .................................................................................................................................................................................. 5
Change in Library Usage in Rural Settings .................................................................................................................................... 5
Square Footage based on Population .......................................................................................................................................... 5
  Increased Population Projections ........................................................................................................................................ 5
  Current Sq Ft Usage (GLAM breakdown) ............................................................................................................................ 5
Meeting the Strategic Plans ................................................................................................................................................... 6
  Strategic Plan Goals & Objectives Specific to Facilities ...................................................................................................... 6
Building Program ........................................................................................................................................................................ 6
  Library as Hub ..................................................................................................................................................................... 7
  Security & Safety ................................................................................................................................................................ 7
Accessibility .................................................................................................................................................................................. 7
  Story Tower Upgrade (AODA) .............................................................................................................................................. 8
  Courtyard Upgrade (AODA) ............................................................................................................................................... 8
Specific Features & Services .................................................................................................................................................... 8
  Teen Zone .............................................................................................................................................................................. 8
  Maker Space ........................................................................................................................................................................ 9
  Updated Children’s Space .................................................................................................................................................. 10
  Various Sized Gathering Areas ........................................................................................................................................... 10
  Programming Rooms (Size, computer) ............................................................................................................................. 10
  Tech Specific Meeting Spaces ......................................................................................................................................... 11
Gaming & VR ........................................................................................................................................................................... 11
  Service Ontario Kiosks ...................................................................................................................................................... 12
  Grab-n-Go Municipal Corner .......................................................................................................................................... 12
Outdoor Spaces ........................................................................................................................................................................... 13
  Museum Quality Space ..................................................................................................................................................... 13
Purpose of the Document
This document was developed primarily as a primer for the 2018-2022 BMPL Board as a way of explaining what a 21st Century GLAM should include and those gaps identified to attaining these standards in our current facilities. In essence, the document is a Needs Assessment to achieving the Strategic Plan 2018-2022. Consultation with the community and staff occurring in 2017 and 2018 identified several features included in this report. Additionally, best practices across award winning public libraries, museums and galleries, and GLAM standards were utilized in determining the definitions, assessment of BMPL and gaps/need.

This document will be published via the BMPL website for review by community members who would be interested in having a growing understanding of concepts BMPL should be moving towards.

This document is a compendium to other work completed to date. Research, such as the Consultation Reports, Feasibility Study, Strategic Plan 2018-2022, and earlier Needs Assessments (2000-2010) each informed this document. Each of these other reports can be found on the Building Program page of the BMPL website, and should be considered a clearinghouse of information, as further reports, investigations, and consultation occurs pertaining to the expansion plans for BMPL.

Community Profile
Community Demographics
With over 7,000 permanent and nearly additional 8,000 seasonal and weekend residents, the community demographic is diverse in terms of age, income and interests. Additionally, the Town welcomes over 2.5 million visitors per year, and has a significant seasonal migrant agricultural worker population as well.

In contrast to the general Ontario population, which is aging, TBM has a growing family-age population clustered in the eastern area near Craigleith. TBM also has one of the fastest rates of growth of municipalities. We are growing at a rate 8.8% as compared to 5.5% in the rest of the province, and additional resources are being considered for all Town services in order to meet this growing demand.

The 2016 Census identified that 14% of the population was age 19 and younger. The largest portion of our current demographic are those 50+ at 62%. As the Town moves towards diversified housing the projections state that youth will grow as young families continue to increase. We also know that with more than half of the ratepayers being non-resident, there is an opportunity for a major shift for the community is seasonal were to move to full-time residence.

History of BMPL
BMPL was established with the opening of the L.E. Shore site in December 1995. The Shore Foundation provides a contribution of $1.5 million dollars, a sizable donation intended to create a union library between Clarksburg (in the former Township of Collingwood) and the Town of Thornbury. Following amalgamation and creation of The Town of The Blue Mountains in 1998, the Town retained the property for library purposes for as long as a library shall reside in the space. In 2015-17 the Town purchased 177 Bruce St and removed the house in preparation for LES expansion. In 2016 the BMPL Board acquired the Craigleith Heritage Depot community museum, added a book deposit station within the museum as a pilot study, and increased hours to six days a week.

Comparator Usage
BMPL, like the Town, serves the current 15,000+ residents and 2.5 million visitors annually; however, the MTCS only includes the full-time residents in statistics. The result is BMPL looking to our neighbours and differently sized communities as we conduct strategic planning for our facilities and services.
### Table: Comparators

<table>
<thead>
<tr>
<th>Library</th>
<th>Population Served</th>
<th>Card Holders</th>
<th>Holdings</th>
<th>Circulation</th>
<th>PC Uses</th>
<th>Wi-Fi Uses</th>
<th>Program Attendance</th>
<th>Visits</th>
</tr>
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Note: *The Population Served in 2018 was listed using the 2016 Census population only. As of 2018 BMPL considers the population served to be the 15,023 population which includes residents (7,030) and weekend/seasonal (7,993) population of TBM, as the library does not differentiate when providing services. As a result, comparators are provided for both the Census and comprehensive statistic.

The chart includes the comparators of like size libraries, our neighbours, as well as those with a service model we are working to meet and or exceed. Bold/Italicized statistics are those which are equal or larger than BMPL’s ratios. When considering the ratio, BMPL is producing well above our competitors. The statistics included in this chart are a selection of comparators. The MTCS provides comprehensive comparators for all 227 public libraries across the province.
Neighbouring Community Use
BMPL has reciprocal borrowing privileges with Meaford and Grey Highlands. While we have no way of knowing how many of the BMPL’s members access other libraries, we have 375 non-resident reciprocal borrowers actively using our services.

Tourism & Visitor Use
As a holiday and weekend destination, The Town of The Blue Mountains sees over 2.5 million visits annually. These tourists and visitors are regularly using BMPL for Wi-Fi, workshops/series, and short-term memberships. Be it a month purchase of a temporary card in order to access materials for the week vacation, or a family visit to The Gallery at L.E. Shore or Museum tour, we realize that BMPL has a role to play in supporting one of our community’s great economies—tourism.

21st Century GLAM Services
What is 21st Century Service Provision
Libraries of today include a wide variety of services. Children’s Services are dynamic and include interactive spaces, learning zones, parenting spaces, and program needs. Teen Services are also dynamic and are split between the Tween and Teens. These include play, study and college prep. Technology users are looking for solitary spaces, small group spaces, large group spaces, and technology meeting spaces. Seniors require social spaces. Our spaces need to be welcoming, interactive, and above all, able to meet the needs we know today and those which will arise tomorrow.

GLAM
The Blue Mountains Public Library, the Craigleith Heritage Depot, and The Gallery, with our collective archival holdings, make our system a GLAM-Gallery, Library, Archive and Museum. GLAMs are becoming more popular across municipalities as Libraries, their CEOs and Boards become collectively responsible for the culture portfolio in their communities. We believe this pairing of the museum with our library and gallery makes us a more valuable public asset.

Change in Library Usage in Rural Settings
Rural libraries have become synonymous with internet over the past decade. Connectivity is a particularly important service to many residents due to reliability and cost concerns of current networks throughout much of our geography. The library provides internet access to all our users, including a significant number of visitors and seasonal workers who are essential to the economic prosperity of our agriculture and tourism industries.

Senior populations, who may have lesser technical experience and fixed incomes, are a key service group of BMPL where we strive to alleviate social isolation and improve life experiences. Additionally, rural libraries are often a hub for social connection, cultural access and genealogical research. As such the types of spaces in a building are centered around connecting with others in various ways.

Square Footage based on Population
Increased Population Projections
The MTCS lists only the permanent residents in their statistics; however, TBM and BMPL use the larger resident population of 15,000+. This alone is more than a 50% increase in population served. Looking at future growth, the 2019-2028 Development Charges Study identifies a ten-year population projection for TBM as a 2,819 population increase with an additional 6,615 population increase in new dwelling construction. This is a potential total increase of 9,434 new residents by 2028.

Current Sq Ft Usage (GLAM breakdown)
According to the AMPLO/ARUPLO guidelines, a minimum sq ft measurement for library services is 0.7sq ft. BMPL has identified a 1.0sq ft per resident minimum as the Town does not provide any other service on a minimum basis. In part this is due to
the expectations of the community and since TBM serves the additional 2.5 million visitors annually, as well as a number of seasonal workers. As such, the 1sq ft per ratepayer/population for library services is identified as 15,000+ sq ft in current needs and 25,000 sq ft required by 2028.

While BMPL is a GLAM, it is important to identify multi-use spaces from non-library spaces. For example, CHD at 1,600 sq ft only includes 110 sq ft for library. The LES, including the large gallery, is 10,500 sq ft with approximately 7,800 sq ft of library. At the current population, this means the library should be 15,026 sq ft, with an additional 10,000 sq ft in the ten-year projections. While LES cannot be doubled in size, it can be expanded to provide the additional services required for a 21st century library and bring the service on par with contemporary needs, expectations and guidelines. Planning for a future branch in the east end should be considered to meet projected growth.

**Meeting the Strategic Plans**

**Strategic Plan Goals & Objectives**

**Specific to Facilities**

The Strategic Plan 2018-2022 was passed in September 2018 after months of consultation and research. This document includes 4 goals and 19 objectives. Of those, *Vibrant Spaces* squarely focuses on the Building Program. Objectives which are impacted by facilities are included in this Building Program.

**Vibrant Spaces**

*Provide spaces to gather, learn, explore, work and connect*—is addressed throughout the building program as spaces must be freshened and improved for a variety of types of gathering.

*Provide technologically-connected spaces*—is also addressed in this document as each space identified has a focus of improved technology which is included seamlessly into the function of BMPL facilities.

**Implement the recommendations of the Feasibility & Space Plans**—while the Feasibility Study and Space Plans may not be fully implemented as presented, the concepts within that document are valid needs for the users and are being reconfigured for proposal in 2020 and beyond.

**Communications**

*Establish consistent branding across all communications and signage*—is a need identified within this document as the signage of both LES and CHD must be addressed. CHD is missing both library and museum on the signage and continues to have a TBM sign and not one representative of BMPL. Likewise, LES sign is dated and has no ability to promote programs electronically. Also, of concern from a tourism perspective, is the lack of LES signage informing the public that there is an award-winning gallery on the premises.

**Service Excellence**

*Create a service model that reaches all communities of The Town of The Blue Mountains and Provide diverse collections and programs in the library, museum and gallery*—are partially dependent on the facilities. As we work to achieve 21st century expectations of GLAMs, we must build the facilities to support the service and programs.

*Achieve GLAM standards*—is an important focus of our building program, as is achieving accessible facilities. Points lost on the library accreditation, and areas unachievable on the MTCS Standards for Community Museums in Ontario can each be met with facility expansion and renovation. The Gallery also has best practices of lighting, hanging, and storage which are included in this document.

**Building Program**

The projected building project has incorporated several design features in order to meet 21st century library services, GLAM Standards and population projections.
Library as Hub

The L.E. Shore and Craigleith Heritage Depot are both current hubs for the Town.

In GLAM services, a Hub is a place where people visit for different reasons yet find what they each are individually looking for in the diversity of the facility. A common example of a Hub would be a library/arena. A parent can drop off one child off at a practice and attend programs in the library at the same time. LES has a strong configuration for this - already providing seniors programs, children’s programs, and community series, we will focus to see how we can improve upon this in the east end with expanded services. CHD is a Hub combining library, museum, and trails, but is currently limited on its ability to offer congregation zones and different experiences across the venue.

At this time the Vibrant Spaces and Capital Campaigns (VS-CC) Committee, on behalf of the Board, is working with Town staff to define what a hub will look like in the East end, where it will be, and when this will happen. It is important that TBM take the lead on these questions. From there, the Board, MAC, and staff can work to find the fit for library and museum services in that model.

Security & Safety

**Description.** Typical security measures for a Gallery, Library, Archive and Museum would include RFID keyless entry which allows the administrator to immediately delete access or expand access as needed. Visual surveillance allows for a small quantity of staff to properly observe the space, contents and users. Further, when something goes wrong in a building, the surveillance can be used to investigate, and if needed, litigate. Panels, including security systems and fire panels are also standards in facilities. Finally, as public buildings have become soft targets, a room for staff to shelter in place is the most basic way to protect the BMPL human assets.

**Current Gaps & Needs.** BMPL does not currently employ any safety or security measures. Video Surveillance is the primary tool for safe library spaces and is used as means to monitor large facilities. RFID for book security and for entry locks are another key function which the facilities do not have. The result is some materials exit the building without knowledge and locks are regularly needing to be rekeyed to protect against lost keys. One of the most concerning gaps are the lack of lockdown spaces. With an open concept building such as LES, there are limited places to shelter in place, should the need arise.

Space Needs. Having spaces such as offices or storage rooms which have locks and doors would improve the safety without adding a space. RFID for security would include a technical room, which would double for the server room. RFID for book security is typically a small amount of space needed at entries. These can be done in modern formats without the unattractive turn style. Visual Surveillance does not require additional space but does require technology to be installed.

Accessibility

**Description.** The Accessibilities for Ontarians with Disabilities Act (AODA) as well as the Ontario Public Library Guidelines have clear expectations for accessibility and library access. Both of our buildings have current difficulties as each were constructed well before the 2005 Act and 2016 updated building code implementation of the Act. BMPL must, moving forward meet said Code, but we must also consider our community’s population and meet these needs in our current facilities as well.

**Current Gaps & Needs.** Undersized washroom doors, textured floors, and multi-leveled spaces such as the Story Tower and Courtyard entries are each barriers to accessing services. Additionally, the primary points of contact for services at both locations is the service desk, neither of which meet AODA criteria for a Help Desk. The OPLG also identifies minimum and maximum heights of shelves in both children’s and adults’ collections and BMPL does not meet these current guidelines with many of our materials on the shelves.
placed too low or too high for those with accessibility needs. There are also no seating configurations within the facilities which allow for accessible services. This includes public PCs, seating, or tables. Additionally, all washrooms are deficient in accessible/hands free functions, and those with accessible doors are not properly sized for scooters or wheel chairs, rendering them dysfunctional in their intended purpose.

Staff need to also be considered in accessibility. Currently BMPL has hearing impaired staff, but no visual alarms. Ergonomics at both facilities are poor with shared workspaces not properly configured and standing desks are not properly sized. Additionally, CHD ‘s main storage is in the basement, which means staff must carry materials manually up the stairs. While an elevator in an expanded facility is required, immediate needs could be met with the installation of a dumbwaiter. Additionally, a prep station on the main floor would limit the need to carry materials down to the main storage areas prior to inspection, limiting concerns.

**Space Needs.** While no additional space is required for accessibility, all the spaces need to be freshened to meet the AODA requirements. A dumbwaiter could be considered in available CHD space.

### Story Tower Upgrade (AODA)

**Description.** The Story Tower at LES is a key feature of the building and one which community members commented should not be “touched”.

**Current Gaps & Needs.** While we believe the public is correct in wishing to protect the space, the sunken room of the Tower does not meet AODA and limits moms with strollers and those with mobility needs from accessing this key feature of LES.

**Space Needs.** This room should have the floor raised in order to be brought level with the main floor space. Additionally, the benches would need to be removed and reinstalled at the new floor height. A stroller parking, just adjacent to this space would improve the traffic flow within the space as many parents leave strollers in the main entry, just outside this space.

### Courtyard Upgrade (AODA)

**Current Gaps & Needs.** The courtyard is not accessible with a step from the parking lot and step from the building. In both cases, these steps are not at a height meeting Code for a step. Additionally, in both cases, the step into the courtyard as well as the courtyard itself is not accessible and does not meet AODA. In addition to AODA raising of the ground, bringing tables and seating to the space will allow for the public to access this space over three seasons.

**Space Needs.** No additional space is needed for this project. By meeting AODA more people could access the space. Furniture and play features could be added to this courtyard to make it more functional as an outdoor reading garden and outside programming space. There are opportunities to expand this space by extending the wall into a right angle where it is rounded. While this was identified in the Space Plan, this change may have the impact of closing off the entry.

### Specific Features & Services

#### Teen Zone

**Description.** Teen Spaces in Canadian libraries are a significant venue. Libraries have become leaders in providing comfortable seating,
places to gather, socialize, study, and find a welcoming environment for teen identity exploration. Additionally, the connection to the recreational reading materials, electronic resources, Wi-Fi, and technology, makes teen spaces both a draw and community asset.

**Current Gaps & Needs.** BMPL does not have current Teen Spaces within our facilities. The Young Adult collections are in a back corner of the main space with no seating or tables available. Our teens must co-mingle either with children or adult, both of which are not inviting for the teen user. Programs must be held in the Boardroom, again which is not an inviting space for teen users. As TBM worked towards the Teen Friendly Designation for the municipality, BMPL was a key player in services. Points we missed on this designation could be directly remedied by improved spaces for teen services and programs.

**Space Needs.** Physical space includes a contained room with a variety of seating and tables. This space should be able to be reconfigured depending on the needs and use of the teens on a regular basis. Technology services, television for video use, and other projection needs should be involved. Like all technological spaces, this venue would be well wired for electrical outlets needed for chargers and devices.

**Maker Space**

**Description.** Maker Spaces are flexible spaces which can change from year to year as new technologies are introduced. Public Library spaces are an opportunity for community to test technologies, as well as to complete many one-off activities. Common tasks completed in the public library spaces are music making, transferring video or images to digital forms, 3D printing, green screen photo/movie making, coding, robot building, jewelry making, sewing machines and sergers, etc.

**Current Gaps & Needs.** BMPL does not have a Maker Space. The 3D Printer currently held at LES is dated and service is no longer available for the model. There is no precedent in purchasing a new model as there is no space available to use this item.

**Space Needs.** A room, approximately 400sq ft or larger is needed for a Maker Space. To meet the types of technology for a public library space, proper circuits would be required, as well as additional heat loops to remove heat from the space. Some 3D printers recommend ventilation units, but these are a similar quality to an oven hood, and not excessive. The space would be most productive with counters and tables around the outside walls, leaving the centre for temporary activities. Additionally, one wall should be designed as a green screen. A common maker activity is music making; therefore, the room should have some level of sound barrier to assist in noise.
reduction. This is also required for 3D printers, sewing machines, and much of the other equipment.

**Updated Children’s Space**

*Description.* The 21st century library is a place to explore, play, and relax. Types of activities are puzzle stations, Lego centres, central sitting areas free from the books (or their aisles). Early learning computer stations with educational games are regularly in libraries, giving children a place to learn through play. Additionally, parents require spaces within or adjacent to these spaces where they can sit and watch their children. While shelves need to hold the many materials this age group requires, to have the shelves aligned in linear feet of rows is counterproductive to an exploring mindset. Additionally, successful libraries have children’s areas for toddler/immersing readers, young children, and tweens.

**Current Gaps & Needs.** The LES children’s section has great windows, which are regularly used by children, but this is the only seating available for this group. Additionally, there is no play areas, leading children to sit and play in the aisles, causing potential hazards and risk. Parents have no choice but to leave their children to gather their own materials, sit and relax, or work on computers.

**Space Needs.** The space is present to accommodate the best practices identified in the description. Children’s computers should be set up for early literacy uses. Shelves should be reconfigured to make spaces for children to play and explore. Social areas should be created for Lego, group puzzles, or other activities. Each of these would shift the current collections, meaning some of the adult and Teen materials may need to be relocated in other areas of the building, including in expansion zones.

**Various Sized Gathering Areas**

*Description.* As a community hub, and the most popular space in the community for residents to congregate, the public library needs to be flexible, but have a variety of separate places to interact. Quite spaces, private spaces, small group spaces, large meeting room, technology small rooms, and the community living room.

**Current Gaps & Needs.** LES has limited spaces to congregate and CHD has nearly no space in the museum. The Boardroom and the seating at the fireplace are primary gathering spaces, but do not fit well as flexible spaces. These spaces also have limited electrical outlets, causing health and safety issues as patron’s power cords are left across walkways.

**Space Needs.** Small space that can seat four people with some sound barriers are required for technology meetings, small group meetings, and study groups. Large programming spaces are required where groups can participate in workshops and activities. Senior seating areas and computer bars are also required. Mid-sized spaces that can accommodate between 15 and 20 in a workshop are also required. A Boardroom which can seat the growing governance bodies (library board, MAC, ACC), with staff and guests are also required. Children’s programming spaces are described in their own section, but it is important to have places nearby for parents and caregivers to be able to work.

**Programming Rooms (Size, computer)**

*Description.* BMPL offers programs for all ages. Some are craft or art based, while others are computer workshops or speaker series. Therefore,
spaces must be flexible to meet a variety of formats. Importantly, the population is large enough to demand more than one program at a time, which means there must be more than one potential multipurpose space in any given facility.

Current Gaps & Needs. Neither facility of BMPL has a programming room. As a result, the staff work in many spaces which are not appropriate for programming—a boardroom, not decorated for children and teens programs; The Gallery, where the potential of damaging thousand-dollar art work is always a possibility; the Story Tower, which is not accessible and is disruptive to the main building; and the museum research room, which is not accessible, a plastic folding table, and limited to 6 people comfortably.

Space Needs. Both facilities require programming space appropriate to the types of programs they do and should be doing. LES should have two distinct spaces, one which can hold 25 in a craft type program for increased children’s programming and after school programs. This space would be fully technology connected for when additional meeting spaces are required. Additionally, a smaller program room be one appropriate for 15. LES should also have one formal meeting room which would double as the Boardroom. This space needs to seat no less than 17 board members and staff with space for up to 10 members of the community to observe. CHD, likewise, requires at least one room for programming and should be similarly sized for 25 plus activity set up. While each of the spaces should have video surveillance as discussed in Security & Safety, the study/meeting rooms are important to have video access as proctoring of exams requires staff to be able to watch the student during the entire exam. Additional space requirements for these rooms would be the storage of tables and chairs.

Tech Specific Meeting Spaces
Description. Technology meeting spaces are a key function of public libraries. The Gold Collar worker (pseudo retired) use these spaces to continue business dealings, as do those without technology in their homes. Those living away from families often use these spaces for communicating with family via internet. They are also popular spaces for one on one technology supports. Technology spaces may be small meeting areas, drop in areas, and large programming spaces.

Current Gaps & Needs. There are no spaces such as this in either facility. When community members need to have business meetings or skype meetings they are forced to do so in the open areas of the building, lacking in privacy. Students who are taking exams on site are forced to do so in the staff areas or boardroom, which is a hardship on them when spaces are not quiet and appropriate for post-secondary exams. Additionally, the one on one technology training sessions with community members, often seniors, do not have the quiet or private setting for learn at their own pace when training must occur at the front desk or in public areas. The Gallery does not have technology for programs and must have temporary items taped to the floor for safety. CHD has no technology in their research room, making it difficult hold meetings.

Space Needs. All spaces in the building should be technologically connected (The Gallery, the boardroom, the research room, program rooms, etc). Additionally, three to four small meeting spaces approximately 12x12 should be available which are fully connected for community members to utilize for small group or private rentals. CHD also requires this type of space and could have up to 2.

Gaming & VR
Description. Gaming stations are not only for children. BMPL uses Virtual Reality (VR) for local history experiences. Gaming stations are also social connection features where seniors can participate in bowling tournaments, safely and without overly
physical exertion. Yoga lessons for moms and tots are also popular gaming events.

**Current Gaps & Needs.** BMPL does not currently have any features available for these types of gaming stations. Formal programs would need space for people to sit or lay on the floor in groups, as well as meeting safe traffic patterns around any program. Televisions or projection walls would also be required. Pertaining to VR, both facilities have added small stations for both VR gaming and VR Reel History films, but these are tucked into corners and are disruptive to regular service.

**Space Needs.** A multi-purpose room would be suitable for gaming stations but would also need to be aesthetically pleasing and not a vacant room or hallway. Mounted televisions should have space for groups to be active together, without spacing them so far apart that the community feel is lost. Gaming stations could also be split between Teens, Children’s and other areas where adult users could participate. VR stations do not need significant space, but the location should be available in areas that won’t disrupt the other users.

**Service Ontario Kiosks**

**Description.** Service Ontario sites are closing across our region and more of the materials are being added to online resources. Ontarians are expected to access these resources online, often submitting their documents in this manner. To support these changes, Service Ontario entered into partnerships with public libraries across Ontario to act as secondary sites, providing free access to Service Ontario websites and, when in a grant partnership, free printing of forms. While there is a returning site to Meaford, kiosks are a norm in municipalities without their own offices.

**Current Gaps & Needs.** While BMPL staff regularly assist residents with accessing Service Ontario website, the Town is currently investigating options for kiosks or other non-facility access. BMPL can fill this need better than the Town Hall as we are open 7 days a week including evenings.

**Space Needs.** For a kiosk to be established at one or more BMPL facilities, electrical, internet, and a minimum square footage would be needed for the kiosk, traffic flow and a privacy zone (area around the kiosk to minimize on-looking).

**Grab-n-Go Municipal Corner**

**Description.** As a partnership provided Shared Resources, BMPL has offered to have a Grab-n-Go Municipal Corner where community can review TBM by-laws and find other Council materials. This space should have a monitor where the TBM advertisements can be broadcast.

**Current Gaps & Needs.** While each of the needs identified in the description have been discussed with the Town and there is interest via the Shared Resources schedule of the MOU, none have been completed at this time.

**Space Needs.** A corner with approximately 2 shelves and 1 medium television mounted on the wall is required to achieve this. This space has already been identified and BMPL is awaiting the Town to decide if this will occur.
**Outdoor Spaces**

**Description.** LES has an extensive amount of grassed area which can be used as outdoor spaces comfortably in three seasons. These spaces can include paver stones or textured poured concrete patio areas with natural grasses or shrubs which offer the appearance of contained spaces. Play centers such as chess board tables and stroller parking are standards for outdoor library spaces. Additionally, amphitheaters, sculpture parks, reading gardens, and other formalized external programing spaces are standards in GLAMS.

![Outdoor Spaces Image](image)

**Current Gaps & Needs.** Tables/seating which meet AODA are required for any outside areas. These are needed for general seating, programs, as well as for wi-fi after hours use by the seasonal workers. Each of the features can be introduced at LES. CHD should also have seating adjacent to the trail meeting both park and trail AODA requirements. At both sites there is little shade available. Seating with umbrellas or a pergola will provide a more comfortable use of the space. CHD, as a potential gathering space, could also have a gas fired fire pit which would become a gathering space along the trail and for the museum.

**Space Needs.** No additional space is required to meet these gaps; however, the current lawns would need to be reconfigured and landscaped to produce productive external spaces which are also striking.

**Museum Quality Space**

**Description.** A Community Museum of our size has limited chance for collecting all possible relevant content. Storage, cost of purchase, and time to catalogue—each are factors in collection development. When a community museum has a flexible museum quality space (light, temperature, humidity, etc), this smaller museum can take on traveling and loaned exhibits such as those available from the ROM and AGO. The caliber of a museum is increased by the types and variety of exhibits they provide to the community.

![Museum Quality Space Image](image)

**Current Gaps & Needs.** Currently, CHD does not have any environmental controls, nor does it have the space to have a traveling exhibition. CHD does not also have the storage space for the custom transport materials. This could be stored in an expansion at LES or in a storage facility. While residents would have free access to the museum, guests and visitors paying for access to the museum would bring a new revenue source to support the community asset. The visitors are also drawn to traveling exhibits which bring a grander experience for the visit. Similarly, schools and other tour groups will look for a museum that has a wider variety of exhibits (and café addressed later in this document). While CHD is continually adjusting their featured exhibits, having access to traveling exhibitions would increase the interest in CHD by those in a larger ranging region.

**Space Needs.** While the CHD existing building does not meet environmental museum standards this is not a plan we intend to pursue.
This building could be negatively impacted as an artifact by attempting to produce contemporary standards. In order to bring in additional exhibits an addition with a room of at least 400 sq ft without windows would be the minimum size to accept traveling exhibits. Only additions would be designed to meet contemporary standards.

**Museum Gallery Wall**

**Description.** A gallery wall within a museum is a blank wall or projection screen where images from the collection can be displayed via projection. This is a cost-effective way to display archival materials in a dynamic way, while saving the cost of printing.

**Current Gaps & Needs.** Currently, CHD does not have the space to display these types of materials, nor can it show the Reel History films on a loop anywhere in the facility.

**Space Needs.** A room, wall or hallway would be sufficient for this need. Multiple areas throughout the building would also be a dynamic way to bring collections into areas of a building which could not house permanent exhibits.

**The Gallery**

**Description.** The Gallery at LE Shore is an award-winning facility, constructed in 1995. As an early adopter of GLAMs and the passivity of art appreciation, The Gallery at LE Shore provides 11 exhibits a year where community and visitors alike can attend the Galley for formal programs or experience the art in passing when visiting the library and its other non-art programs.

**Current Gaps & Needs.** While this gallery was award winning in the day, it has experienced nearly 25 years of shows and hangings. The walls are in need of repair. The wall fabric cover is dated and in need of replacement. The walls behind the fabric are damaged from 25 years of monthly hangings. The lighting is dated, providing more heat that is safe for artwork, while not provided adequate lights. Additionally, these lights, being old, use more electricity than newer lighting. When events are occurring in this space, there is no technology hardwired in the space, so cords must be taped-down and equipment must be hauled in and out of the room.

**Space Needs.** While additional room would be worthwhile for this space, the primary issues with the current space are that the room is in need of freshening, including new technology, new walls, hanging anchors and lights. Sound should be improved for Wi-Fi connections to hearing aids. A proper server for events, including that for bar service would allow the increased revenues for events. Due to the barrel roof and vaulted ceiling, the heat rises to the ceilings. By adding ceiling fans to this space, the library would experience heating/cooling savings. Also imperative to the use of this space is storage for chairs and tables, something which is not available in the current space and discussed later in this document.

**Licensed Occasional Bar**

**Description.** Most galleries have a small bar set up for various events and openings. Public libraries are moving towards the inclusion of serving areas, with larger libraries adding full scale bar service for book clubs, events, and book readings/openings.

**Current Gaps & Needs.** The Gallery has a distinct need for a bar for the various events and openings. The Gallery at LE Shore’s bar limits what
can be easily served without proper chilling and storage areas.

**Space Needs.** A bar for LES requires an accessible bar (height and width) while having the space required for proper wine and bar glasses. Refrigeration is also a need, with 2 locking professional units required to store mixers, beer, and cider. Additionally, cabinets to properly store and lock materials are required in order to protect against theft/use by others and to meet standards for storing bar contents.

**Café**

**Description.** A café can take on many forms, from a self-serve counter for coffee/tea; to a kiosk with drinks and snacks in partnership with a local bakery; to a more formal, staffed café.

**Current Gaps & Needs.** CHD has a small self-serve coffee counter, but LES has no current service. Adding a café was a top priority identified in the consultation sessions. Additionally, when Events for Life sets up a temporary café, feedback is positive and brings additional requests for ongoing café services.

**Space Needs.** Both LES and CHD could use an expanded café space. LES could do with a kiosk, while CHD, with an overall expansion, could use a larger option such as a space like available at Grey Roots. An open refrigerator for small sandwiches and cold drinks, hot drinks such as coffee/tea and possible a soup station would be appropriate for days when tours are booked.

**Servery & Demonstration Kitchen**

**Description.** A servery is a prep space, with water, refrigeration, and warming units. This space is used by caterers or programmers to prepare for events. A Demonstration Kitchen is becoming common in libraries and hubs where programmed cooking classes are offered to all ages. Seniors who have lost a partner have to learn, and find enjoyment, in cooking for one; Children can be taught basic chef skills in after school and club programs; Families can learn to cook together; Couples can join for learning high end dishes; and special diet classes can be offered such as gluten free baking or vegan cooking. Each of these types of workshops have been highly successful in libraries and require demonstration style kitchens with multiple prep spaces.

**Current Gaps & Needs.** In community consultation a demonstration kitchen was requested for LES. If this doesn’t occur, then The Gallery has a need for a bar with servery for the various events and openings. CHD has the need for a servery in order to improve tour options.

**Space Needs.** LES would do better with a kitchen than a servery, but if no kitchen is being planned then a servery with warming and prep areas should be included for events at The Gallery. CHD bar and servery may be required, based on the size of any potential addition. If CHD space is proposed to be less than double, then a café may be enough. If space is larger, with more multi-use space, then a small bar/servery may be included. Either options would enhance the ability for CHD to offer tours.

**Gift Shop**

**Description.** Tourism venues use gift shops as a revenue source. The county museum, Grey Roots, offers inventory options including local books, candy, local history content (fossils, trains, etc) post cards, ornaments, VR headsets, stuffed
animals, etc. They also are paired with the café offering bottled drinks, pre-packages sandwiches, soup, coffee and tea.

**Current Gaps & Needs.** CHD has one small shelf with as wide a variety as can be fit. This space is not ideal and aesthetic display is limited.

**Space Needs.** This space could be paired with a café and be tripled in size and be a destination for the public to visit and leave revenue in the museum. While no gift shop is needed at LES a small area for inventory sales could be built into a new circulation desk. This could include a cabinet display of local books and other inventory available at LES. LES, as the main branch also has regular book sales. A book sale area should be built into the space in order to better promote opportunities for sales over recycling.

**Parking**

**Description.** Parking must meet AODA according to size and capacity of facility, but should also be aesthetically pleasing, safe for children, families, and seniors to cross, and have a set up for potential programs from time to time.

**Current Gaps & Needs.** LES requires additional parking, including better AODA set up and seniors/family parking. CHD requires paving as well as proper turning/backup distances, and bus access. As each building has plans of expansion, this will bring further shortfalls. In order to determine actual required parking, assessments of the buildings must occur, including capacity. Also, of need at LES is the combining of the current two lots which the parking lots sits on into one lot. The third lot of 177 Bruce St should be considered in this merged property as well.

**Space Needs.** LES requires additional parking and may wish to consider adding angled parking at the Napier lawn. While CHD could use additional space, this is not available, and will actually be lessened as further public work needs expand on Hwy 26 and Lakeshore Rd.

**Staff Spaces and Storage**

**General Storages**

**Description.** Libraries have significant storage needs. From seasonal and duplicate books, to seasonal program supplies, to office supplies to records; when not properly designed, these spaces become catch-all dumping grounds instead of organized areas. [Museum storage is described elsewhere in this document].

**Current Gaps & Needs.** At BMPL, LES is the primary location for storage, but this room is the size of an office, shares the recycling and garbage storage for the facility, the primary access to the roof, is non-ventilated and the locked storage for janitorial as well. The result is a dumping area which has been lovingly named “The Dungeon” by staff. From week to week, supplies are moved around the dungeon due to limited space. Programming supplies are adjacent to cleaning supplies, which are adjacent to the seven-year and permanent storage of official records. The large garbage dumpsters and recycling bins also share this space, and often must encroach into the storage areas of the programming and book storage. The result is rodents finding both food sources from the garbage, as well as nesting materials in the permanent records.

**Space Needs.** LES would be the primary central storage for the system with central stores, book storage, and permanent records management all occurring in one location. CHD would also need a storage area for their own smaller storage needs (equipment, extra chairs, etc). Storage should be split into table/chairs, materials and program, garbage, janitorial, records management, and technological storage.

**Janitorial Room**

**Description.** Janitorial spaces are understood to be workplaces, storage, WHMIS-Health and Safety regulated spaces, and key to a healthy and safe workplace. Airflow, water drainage, and locked storage of chemicals are part of providing appropriate facilities. Storage, such as
paper products (toilet paper, paper towels, Kleenex, etc) also should have a home location in this larger janitorial space. Additionally, janitorial equipment can be stored in these spaces, making the workflow more functional. These include items such as floor buffers, “Zamboni” floor cleaners, scissor lifts, etc.

**Current Gaps & Needs.** The current janitors closet at LES is approximately 16 sq ft and includes the water heater and janitors sink. There is no location for proper storage of chemicals, so these are held on the same shelf as programming materials and toilet paper. Due to the limited size, wet mops dry against the wall, causing mildew and mold build up as they drip dry against dry wall in the non-ventilated closet. The CHD space, while not as confined by walls, is just as small and tucked in a corner with the sump pump of the basement. Again, there is no proper storage of chemicals or wet materials. While mildew and mold may be an issue to drywall at LES, the same storage methods at CHD introduce mildew and mold into the collections, stored in the same location.

**Space Needs.** LES, with a building currently 10,500 sq ft and a projected addition of 4,000 sq ft plus basement, requires a full janitors office which can properly store in locked equipment, materials, and chemicals. Additionally, items such as floor buffers and polishers, scissor lifts and the like are not available in the current building due to the lack of storage. Instead of a small janitor’s closet which also holds the water heater and electrical panel, a proper janitors sink is required to store and dry wet materials without mildew and mold build up. With proximity to Town Hall, shared resources may be stored in this space as well.

**Gallery & Program Storage**

**Description.** Storage for a multi-purpose room which can hold 115 people would typically include chairs for capacity plus additional for other room use at the same time; tables for capacity; and equipment for presentations. A gallery may also include other temporary seating such as comfortable high back chairs, sofas or café tables. When the space is being used by programmers, these furnishings would also need to be stored.

**Current Gaps & Needs.** The Gallery is the primary programming space for LES, yet we have limited options for the types of programs which occur in this space due to the available equipment, seating, and tables. These limitations are completely due to space limitations.

**Space Needs.** The current situation of storing tables and chairs in the fire suppression room is hazardous as we often block the sprinkler systems. Moving all storage to a new room would rectify this issue. A room could be approximately 200 sq ft or a closet system could be created which has chairs and tables hidden behind wall systems. This storage requires room to stack chairs on dollies at a lower height than the current dollies, which staff have difficulties reaching when full. Similarly, dollies holding tables vertically instead of stacked upon each other would meet ergonomic standards. This would double the number of dollies for the same number of chairs and tables.

**Staff Lounge & Kitchenette**

**Description.** While the need for a staff breakroom may seem a small need, compared to the major spaces required in the BMPL facilities, this is key to achieving a respectful workspace. When staff do not have spaces in which to properly take breaks, productivity and customer service is impacted. The 13 Factors of Workplace Mental Health identify the need for staff to take proper lunch and breaks away from their desks as a being a positive influence on burnout and improves mental health.

**Current Gaps & Needs.** Neither facility has designated spaces for staff break areas. CHD has a kitchenet in the basement-adjacent to sump pump and other mechanical needs of the building. The LES kitchenette triples as the volunteer workspace and tech storage. This space is always in use and to prepare any lunches or to take a break in the room means staff must do so standing, displace others using the workspace, or be silent. None of these make for a healthy breakroom.
**Space Needs.** This space should not be connected to the work space so that staff will have true breaks away from their duties and pending jobs. The space should be close to the main areas, so that Work Alone situations do not occur. A kitchenette (full-size refrigerator, microwave, coffee/tea service, dishwasher) should be present. Seating, both comfortable and kitchen style, as well as lockers or closet appropriate for personal belongings should be a part of this space. This space could be used by staff for small project meetings and should sit at least 5 comfortably.

**Staff Workroom**

**Description.** Staff workrooms are large processing spaces where staff can spread projects out and work safely. Both the museum and library have these needs. Proper workrooms should include all necessary materials stored in the site and have large enough spaces for the proper handling of materials. These should not be duplicated with staff lounges as it deters from staff taking appropriate and legally mandated breaks; as well as bringing food and other potential hazards into what should be a clean and secure space for handling artifacts and books. These spaces are high functioning and demanding space. Much like the saying, “a place for everything, and everything in its place” is more than a catchphrase, but a necessity. Wall mounted book jacketing materials above a work table maximizes space and provides ergonomic workstations. Incoming shelves where materials can be received, moved to processing, on to cataloguing, and then out to re-shelving again make for organized stations which have a natural flow. Staff who are working in this space must also have dynamic workspaces as these desks are utilized by shift workers.

**Current Gaps & Needs.** Currently, there are no staff workrooms available in either building. The result is work which requires larger spaces are done in the boardroom/research room, displacing users; at staff desks, providing ergonomic hazards; or in the staff kitchenet, stealing from staff break opportunities. Beyond ergonomics, the slip, trip and fall hazards are high as there are regularly items at desks, active boxes stacked on the floor, and there are often numerous book carts impeding workspaces and walkways.

**Space Needs.** The workroom should be large enough to house the various in-progress tasks of the library including book jacketing station, processing, cataloguing, repairs, central stores, donations, and new deliveries. This space should have a large table accessible from all sides at a height appropriate for standing. Stool seats should also be available for staff who wish to work seated. Adequate shelves in the room for tracking the stations of the book throughout the intake process should be available with proper signage to ensure clarity of tasks. Adequate storage in this site will allow for all materials to be onsite for intake, as well as other tasks such as laminating, slicing, large load staplers, etc. Book Cart and caddy parking (for shared work spaces) need to be planned into the space. If volunteers are not planned to work in this space, additional volunteer workspaces will be necessary including a workstation and phone.

**Archival Workroom / Museum Workroom**

**Description.** A workroom is an important space in a well-organized museum. Typically, this space is adjacent to a staff entry to allow for materials to be brought directly and securely into a processing area. It is important that this space is not the same storage area as the collection so that any contaminants such as mold, infestation, mildew, or toxins, can be mitigated. Water, refrigeration, materials storage and cleaning products should all be on site. While not required, it is recommended that this space also have its own ventilation system, again to mitigate contaminants entering the common areas or collection storage.

**Current Gaps & Needs.** CHD does not have a workroom. Instead they have carved out a small area in the basement of the building. This space is also shared as a staff room, lunch room, janitors’ closet, and primary storage. The Curator’s office was plumbed to be used for this purpose but was never completed.
Space Needs. The Curator’s Office is fully prepared to become this space with plumbing in place. Cabinets and other equipment would still be required, as would a new home for the curator.

Archival Storage
Description. Archival Storage in a community museum must store both artifacts and paper. This in itself are two different needs for environmental conditions. Additionally, storage should be flexible and include mobile high index units which can be slid open and closed to maximize space. Map cases and other flat storage is important. While storage may be in a basement, environmental controls such as light, temperature and humidity are important. Fire suppression is also key to safe storage.

Current Gaps & Needs. CHD has no environmental infrastructure beyond typical household HVAC. Currently the basement of CHD is used for storage. This space has been renovated for maximized space. It is cool and dry and is the best which can be done in the current setting. Additionally, the main storage is not accessible for staff, meaning they must carry large, bulky boxes up a flight of stairs, or request maintenance to assist.

Space Needs. The current space is functional for large artifacts and would continue to be used for these types of storage and artifact case storage. A new room, in the basement of an expanded space, would be a proper storage of the new shelving approved in the 2019 budget and held in reserve by Council.

For More Information
For more information visit the BMPL website at www.TheBlueMountainsLibrary.ca/Building-Project.cfm.

The primary form of communication by BMPL is electronic via the e-newsletter and BLOGS. The Library Board publishes a monthly blog entitled Key Messages which identify updates. All members of the community, and those who wish to follow this project, are encouraged to subscribe to the e-newsletter and Key Message Update.

Artist Acknowledgement
Many thanks to Allison Brown, Museum Technician at the CHD, who provided the artwork throughout this document. We hope it assisted in providing the vision of the facilities, features, and services we hope to provide to our community in the very near future.
Memorandum
Administration Department

Date: June 14, 2019

To: Dr. Sabrina Saunders, The Blue Mountains Public Library, CEO
From: Shawn Everitt, CAO

Subject: Consideration of Expansion to The Blue Mountains Public Library 173 Bruce Street

The purpose of this memo is to provide some clarity of next steps in regards to the consideration of moving forward with a potential expansion of The Blue Mountains Public Library at the 173 Bruce Street location.

It was brought to my attention that at the previous meeting between members of the Vibrant Spaces Committee and Town staff that there was confusion as to the status of the discussions and the overall understanding of the process and intent of considering an expansion of the Library facility.

The intent of this memo is to provide clarity;

My goal is to have a report to be brought forward to Council that requests/recommends that the 173 Bruce Street Public Library facility be considered for an expansion outside of the Facility Needs & Community Hubs project based on the following perimeters.

1) That The Public Library facility located at 173 Bruce Street be considered for an expansion to be limited to a single floor ground level expansion without consideration of a basement or second floor;
2) That the above noted expansion be limited to no more than a 5,500 square foot expansion that is broken down into the following areas;
   a. 3,500 sqft for the expansion of current Library Services due to population growth;
   b. 1,200 sqft for storage expansion due to population growth requirements
   c. 400 sqft for the purposes of adequate Information Technology Infrastructure that is determined by the Towns Information Technology Staff in consultation with the Library CEO. This may not be considered as growth related;
   d. Up to 300 sqft for adequate maintenance and janitorial operations due to the expansion and growth related nature of the project.

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Total as outlined as 5,400 sqft with estimate staying at 5,500 sqft for planning purposes

3) That during the review of a potential facility expansion town staff be responsible for a review of all existing repairs and remedial work identified through the 2018 Facility Condition Assessment, additional information received through consultation with Library staff and works relating to enhancements and requirements relating to the Accessibility for Ontarians with Disabilities Act. All items to be considered as to rationale to gain efficiencies and effectiveness of completing these required or recommended works through an expansion project, and the comparison of impacts both operational and financial through standalone projects being completed outside the scope of a possible expansion project.

4) That Town staff consider the operational impacts based on the perspective of required staff resourcing, impacts on the current janitorial model, and operational impacts including additional funding requirements or efficiencies made possible for funding allocations to the 173 Bruce Street Property.

5) That consideration be made early on in this process to consider potential location and implementation of an emergency backup power generator and establish consultation with the Fire Department in this regard.

6) That a parking plan/strategy be considered as a critical component to the potential expansion project and detailed needs assessment for how many parking spots are required and how that would be achieved if additional parking spots are required.

7) Financial Services would be responsible for providing the detailed analysis of what funding envelopes are;
   a. currently available to end of 2019;
   b. known to be available to end of 2020;
   c. known to be available to end of 2021;
   d. and projected to be available over the next 5 years.
   e. This consideration may be affected by Bill 108 and further consideration of how Bill 108 may affect use of Development Charges for Library purposes.

8) That the basis of any proposed expansion to be considered must not require funds that exceed the amount of funding identified through section 7 above that is beyond the 5 year known projection.

9) Based on the above information being mutually agreed upon by the Library subcommittee, Library Board and Town Staff the goal and projected Timeline of such expansion would be as follows;
   a. July – September 2019 – receive Council approval to consider the Library expansion to be outside of a facility needs assessment & Community Hub based on the knowledge that the expansion is limited to below a 5,500 sqft expansion and that the expansion of the Library being growth related may access Development Charges based on the growth related nature of the expansion, and

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secondly that the Library is in fact an existing significant Community Hub that requires additional space due to current growth impacts.

b. 2020 Budget – pending direction by Council, Town staff will bring forward through the 2020 proposed budget process a capital project sheet this is specific to a proposed expansion to 173 Bruce Street with the following timeline;
   i. 2020 – Planning and zoning requirements to be completed to merge the 3 existing properties into 1 property and consider requirements of any potential set back requirements;
   ii. 2020 – Design and engineering;
   iii. 2020 – Tendering of all components including consideration of an internal project Manager for the expansion project;
   iv. 2021 – Construction of the expansion along with potential relocation of library Services to the Beaver Valley Community Centre for the duration or partial duration of the expansion project with margin factored in for additional scheduling;
      - Must consider how funding of the use of the Beaver Valley Community Centre is factored into the overall project
   v. 2022 Project completed.

For the purposes of this exercise, Town staff suggests that consideration at this time is limited to the Bruce Street location and future projects for the Craigleith Heritage Depot not be considered at this time and not considered until 2021 through a similar exercise.

Respectfully,

Shawn Everitt, CAO
August 14, 2019

The Town of The Blue Mountains Council:

The Blue Mountains Public Library Board is pleased to be working with the Town of the Blue Mountains in planning for the expansion of library service for our community. In particular, the Board endorses the Library Expansion Staff Report of August 26, 2019 and looks forward to continuing to work with TBM Senior Management on this important project.

As part of the 2019 budget discussions, Council passed a resolution directing Town staff to work with the Library Board and CEO to develop a report on possible library expansion for consideration in the 2020 budget. For its part, the Library Board directed its Vibrant Spaces & Capital Campaign Committee to liaise with the Town to further the discussions of BMPL Building Projects. This combined team met regularly beginning in mid-May to review and refine the building plan with a specific focus this year on the Leonard E. Shore (LES) facility in Thornbury.

Plans for an expansion in Thornbury date back to the early 2000s and have been identified in Needs Assessment studies (2004, 2009), through community consultations (2018), the Space Plan and Feasibility Study (2018) and the Gap Analysis and Building Program (2019).

In addition, the Facilities Condition Report (2018) identified various maintenance and repair issues that need to be addressed. While not part of an expansion budget per se, it would be beneficial to time the work on these issues to coincide with the larger project.
With the focus on LES, discussions have been around a single floor ground level expansion of no more than 5,500 square feet with a budget of $3 million. Such an expansion would add:

- dedicated meeting and study space to serve the needs of our business/entrepreneurial users and students;
- a “community living room”, a welcoming space for people to gather and socialize, particularly important for seniors and those living alone or away from family;
- a Maker room for the community to test technologies and engage in different creative projects;
- a dedicated teen room giving this important demographic a space of their own for gathering and learning;
- programming space for library and community groups;
- a servery offering coffee and snacks at all times and licensed for alcohol during Gallery openings and other gatherings;
- technologically equipped spaces throughout the facility;
- accessible spaces to meet Accessibility for Ontarians with Disabilities legislative requirements;
- improved staff work and storage areas; and
- expanded parking.

The LES branch is an important community hub but, after 25 years, is stretched beyond the capabilities of the current space. Blue Mountains has over 7,000 permanent and nearly 8,000 additional seasonal and weekend residents and is growing at a rate of 8.8%. The Town also welcomes over 2.5 million visitors per year. An expansion is required to meet the growing needs of our growing and busy community. We respectfully ask Council to support the library expansion project and direct staff to proceed with a Capital Budget plan for 2020 and any other appropriate steps to bring this important project to fruition.

On behalf of the Blue Mountains Public Library Board,

Maurice Pepper
Board Chair
LibraryChair@TheBlueMountains.ca