



Library Service Model and Space Needs Study



FINAL DRAFT
December 8th, 2015

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Project No. 1476.00

Hanover Public Library Board
451 10th Avenue,
Hanover, Ontario
N4N 2P1

Att: Agnes Rivers-Moore, CEO/Chief Librarian

Re: Hanover Public Library Service Model and Space Needs Study

Dear Ms. Rivers-Moore

The following is the Final Draft of the Service Model and Space Needs Study for Hanover Public Library.

Libraries provide an integral service within the community and are a resource utilized and needed by a wide range of constituents, as supported by the data within this Study. Libraries typically exist quietly within their communities and may sometimes be overlooked as a fundamental service. However, libraries provide services to as many, or more, individuals as other community amenities and should be considered commensurate to services, such as such as sports, culture, recreation and beautification, which are provided by the municipality. Maintaining a library is in keeping with the Municipal Strategic Plan that, as a basic service, supports investing in community infrastructure and services.

Thank you for giving us this opportunity to explore the potential of the Hanover Public Library.

Yours truly,



Allan Avis
B. Arch, OAA, MRAIC, CAHP

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Summary of Recommendations

General

1. Align the library with the Town of Hanover Strategic Plan, adopting a role as a regional library serving area residents of a population of approximately 15,000.
2. Eliminate non-resident membership fees. Prepare an implementation plan to expand the library service to non-residents without adversely affecting the library service to Hanover residents.
3. Fund the library accordingly to serve the wider community.

Service Delivery

4. Expand library programming, both staff-presented and through community partnerships. Seek dedicated temporary additional space in Civic Centre for programming.
5. Enhance library collections appropriate to community needs, approximately 3-4 items per capita. Balance the collection between physical books and materials, and electronic resources in response to community needs and emerging trends.
6. Adopt a model of .7 FTE of staff per 1000 population served.
7. Ensure that all customer service staff has training appropriate to meet the technical, library service and customer service requirements.

Library Facility

8. Expand the library to 15,000 sq.ft. of gross floor area, on the existing site, to service the regional catchment population of 15,000 persons and address noncompliance with barrier free design standards.
9. Determine importance/ values of the existing Civic Centre building and its site, through public dialogue, and apply value to various design options to identify a preferred, acceptable design approach and budget.
10. Develop the preferred, acceptable approach to a detailed schematic design to verify its effectiveness and estimated of cost.
11. Expand the Study mandate to include an exploration of alternative library locations, should none of the proposed designs be deemed as acceptable for the existing site.
12. The existing library is significantly undersized when measured against various library standards. Cramped staff conditions, lack of collection and programming spaces, and deficiencies in barrier free accessibility that are currently experienced, will only be compounded as the Hanover Strategic Plan 2015 is implemented, with the expectations that the library is to serve a larger regional catchment area. There is a level of urgency to move forward with the library expansion as quickly as possible.

Introduction

Purpose

The purpose of this study is to develop a library service model to meet the current and future needs of the residents of Hanover and the surrounding area, and to assess the delivery of current library services and the building to determine gaps and requirements to meet the appropriate service model.

Background

The Hanover Public Library is a fine example of Carnegie libraries in Ontario, with a prominent location on the main street of the downtown. In order to receive a grant for a public library, a municipal council was required to provide a suitable building lot and commit to providing operating funding for the library. In 1906, Hanover received a grant of \$10,000 from the philanthropist, Andrew Carnegie, and the library opened in 1912. The architect was W. E. Binning, who also designed libraries in Harriston, Listowel, Mitchell, and other communities. In 1997, a significant renovation was finished, designed by C.A. Ventin Architect Ltd. This included an extension to the library and the building was made accessible. The library functions moved to the lower level and municipal offices were located on the upper floor.



The Hanover Public Library Board undertook and published a five-year Strategic Plan in 2013 and, in working toward the goals of that plan, the Board and staff have identified that the physical library space is restricting the scope of activities and services that could be provided.

In 2015, the Hanover Public Library ran a community survey to document local use and satisfaction of existing library services, and potential interest in new or expanded library services.

Methodology

In order to prepare this report and recommendations, the following activities were undertaken:

- ✓ Dot distribution maps were posted to determine the library catchment population;
- ✓ Literature search and review of books, articles, and documents related to current library trends and best practices were done;
- ✓ Municipal and community documents were reviewed to determine the planning context of the Town of Hanover;
- ✓ Library and municipal staff were contacted or interviewed to acquire relevant information;
- ✓ The Library and Civic Centre were visited to assess and analyze activities, functions, layout and space;
- ✓ Library documents, drawings, the community survey report and statistical reports were reviewed;
- ✓ Library comparators and guidelines documents were identified;
- ✓ Hanover Public Library space and activities were compared to similar libraries and guidelines;
- ✓ Size requirements were calculated to accommodate AODA and FADS standards;
- ✓ Existing building and site were studied to explore options for placement of an addition;
- ✓ Multiple schemes were designed to provide options for accommodating current and future needs of the Library, the Town hall and the Community.

Planning Context

Located at the western boundary of Grey County, Hanover is situated at the intersection of two busy highways, County Road 10 and County Road 4. Nearby communities include Walkerton, 10 km to the west, and Durham, 20 km to the east. Hanover has a vibrant and attractive downtown, including heritage buildings such as the public library/municipal office and the attached theatre/community hall. In addition to commercial and service functions, the downtown is the civic, administrative and social centre of the town. While there is no local municipal museum, heritage display cases are located in the municipal offices, P&H Centre and public library. Grey Roots Museum and Archives provides heritage functions for the County of Grey.

There is also a large commercial development on the eastern edge of Hanover with large retail stores such as Walmart, Canadian Tire, Grant's Independent Grocer and Shoppers Drug Mart. The P&H Centre, a comprehensive recreation complex, including an NHL-sized ice surface, walking track and indoor aquatic centre is located in the southwestern area of Hanover. In the same area are the OLG Hanover Raceway and Slots, the hospital and secondary school, all serving the region around Hanover as well as the local community. LaunchPad, the Youth Activity and Technology Centre, is located on the main street between the downtown core and the eastern retail area. LaunchPad is a facility and program to engage young people aged 12 to 18 in technology, arts and building skills, with a goal of keeping them in the community after they finish high school.

Hanover Strategic Plan 2015

As a core municipal service, it is important that the public library be aligned with the municipal vision and values. The 2015 Hanover Strategic Plan was released during the course of this Study, affecting the evolution of the context for the Study.

"We are a progressive community where residents of all ages enjoy safe, healthy lifestyles, meaningful employment, excellent services and personal fulfillment. We support growth while respecting and celebrating our heritage; enhancing our downtown; protecting our natural resources; and welcoming all to a friendly, caring, inclusive and supportive community. Our community is committed to good government, effective and efficient management and maintenance of municipal services, productive partnerships and collaborating with our local businesses and municipal neighbours to build local economies and community services for our mutual benefit."

VISION STATEMENT 2025

A key direction in the Hanover Strategic Plan has significant implications for this Study.

Strategic Direction #1: Regional Centre

Goal: To enhance and strengthen Hanover's position as a regional centre while creating stronger working relationships with neighbouring municipalities and service providers for our mutual benefit.

One of the actions emerging from this goal is:

4. In the context of Hanover's role as a regional centre, review all non-resident charges and fees to identify any financial barriers non-residents experience when using Town of Hanover services and the implications for the Town of changing existing non-resident pricing policies.

This is consistent with the Charter endorsed by the Councils of both West Grey and Hanover, which states:

"c) As opportunities arise, to facilitate the review and improvement of other Agreements between the parties in such areas as recreation, library, fire and infrastructure."

The Town of Hanover Commercial Policy Review (2015) also describes Hanover as:

"The Town of Hanover is the dominant urban commercial center within the immediate region, providing retail shopping and commercial services to residents of the Town and the surrounding communities. The role of Hanover as a service centre in the predominantly agricultural-dominated landscape is vital to ensure the provision of the necessary goods and services, and as such the Town has seen retail commercial and service growth with the growing population and growing demand for space in recent years."

Statistics Canada Census Profiles support the above assertions with Hanover's 4.8% growth in population from 2006 to 2011, compared to 0.2% growth for Grey County as a whole, and a decrease in population for Owen Sound, and more modest growth in nearby communities such as Walkerton (1.3%) and Durham (2.0%).

Conclusion:

The Hanover Public Library must plan to provide library service for residents in the surrounding area in addition to residents of the Town of Hanover.

Conclusion:

Population in the Town of Hanover will grow faster than the surrounding area.

Trends and Best Practices in Library Service

There is considerable literature and documentation on the role of libraries in communities, their changing mandates in the world of technology, and how this all has an impact on library buildings. This section highlights some of these trends and their relevance to the Hanover Public Library.

Core Library Service

Libraries continue to be a safe and free destination where people come to borrow books, DVDs and other materials, as well as consult reference resources. Indicators include:

- Universal access to information;
- Staff expertise to recommend books and provide reference information;
- Comfortable chairs for reading magazines and newspapers, or chat with others;
- People of all ages participate in programs and activities;
- Children attend story times and participate in summer reading programs;
- Comfortable soft seating, fireplaces, reading gardens contribute to quiet haven for reading;
- Living room of the community.

Life-long Learning

Libraries are learning centres for all ages and abilities. Indicators include:

- Research for school projects;
- Home schoolers support;
- Computer training for seniors;
- English as a Second Language programs;
- Literacy tutoring;
- Job searching support.

Technology Centre

Public libraries have embraced technology, becoming the bridge between technology and people. Public library service delivery has evolved significantly in response to the digital age and arrival of the Internet.

Indicators include:

- Technology as tool for library operations;
- Go-to place for access to the Internet;
- Knowledgeable staff;
- Equal access to online resources for rural residents;
- Online subscriptions, downloadable e-books, audiobooks, music, videos;
- Computers for public use, laptops and e-readers for loan;
- Wi-Fi and electrical outlets for customers' use of their own devices in the library;
- Creation of digital content, especially about the community's history and genealogy;
- Computer training, makerspaces with 3D printers, digital studios.

Customer Centred

Libraries have evolved to be customer centred to ensure that library users enjoy a positive experience.

Indicators include:

- Comfortable spaces, expanded hours;
- Empowered front-line staff, flexible policies developed with the customer in mind;
- Surveys, feedback;
- Flexible to respond to changing community needs.

Community Hub

Public libraries provide a destination for shared community and cultural functions. Indicators include:

- Small meeting rooms for tutoring, group study or projects, workshops, book clubs;
- Larger meeting rooms for presentations;
- Drop-in activities such as games and puzzles;
- Library programming provides a place for bridging social capital, where people from diverse backgrounds have an opportunity to meet and interact with others, making for a stronger, healthier community;
- Community and service groups use the library as a meeting place, thereby, facilitating community engagement;
- Visitors seek community and local information;
- Libraries support the local economy with their presence in downtown areas;
- Libraries are the community meeting place.

Recently, the Province of Ontario issued a report, Community Hubs in Ontario: A Strategic Framework & Action Plan, which deals with hubs as a location where multiple health and social services can be offered in a shared space with the intention of serving multiple or complex needs. There were few examples of libraries involved in this community hub model, but they certainly exist. The report may have missed an opportunity to involve libraries more, as public libraries are already well known in their communities as a safe, neutral place where people have access to information from professionals.

Partnerships

Public libraries make connections with other community organizations to deliver programs. Indicators include:

- Neutral and safe place to meet;
- Staff expertise;
- Participation in consortia or networks of other libraries to share resources, such as technology and digital resources;
- Destination in joint-use facilities with recreation or cultural centres, which can offer exciting opportunities for service delivery and programming;
- Library staff participates in community activities outside of the library to deliver programs and engage in community events and activities.

Implications for Library Facilities

Best practices in library facilities are responsive to trends in library services and community development.

Library as Place

Location is important for the library to be relevant and sensitive to its community. Libraries contribute to a vibrant downtown by bringing people to the centre of the community. Likewise, multi-use recreational facilities such as community and recreation centres can be a logical location for public libraries, allowing families and individuals to use several community services and participate in a wide variety of activities in one location. This is particularly popular for neighbourhood branches in a large municipality.

Any location needs to have safe and easy access for pedestrians. Attractive outdoor gathering places around the library also enhance quiet reading, people gathering, or access to the library's Wi-Fi after hours. The library should provide a sense of place and be responsive to community growth. It should be centrally located or co-located with a recreation centre or other municipal service.

Flexible for Changing Needs

Technology and the role of the library as a community hub demands that the interior of the library be as flexible and open as possible for future changing priorities and uses. One-storey libraries with few walls for small and medium-sized communities are best. The use of zones for overlapping and changing functions is popular. Space formerly required for growing collections of books is used to access technology or provide places for people to meet.

Customer Centred

Attractive, comfortable and a variety of seating options including specialized children's and teen furnishings, and good signage throughout the library for easy wayfinding are all important. Shelving should be low enough to meet accessibility standards and include face-out displays and merchandising units. Self-service through self-checkout, online renewals and holds are important, as is staff being on the floor to assist visitors and researchers.

Collaborative Spaces

From computer training centres and digital studios, small meeting rooms for tutoring and group projects and comfortable seating areas for book club discussions, to larger meeting rooms for presentations, the library should offer a variety of spaces for people to gather.

Library Standards and Guidelines

Ontario Public Library Guidelines

The Ontario Public Library Guidelines (OPLG) are developed and administered by the Ontario Public Library Guidelines Monitoring and Accreditation Council. The edition used for this study was the 6th edition, amended 2013. The Introduction to the Guidelines states:

All Ontarians, regardless of where in Ontario they live and work, have a right to public library service that meets basic, widely accepted norms of library practice and service. The Guidelines offer a method for libraries throughout the province to meet basic service levels and to continue to grow to meet the ever-changing needs of their communities. Libraries must conform to provisions of the Public Libraries Act, the Municipal Act, the Accessibility Act and other relevant legislation and are accountable to the communities they serve.

The Guidelines are voluntary standards accepted by the Ontario public library community, and the Accreditation process provides an opportunity for a public library to measure its services voluntarily to this set of Guidelines.

Guidelines for Rural/Urban Public Library Systems

The Guidelines for Rural/Urban Public Library Systems are developed and administered by the Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO). The edition used for this study is the 2nd edition, published in January 2012. The ARUPLO Guidelines are supplementary to the Ontario Public Library Guidelines, above, to address issues of multi-branch and rural library systems in Ontario.

The ARUPLO Guidelines pertain to public library branches within a county library system, in which some staff functions are performed at an administrative office elsewhere, including Interlibrary Loan, materials processing, off-site storage and other administrative functions, thereby reducing some staff and storage space that a standalone library needs to accommodate. In some cases, the ARUPLO Guidelines are the only ones available for some factors and are included in the Ontario Public Library Guidelines.

Making the Case for Your Library Building Project

The third key resource consulted is Making the Case for Your Library Building Project, from the Southern Ontario Library Service (2010). This, too, is relevant to Ontario's public libraries.

Additional resources available include documents from Wisconsin, Australia, Alberta, and Manitoba. Citations for these are included in the Resources page at the end of the document. This study makes reference to relevant published library comparators and guidelines from Ontario.

Fundamentally, communities determine the level of library service they want and need through their library boards and municipal councils. Grants and donations are usually specific and project based. Most funding for core library services and facilities comes from the local municipal tax base. Community guidelines are established through strategic planning and priority setting.

Non-Resident Membership Fees

The issue of non-resident membership fees is important to this study. While physical access to the public library is free to all, borrowing of material is restricted to Hanover residents or property tax payers, as well as to non-residents who pay the non-resident membership fees. This affects the assessment of the catchment population, which is critical to determining requirements for library services and space.

The municipal tax base is the primary source of operating funding for public libraries in Ontario. Provincial grants do not make up a large portion of most boards' revenue. The *Public Libraries Act* specifies that most library services must be offered free of charge. This requirement makes the library different from some other municipal services, which may generate revenue from user fees.

As a regional hub, Hanover attracts many people from outside the Town, most of who do not pay property taxes to the Town of Hanover. This can place a strain on municipal services such as recreation and the public library, which are primarily funded by the property tax base. The Town of Hanover has considerable experience with residents from outside the Town wanting access to municipal services and programs. Some municipalities consider such programs and services as an investment to bring business and economic development to the community. Others have cost-sharing agreements with surrounding municipalities.

The Parks, Recreation, and Culture Department for the Town have a two-tier system of user fees, with non-residents subject to user fee surcharges on services and programs. This premium is currently 25%. Residents of the former Township of Bentinck, within the amalgamated Municipality of West Grey, are exempt from the user fee surcharges as a condition of an annexation agreement.

As indicated earlier in this report, the Town of Hanover's 2015 Strategic Plan intends to acknowledge Hanover's role as a regional centre by removing barriers such as user fees to residents of the surrounding area. This provides easier access to a wide range of retail, commercial and other services in Hanover to residents from the surrounding areas.

People like to use public libraries where they shop, work and go to school, as well as, or instead of, where they live and pay taxes. Sometimes this is because library hours are more convenient, or libraries in such destination communities tend to be larger and have more resources. Many public libraries address this need with a county library system in rural areas and reciprocal borrowing privileges with neighbouring libraries, whereby the residents of one community can use the public library in another with no charge. Another way of providing library service is through a contract for library service through which a municipality or library board pays another library board for borrowing privileges for their residents.

The Bruce County Library does not charge a non-resident fee, but reports only nineteen non-residents registered at the Walkerton Branch, seven of whom are Hanover residents. The Chesley Branch has 14 non-residents out of 1,121 active users, two of whom are from Elmwood, two from Hanover, and four from Durham.

While the *Public Libraries Act* prohibits charging residents a fee to borrow materials, the Hanover Public Library charges non-resident membership fees. The non-resident membership fee is currently set at \$70.00 per person per year and applies to anybody who does not live or own property in the Town of Hanover. There is also a \$20.00 rate for a three-month membership and a student rate. A temporary exception to this policy was applied to library card holders at the Elmwood Branch of the West Grey Public Library, which was closed in early 2015 due to the condition of the building. The Hanover Public Library offered a temporary free membership to Elmwood library borrowers. Fifteen people took advantage of this offer.

The barrier of the non-resident membership fee prevents non-members from borrowing materials and accessing the online reference databases and downloadable resources such as e-books and audiobooks, but does not prevent non-residents from using the public library in person.

Fundamentally, charging non-resident membership fees is regressive public library service, as it has the greatest impact on members of the community who can afford it the least. It is preferable if adequate funding is provided by the municipalities where most of the library users live.

Conclusion:

Non-resident membership fees do not align with the Town of Hanover's goal to be a regional centre.

Non-resident membership fees are a barrier to borrowing library materials and using online resources, but are not a barrier to using the Hanover Public Library in person.

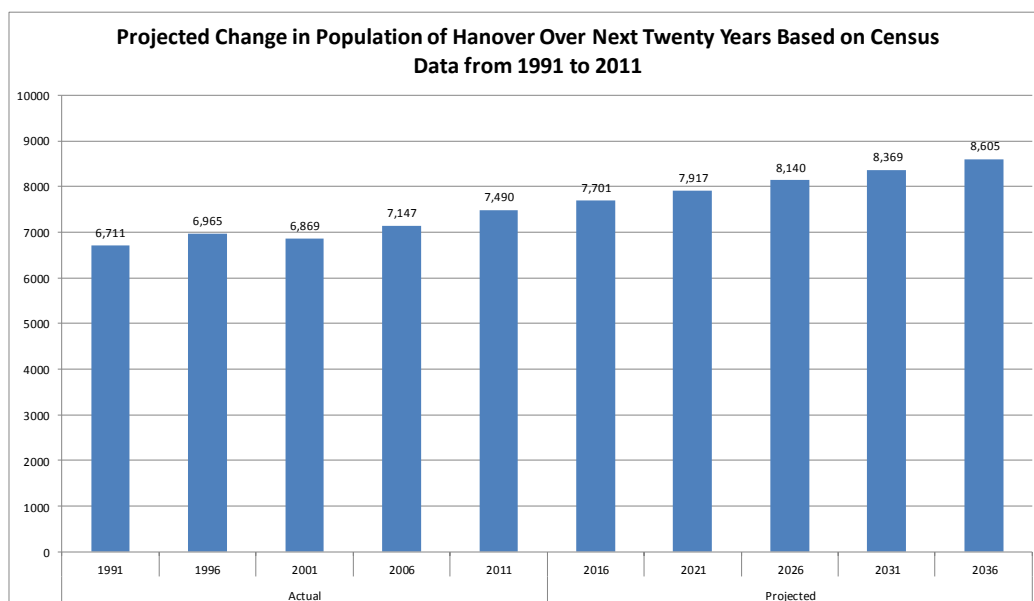
Options to replace non-resident user fees include:

1. Cost sharing for library service with nearby municipalities, especially West Grey;
2. Funding the full cost of library service from the Hanover property tax base.

Library Catchment Population

In order to develop a library service model and determine space needs, it is essential to know the catchment population of the library service area.

According to the Ministry of Sport, Culture and Tourism for the Province of Ontario, the catchment population for a public library is the local municipal population plus the population of municipalities, which contract for library service. In Hanover's case, there are no contracts for library service with surrounding municipalities. However, a significant number of non-residents pay a non-resident membership fee to borrow materials from the Hanover Public Library and use online resources. In 2015, this was 370 out of 3,443 total registered borrowers, or 10.7%.



As shown on page 5, Census Canada projections indicate that the population of Hanover will continue to grow much faster than the population in the rest of Grey County.

For the purposes of this study, the population of Hanover is the core catchment population, at 7,490 according to Statistics Canada Census 2011. If we consider that 11% of active library cardholders are non-residents who paid membership fees, the local catchment population can be rounded to approximately 8,300. Also of interest for this study is a 20-year projection, as shown in the chart above, resulting in a resident population of 8,605, or rounded to 9,550 with 11% non-resident memberships.

According to The Town of Hanover Commercial Policy Review, 2015, prepared by Malone Given Parsons, Ltd., Hanover's population will be 8,800 by 2036.

Conclusion:

The population of Hanover will grow to approximately 8,600 in 20 years. One scenario presented will be for a population of 10,000. This scenario is only useful if the library does not serve the surrounding area.

The population of the surrounding area served by the Hanover Public Library must be considered.

Direct information was acquired through municipal addresses, extracted from the Hanover Public Library patron database and from a survey consisting of a dot distribution map of the area.

Determining the true catchment population of the library is essential to aligning the Hanover Public Library with established guidelines for public libraries in Ontario. Two dot distribution maps were posted in the library for approximately five weeks and walk-in library visitors were asked to place a dot where they lived. Dots were coded for seniors, adults and children. One of the maps was of Hanover itself, the other was of the area west to Walkerton, east to Durham, north to Sideroad 7 and south to Clifford. Library records for non-resident borrowers were also matched to the maps. The results were compared with census data for the areas covered.

Regional Catchment Population

While people must have a library card to borrow books and other materials from the library, as well as download e-books and audiobooks, and access other online databases, many people also use the library space for other activities, such as acquiring information from resources such as genealogy and local history, tourist information, reference services, Internet computers, Wi-Fi, attending library programs, training, events and activities. In addition, people visit the library for quiet reading and meeting other people informally. Visitors may or may not borrow any books or other materials while they are at the library. In fact, the non-resident fee of \$70.00 contributes a “chill factor,” as some non-residents may not expect to use the library without borrowing materials or paying the fee.

Research Method

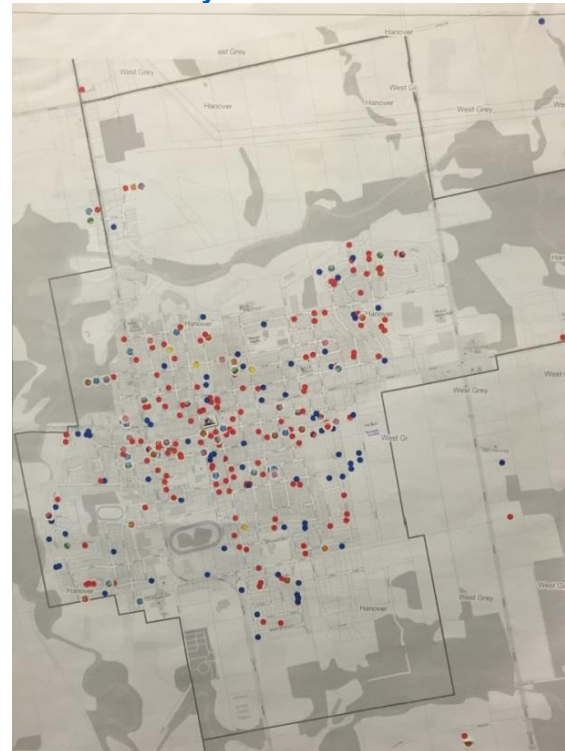
For approximately five weeks between June 19, 2015 and July 27, 2015, two survey maps were displayed at the circulation desk of the Hanover Public Library. One map was of the Town of Hanover and the other of the surrounding area. Library staff requested that all visitors place a dot on the map where they lived.

Town residents marked their location on this map of the Town of Hanover.

Blue dots represented seniors, red dots adults, and owl dots children.

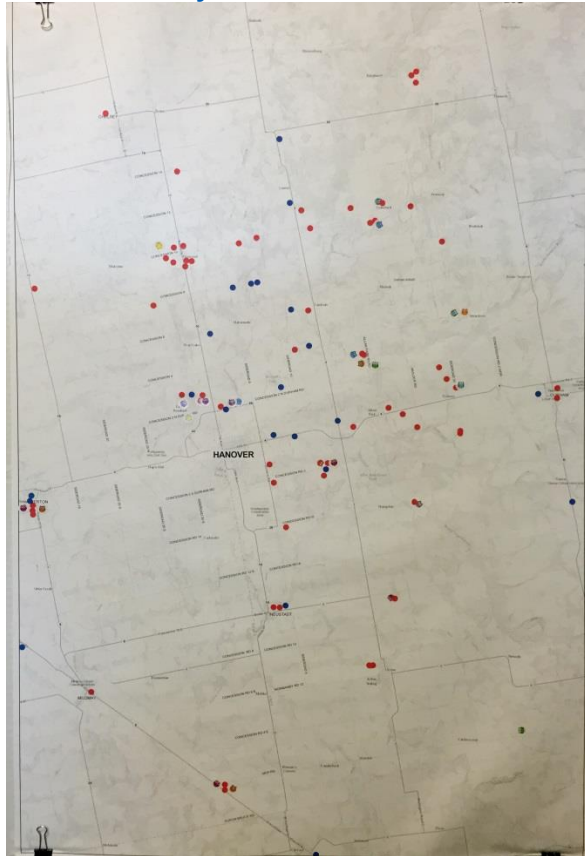
The resulting dot distribution shows a fairly good balance of library users in Hanover, which is to be expected from a centrally located library.

Hanover Library Users – Hanover Residents



Of particular interest were the library users from the following area map.

Hanover Library Users – Out of Town



Out-of-town library users marked their place of residence on this map of the area around the Town of Hanover.

Blue dots represented seniors, red dots adults and owl dots children.

If they lived outside the survey area, they listed the general location of their home. Visitors were from communities such as Wasaga Beach, London, Toronto, Teeswater, Owen Sound, Listowel, Kincardine and Waterloo.

This dot distribution map provides information about the true catchment population of the Hanover Public Library.

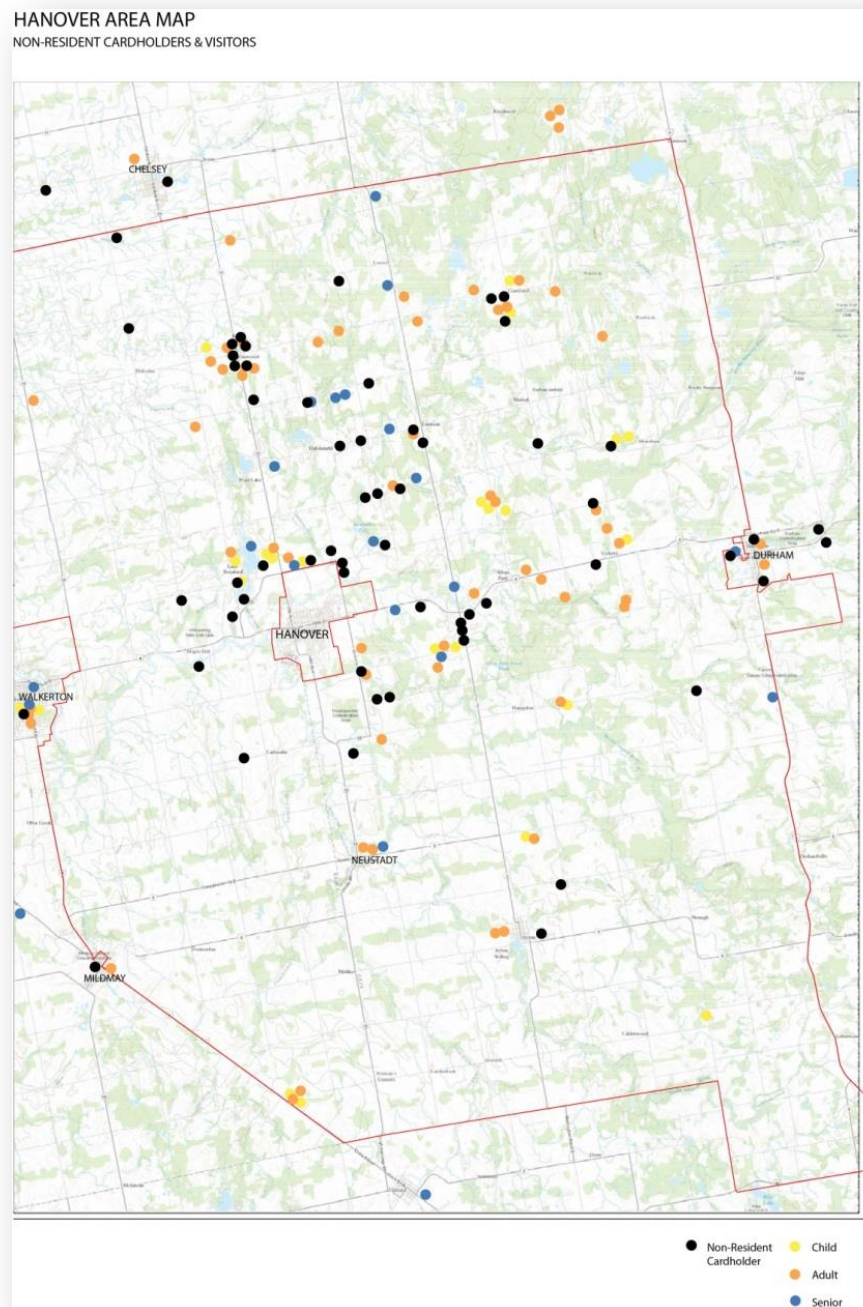
Hanover is bracketed by the Municipality of West Grey to the east, and the Municipalities of Brockton and South Bruce to the west.

Within this area, libraries are also located in Durham, Ayton and Neustadt (West Grey Public Library), and Walkerton, Mildmay and Chesley (Bruce County Library). The Walkerton Library is open thirty-seven hours per week, Chesley forty and Durham forty. These libraries serve users beyond their immediate urban centre. The smaller libraries serve people living in the immediate area. Some people use more than one library, for example, one in the community where they live and another where they work.

The study process then compared this map with 2011 Census dissemination areas, resulting in a library visitor catchment population of 19,500 for 2011 and, by applying anticipated growth for Grey County, 20,670 in twenty (20) years. We assume that there is overlap with neighbouring libraries, especially Durham, Chesley and Walkerton. While these libraries are smaller, are open fewer hours and have fewer resources and services than Hanover, they are libraries that serve beyond their local built-up areas.

To see if the non-residents who paid for library cards were clustered around Hanover or were representative of the visitors to the library, sixty non-resident cardholders were located on the same area map. The results indicate that non-resident borrowers reflect the same area as non-resident visitors. It is also interesting to observe that most of the non-resident users come from the former Township of Bentinck to the northeast of Hanover, currently part of the Municipality of West Grey.

Hanover Library Users and Members



Other municipal reports were consulted to see how this compares with the service area for Hanover. This was done by reviewing municipal documents such as the Town of Hanover Commercial Policy Review (2015), Grey County Community Profile (2014), Grey Bruce Community Picture Supplement (2014) and the Town of Hanover Strategic Plan (2015).

Hanover is considered a regional commercial and service centre in the County of Grey, with a hospital, secondary school, recreational and aquatics centre, and significant commercial areas including the downtown, corridor, and malls and large commercial areas at the east end of the Town.

As a result of its Long Term Accommodation Strategy of 2014, the Bluewater District School Board expanded the program of John Diefenbaker Secondary School to grades 7 to 12, and renamed it John Diefenbaker Senior School. Application was made to the Ministry of Education to replace the facility. In June 2015, the Town of Hanover and the Municipality of West Grey made a joint presentation to the Bluewater District School Board in support of a new senior school and related partnerships in the Town of Hanover. Cited in support of the presentation was an expectation of population growth both in the youth population and individuals who are at an age to be parents of secondary school aged children, support from the Grey County Official Plan, which identifies Hanover as a Settlement Area, and planned subdivisions and commercial and industrial developments in Hanover and West Grey.

The Town of Hanover Commercial Policy Review (August 2015) indicates a population of 26,900 within a 20-minute drive of Hanover. The Hanover Recreation Department considers that its aquatics program serves a population of between 35,000 and 40,000, with the nearest centre having similar programs and amenities being Owen Sound.

Other Considerations for the Hanover Public Library

Ideally, the funding municipalities reflect their public library's catchment population, or are closely enough balanced with the services of neighbouring municipalities that there is not a significant discrepancy. This can be achieved through a county library system in a rural area, reciprocal borrowing agreements, or contracts between municipalities. These are all ways for municipalities to provide library service as a core municipal service without charging non-resident membership fees.

With the closing of the Elmwood Branch of the West Grey Public Library and the evidence of high use of the Hanover Public Library by residents of the Municipality of West Grey, it appears that there is an opportunity for the Hanover Public Library to provide library service to these residents.

This would be consistent with the Charter endorsed by the Councils of both West Grey and Hanover;

"c) As opportunities arise, to facilitate the review and improvement of other Agreements between the parties in such areas as recreation, library, fire and infrastructure."

This also is consistent with the vision and values of the 2015 Town of Hanover Strategic Plan, as indicated earlier in this report.

It is also consistent with a trend of reduction of libraries in hamlets and villages toward a more centralized library service in rural areas with larger libraries, open longer hours and offering a broad range of programs and services to serve rural residents.

The document, Making the Case for Your Building Project, published by the Southern Ontario Library Service provides definitions of various library “types”:

Standalone Library

A standalone library building must meet all of the community needs in a single location. In addition to the common spaces required to accommodate collections, public service, staff, amenities and any optional services, it must house the technical services department and the library administration. The population tier for this type of building is the population of the entire library service area.

We have determined that:

1. The Hanover Public Library has a library visitor catchment population of 19,500 for 2011 and 20,670 in 20 years.
2. There is some reduction in catchment population due to library service provided by Chesley, Durham and Walkerton.
3. The non-resident membership fee has a chill effect on participation in library programming and visits by people living outside the Town of Hanover.
4. If there were no non-resident membership fee, we estimate that the potential catchment population of the Hanover Public Library is 15,000 people.

A vision for the Hanover Public Library and the Town of Hanover would be to embark on cost-sharing of library services with surrounding municipalities, especially the Municipality of West Grey, to remove the barriers to these services for local residents.

A more progressive and innovative vision, consistent with the new Town of Hanover Strategic Plan would be to offer library service and full membership to all visitors at no charge, funding the library through the local municipal tax base.

Conclusion:

The regional catchment population for the Hanover Public Library is 15,000 people.

Description of Current Hanover Public Library

The Hanover Public Library is a standalone library, not a branch in a library system. It serves a small urban municipality, which was not amalgamated with adjacent townships. However, it also attracts people from the surrounding area. This situation is unusual in Southwestern Ontario and presents a challenge for defining the service delivery. In a multi-branch library system in large cities, like London or Toronto, or in rural areas with county library systems, library service delivery can take a variety of forms, i.e., different types of collections and programming, levels of service and hours of operation at different service points, and shared specialization among professional staff. Administrative and support functions may take place in another location altogether.

In Hanover's case, there are few options to define or limit library service delivery. Hanover must deliver a full range of library services to its community.

Physically, the library is located in the original Carnegie library building in downtown Hanover, occupying the lower floor, with municipal offices and council chamber occupying the main (upper) floor. In 1997, a renovation and addition expanded the main building and connected it to the former town hall. This created Hanover's Civic Centre, a complex of municipal offices, public library, theatre and meeting rooms. Tourist information is distributed at the library. Genealogical and local history information is available online and in the Daniel Knechtel Room of the library.



The following image shows the functional areas of the library, predominately the collection areas. Some children's programming takes place in the small children's area, and informal tutoring takes place at study tables. The Library has no meeting or programming space but can use the Saugeen Room, elsewhere in the building if not required for municipal or public use. Occasional use is also made of the Community Hall, situated across the corridor from the library. Storage is provided in various areas of the building as well.

Nineteen computers are provided for public use. Seating for forty-six people is included, in a range from comfortable soft seating to chairs at study tables.

Functional Areas of the Hanover Public Library



Library Programming

A core selection of library programming includes mostly drop-in and free programs, such as Blooming Babies Storytime, Summer Reading Program and programs for Homeschoolers. Creative, innovative and technical programs are also offered, sometimes at a small fee, such as yoga, crafts, games and writers' workshops. Library staff provides direct assistance for people learning how to use computers and online resources as required. The library participates in the digital library program of the Ontario Library Service with downloadable e-books and audiobooks, and access to online reference materials.

The Hanover Public Library has received two provincial awards for their programming. In 2012, the Library received the Angus Mowat Award of Excellence in the Small Library Category for "Computer Buddies," for one-on-one coaching by student volunteers with adults who want to improve their computer skills. In 2013, the Library received the Minister's Award for Innovation for the "English as a Second Language Café," a partnership with the Adult Learning Centre in Walkerton, consisting of a monthly drop-in meeting for people to socialize, practice speaking English and connect with information providers.

There are no quantitative guidelines or standards for public library programming requirements. Libraries determine programs based on community need and resources available.

Conclusion:

A variety of library programs are currently offered. More would be desirable if resources were available.

There is no dedicated library space for computer training, small group meetings, or large presentations.

Library Staffing

The scope of this project does not include an assessment of library staff functions, which was done in 2013 by the Southern Ontario Library Service. That “LEAN” management study focussed on improving workflow and the customer experience, and many recommendations from that study have been implemented by the Hanover Public Library.

As is common with a small library, the staff organizational chart is very flat with most positions reporting directly to the CEO. The only positions that report to a supervisor, other than the CEO, are the Customer Service Assistants, staffing the circulation desk, and the Library Pages, who put away books and other materials. These positions report to the Customer Service and Administration Assistant. Five core professional and paraprofessional employees work twenty-eight to thirty-five hours per week, four Customer Service staff work five to twenty hours per week, on average, and three library pages work six to fourteen hours per week. Project staff, for computer training or summer children’s programs, are hired depending on grant availability.

The Library currently puts a high priority on enhancing the customer experience, with hourly walkabouts to offer assistance to people in the library. Library use and activity is monitored and reported hourly, to use in service planning and staff deployment.

There is considerable overlap of customer service responsibilities, which is necessary with a small staff and the extensive hours of service to the public, sixty-one hours over seven days per week. All employees need to be trained to assist the public in most situations, and there needs to be a staff member on duty who is trained in more technical assistance, such as online or in-library research.

As a standalone library, functions such as collection development, materials processing, systems administration, interlibrary loans, shipping and receiving, and other administrative functions also take place within this space. Storage of materials for these activities is also needed. Space required for each staff member varies according to function rather than the number of individual employees or full-time-equivalents.

Tasks associated with interlibrary loan, book processing, and administration require different types of work spaces. On the other hand, part-time staff, such as Customer Service Assistants, can share workstations such as the circulation desk.

In the plan below, all noted staff functions take place in an area of approximately 675 sq. ft. from the staff office and circulation area.



Conclusion:

The current allocation of space for staff functions is inadequate and inefficient.

Proximity to the circulation desk allows for backup customer service during busy times, but quiet work areas are also important for staff activities such as planning without interruptions.

Scenarios for options and recommendations in this study are using two population projections;

1. Conservative projection of 10,000;
2. Regional projection of 15,000.

Library guidelines for staffing are as follows.

The Ontario Public Library Guidelines indicate:

In the interests of providing the best service possible to its community, the library board and administration should strive to maintain staff who are well trained and technologically literate to meet library needs, highly motivated and sufficient in number to meet the demands of the community.

Factors such as hours of operation and in-house processing of materials also drive the staffing levels required by a library. For example, Hanover Public Library is open 61 hours per week, thereby requiring adequate staffing levels to keep the doors open. Hanover also performs some tasks in-house rather than contracting them out, such as cataloguing and processing materials, and the system administration of Koha, the library automation system.

With the level of customer and technical support now required at public libraries, it should not be surprising that library staffing levels have increased to meet this demand. Current trends and best practices for programming, both within and outside the library, also require a higher level of staffing. It is essential that all front-line staff be well trained in library and customer service.

These Guidelines are not prescriptive for staffing levels; rather, they base the recommendations on averages from the Ontario Public Library Statistics for 2009.

Libraries serving populations of 5,000 – 15,001:

Percentile	Full Time Equivalents (FTE) per 1000 population
0 - 25	0.20
25 - 50	0.40
50 - 75	0.53
75 - 100	0.79
Average	0.47

The above chart indicates the scenario in small public libraries in 2009. For a community like Hanover, the 75-100 percentile would be desirable or .79 full-time equivalent staff per 1000 population served. Standards for staffing levels in Alberta are 0.5 to 0.7 full-time equivalent per 1000 population.

ARUPLO Guidelines

The ARUPLO Guidelines are predominantly aimed at branches of multi-branch systems and assume that professional librarians and technical staff are available at the system level.

	5,000 to 10,000 Population	15,000 Population
Supervisor	Professional Librarian or Post-Secondary plus Library training	Professional Librarian
Other Professional Staff		1 Additional Professional Librarian
Total Staff	5 Full Time Equivalents	7.5 Full Time Equivalents

Branch Assistants (e.g. Customer Service Assistants) are required to have the EXCEL diploma in small library management and/or library technician training.

Hanover Staffing Complement

	2013	2014	2015
Full Time Equivalents	6.11	6.09	7.34

Should the space issue be addressed as recommended in this report, staffing levels should be revisited. A more functional and less crowded staff workspace may permit more effective workflows and productivity. Better sightlines, lower shelves and wider aisles, in the public area of the library, will make it easier to monitor library activity, resulting in better quality of service and more efficient use of staff time.

However, a larger, more appealing library will attract more visitors and borrowers. Increased programming will require additional staff resources or reallocation of tasks.

Summary of Hanover Staffing and Guidelines

10,000 Population	Hanover Current	Ontario Guidelines	ARUPLO Branch Guidelines	Alberta Standards
Full Time Equivalents	7.34	7.9	5	7

15,000 Population	Hanover Current	Ontario Guidelines	ARUPLO Guidelines	Alberta Standards
Full Time Equivalents	7.34	11.85	7.5	10.5

Conclusion:

The Library has good hours of operation at 61 hours per week over 7 days.

The current level of staffing meets the guidelines and standards for a library serving a population of 10,000, but not 15,000.

Library Collection

Both digital and physical collections are important to today's public libraries. The Hanover Public Library provides a wide range of online and digital resources, which can be accessed within the library or from home or work with a library membership card. Due to lack of space in the library, over 2,000 items in the Hanover collection are stored in the Archive Room of the Civic Centre.

Summary of Hanover Collections and Guidelines

10,000 Population	Hanover Current	Ontario Guidelines 75-100 percentile	Ontario Guidelines Average	ARUPLO Branch Guidelines	Alberta Standards
All formats except periodicals	34,203	62,700	42,300	30,000 - 40,000	17,500 – 30,000

15,000 Population	Hanover Current	Ontario Guidelines 75-100 percentile	Ontario Guidelines Average	ARUPLO Branch Guidelines	Alberta Standards
All formats except periodicals	34,203	94,050	63,450	45,000 - 60,000	26,250 – 45,000

Conclusion:

There is a wide variety of guidelines for collection size. The Library can establish a collection target of a number of volumes per capita as a community guideline.

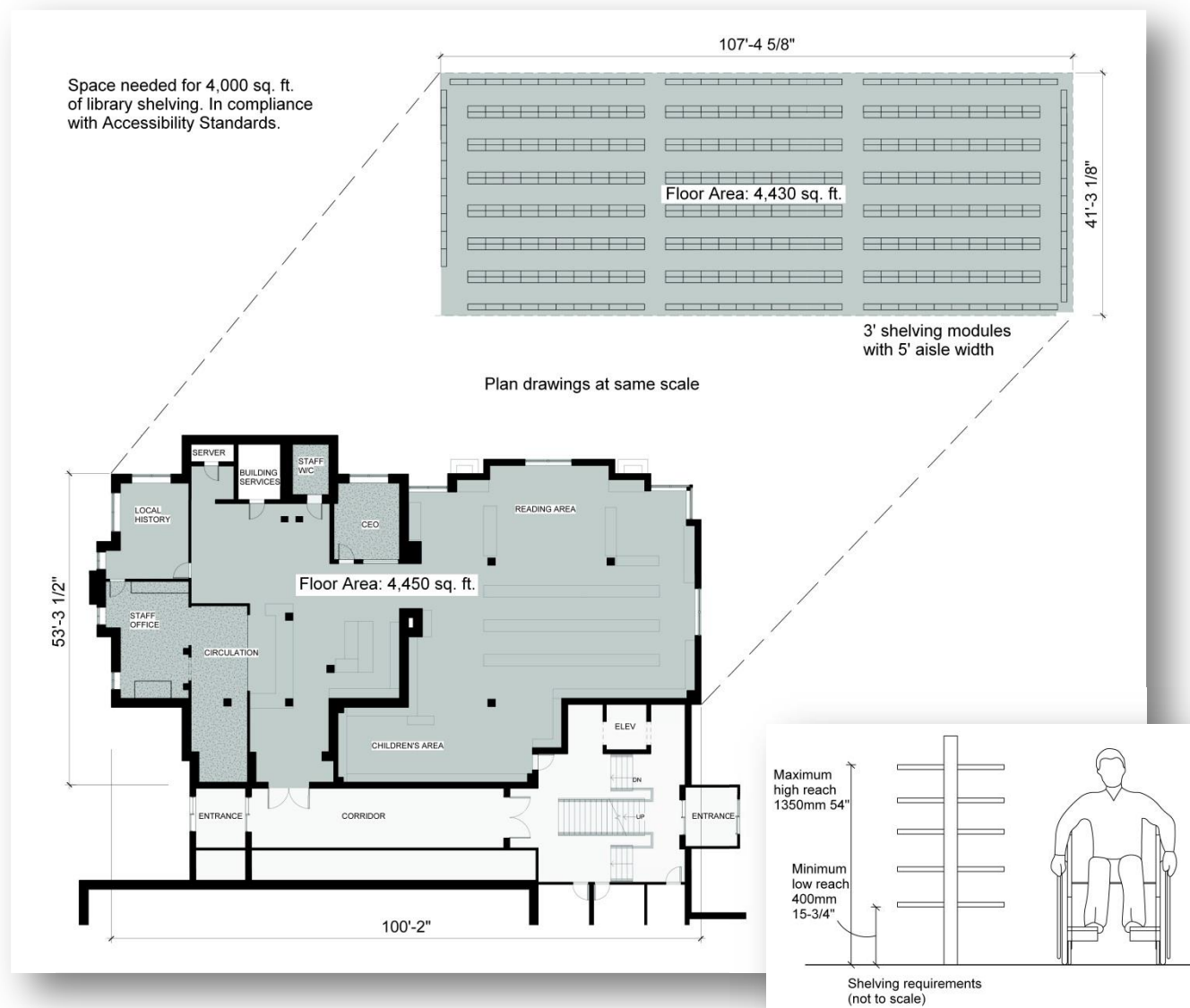
A guideline of 3-4 volumes per capita is a reasonable goal for building the collection to 40,000 volumes. There is not space to accommodate this size of collection in the current facility.

Emerging trends of reallocation of book budgets in favour of e-resources budgets should be monitored. Space formerly occupied by materials for borrowing can be reassigned for seating and computer workstations.

Facility Accessibility Design Standards (FADS) and the Library Collection

The Town of Hanover has adopted a Multi-Year Accessibility Plan 2013-2018, which identifies that, "All renovation and construction projects moving forward will comply with the Facility Accessibility Design Standards (FADS), if applicable." In addition to access to the building and the provision of accessible workstations and furniture, clear aisle space and height of book shelves are important elements of an accessible public library. For example the minimum low reach of book shelves is 15 ¾ inches (400 mm) and the maximum high reach is 54 inches (1350 mm). This results in a larger space requirement for the collection.

The following image shows the impact of incorporating accessibility standards on a proposed collection of 40,000 volumes within the Hanover Public Library. All of the existing library floor area is required to simply accommodate shelving for the collection.



Future Directions Survey

From November 2014 until June 2015, the Library distributed a community survey to assess residents' satisfaction with library services and interest in potential new and expanded services. Paper copies of the survey were placed in schools, the youth centre, stores, the recreation centre, at a silent auction table, and in the library. There was an online version of the survey as well.

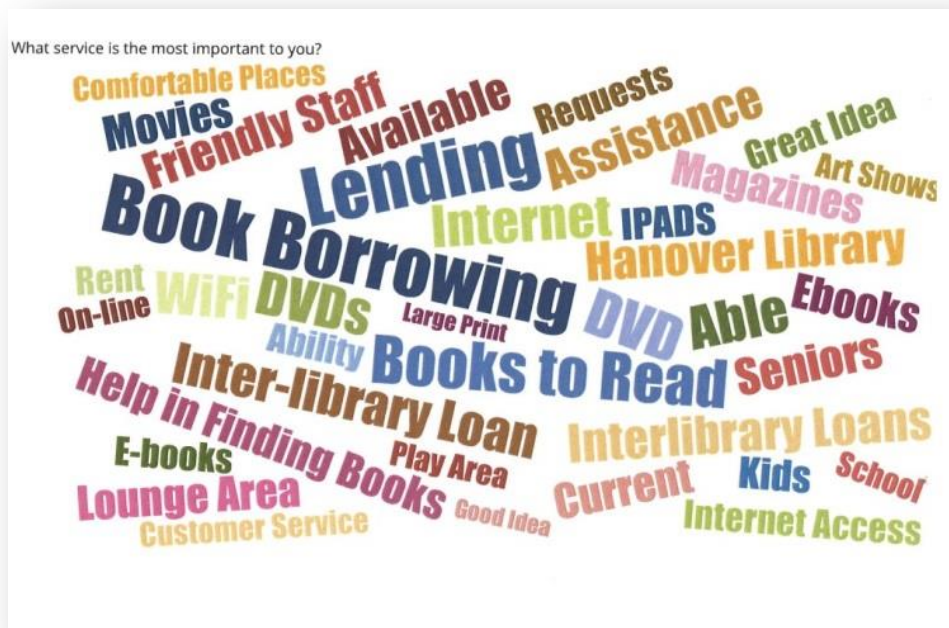
Four hundred responses were received. Library staff screened for duplications and were satisfied with the distribution in responses by age, except for seniors over age 80. As this survey was done with existing library resources and on a voluntary basis, it was unable to reach a significant number of non-users.

Relevant to this study, the survey results identified the importance of:

1. borrowing materials;
2. computer use;
3. comfortable quiet reading and study space.

The top four potential services identified included:

1. Study rooms/quiet areas;
2. Relaxed social areas;
3. More computers and devices;
4. Community meeting rooms.



Comparison with Similar Libraries

There is value in comparing library service in Hanover with library service in similar communities. Library and municipal staff, board members and councillors know the communities similar to Hanover. Residents may visit or use libraries in other municipalities and then compare them to their home library.

In many cases, however, amalgamation has created municipalities that do not match the local urban populations, so some caution must be taken to ensure that comparisons are appropriate. Another consideration is that most libraries in communities the size of Hanover are part of a county library system in Ontario. In Southwestern Ontario, only Dufferin, Grey and Perth counties do not have county library systems.

Data used in the following tables has been taken from the Ontario Public Library Statistics of 2013, as published by the Ontario Ministry of Tourism, Culture and Sport, or from the public libraries directly. The population used in the Ontario Public Library Statistics is the municipal population, 7,490 in Hanover's case.

Hours of Operation

Hanover Public Library

Monday	10 a.m. – 8 p.m.
Tuesday	10 a.m. – 8 p.m.
Wednesday	10 a.m. – 8 p.m.
Thursday	10 a.m. – 8 p.m.
Friday	10 a.m. – 8 p.m.
Saturday	10 a.m. – 5 p.m.
Sunday	1 p.m. – 5 p.m.

Library	Total Hours Per Week
Hanover	61
Grey Highlands*	78.5
West Grey*	76
Owen Sound	64
Meaford	39
North Perth*	84
St. Marys	49
West Perth	44
Average for Libraries serving 5,001-15,000	55

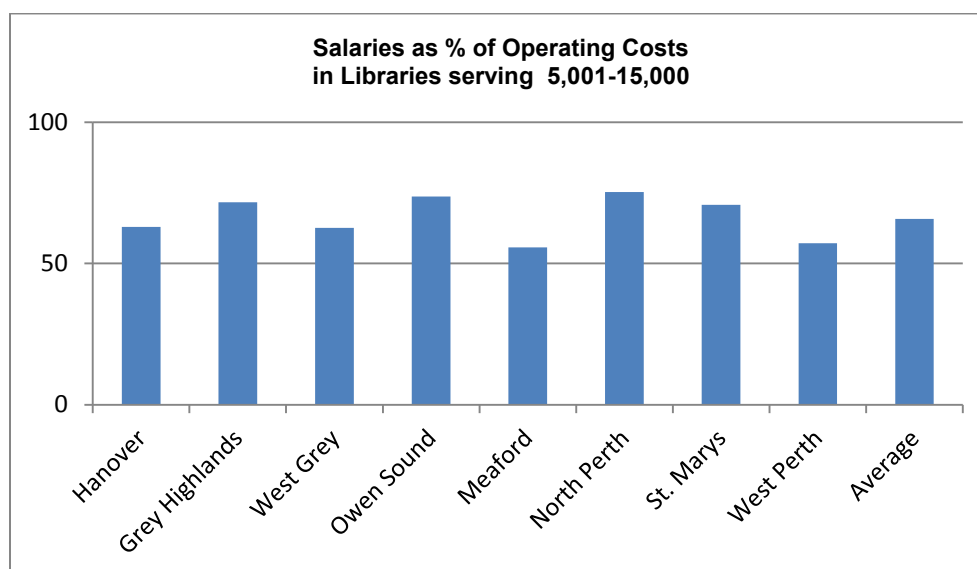
* Libraries with more than one branch

Finances

Financial comparisons can be challenging as some libraries have functions such as administrative services and building costs absorbed by their municipality, where other libraries may pay market-value rent and include capital depreciation in their budgets.

Outsourced materials processing might be included in material budgets, or in the case of some libraries including Hanover, materials processing is done in-house, using library staff, the cost of which is then reflected in the salaries budget.

Library	Operating Expenditure per Capita	Local (tax funded) Expenditure per Capita	Materials % of Operating	Salaries % of Operating	Facilities % of Operating
Hanover	\$ 74.92	\$ 67.97	7.54	62.89	21.1
Grey Highlands	\$ 43.23	\$ 30.00	7.39	71.68	11.7
West Grey	\$ 22.38	\$ 18.58	11.4	62.57	11.6
Owen Sound	\$ 36.04	\$ 29.01	7.8	73.74	7.9
Meaford	\$ 62.05	\$ 47.44	4.2	55.69	3.6
North Perth	\$ 43.77	\$ 36.80	8.66	75.24	8.8
St. Marys	\$ 65.01	\$ 55.21	13.78	70.76	0
West Perth	\$ 23.23	\$ 19.49	10.92	57.17	11.9
Average for Libraries serving 5,001-15,000	\$ 40.39	\$ 31.56	11.08	65.79	10.2



Conclusion:

Staff expenditures are in line with library comparators.

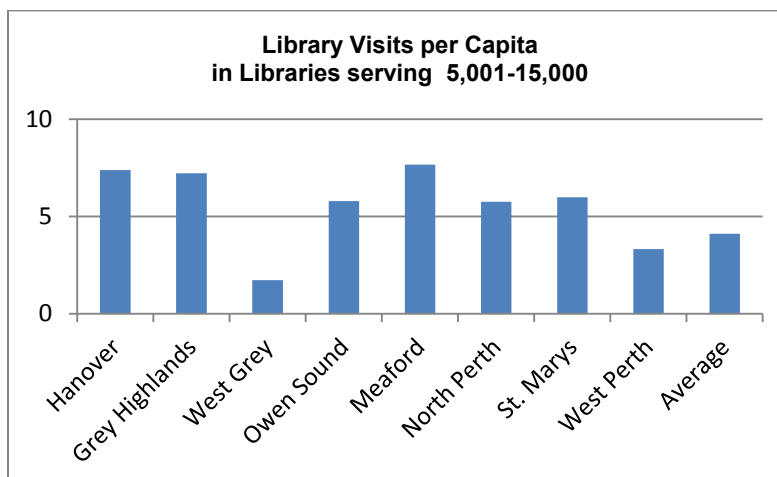
Materials (books, dvds, etc.) expenditures seem low.

Facility expenditures seem high in comparison with similar libraries. However, facility cost comparisons vary considerably from one library to another, likely a reflection of costs absorbed by the municipality in some cases.

Activities

Library	Percentage of Population Cardholders	Circulation per Capita	Program Attendance per Capita	Library Visits per Capita
Hanover	30.56	10.74	.55	7.38
Grey Highlands	65.29	8.12	.41	7.22
West Grey	22.3	3.47	.21	1.72
Owen Sound	31.17	7.63	.2	5.79
Meaford	33.1	7.36	.79	7.67
North Perth	37.14	9.06	.58	5.76
St. Marys	36.4	15.36	1.54	5.99
West Perth	21.51	6.95	.42	3.32
Average for Libraries serving 5,001-15,000	36.57	6.29	.33	4.10

Library	Number of Library Programs (2013)
Hanover	370
Grey Highlands	296
West Grey	402
Meaford	611
North Perth	419
St. Marys	938
West Perth	292



In 2014, there were 64,522 visits to the Hanover Public Library.

Conclusion:
Hanover has a high level of use compared to similar libraries.

Hanover has a lower number of programs than comparable libraries.

Staff Complement

The following table shows the relative staffing levels from the 2013 Ontario Public Library Statistics.

Library	Total Staff Full-time Equivalents (FTE)	Staff in FTE Per 1000 population
Hanover	6.11	.82
Grey Highlands	4.89	.61
West Grey	4.89	.40
Meaford	6.29	.57
St. Marys	8.43	.99

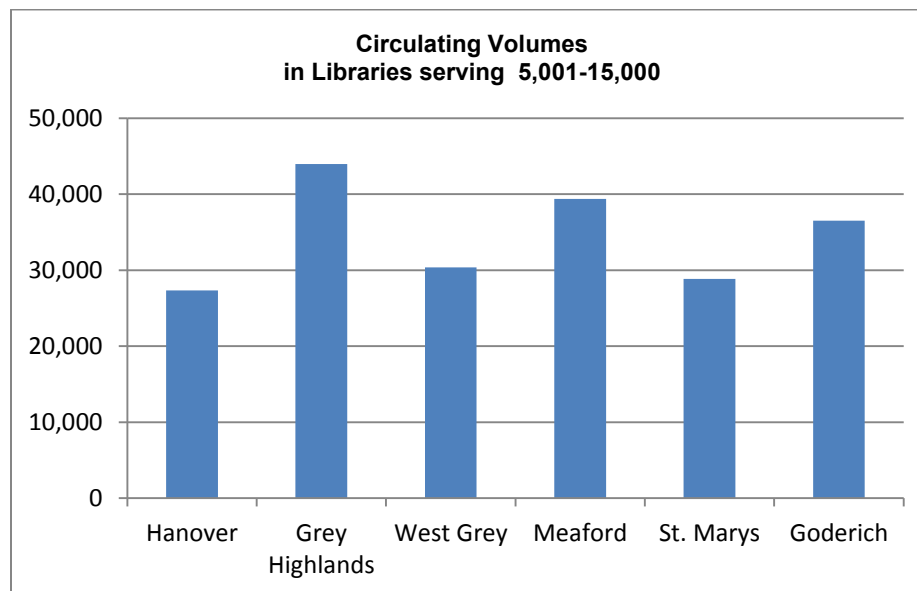
Conclusion:
Hanover staffing is appropriate for the number of hours of operation.

More staff hours would make more programs possible.

Collection

The collection size (2013 Statistics) from comparable libraries is as follows:

Library	Circulating Volumes
Hanover	27,357
Grey Highlands	43,955
West Grey	30,368
Meaford	39,386
St. Marys	28,846
Goderich	36,537



Conclusion:

Hanover's collection is undersized for a standalone library by traditional standards and in comparison with similar libraries.

Lack of space can restrict the size of a library collection.

Service Delivery Model

As a standalone library serving the community of Hanover, the Hanover Public Library needs to provide a full range of current library services, from core material lending, to a range of programs and services to meet the needs of the local community.

Fresh from the adoption of the 2015 Strategic Plan by the Town of Hanover, library service delivery should be developed through the lens of that Strategic Plan, specifically the vision of the Town of Hanover to be a regional centre. This vision includes a goal to eliminate user fees by the town to residents in the surrounding area. By extension, the Hanover Public Library should eliminate the non-resident membership fee. Funding to replace the revenue for the non-resident membership fee should come from the local property tax base, via the Town of Hanover, or through a contract for services, negotiated between the Town of Hanover and the Municipality of West Grey. It is important that the service to the residents of Hanover not be reduced in order to expand the service to the residents of the surrounding area.

As a public library serving the residents in the area around Hanover, the library should expect to serve a population of between 10,000 and 15,000, with 15,000 being the potential catchment population should there be no membership fee for non-residents.

The Hanover Public Library should increase its programming to be in line with modern libraries. This can be a combination of library-led programs and community or externally-led programs. This will require additional staff and program funding as well as partnerships with other community organizations.

The library should improve its collections of traditional materials and access to electronic materials. The balance of these will be important to monitor and adjust as community needs change. Access to electronic resources includes the equipment and workspace for people to use the e-resources in the library itself.

Components of the Service Delivery Model

- ✓ Maintain excellent hours of operation, seven days a week;
- ✓ Ensure that library policies and activities eliminate barriers to non-residents;
- ✓ Maintain core library programs to encourage life-long learning;
- ✓ Enhance access to electronic resources, virtual library;
- ✓ Enhance programming, both in-house and in community partnerships;
- ✓ Enhance computer training and training on personal devices.

Implications for Current Library

- ✓ Library is seriously undersized for the current activities and collections;
- ✓ Removal of non-resident library membership fees will result in an increase in use of the library, both in the space for public seating and programming, and in the demand on collections and staff time;
- ✓ Lack of flexibility in floor plan prevents adapting to changing needs and is inefficient.

Transitional Activities and Implementation Strategy

- ✓ Library Board work with Town Council to implement regional centre vision for library;
- ✓ Library Board work with Town Council to develop a capital plan for an expanded library;
- ✓ Operating budget to reflect expanded programming and service population;
- ✓ Operating budget to address expanded library requirements;
- ✓ Implementation plan for elimination of non-resident membership fees;
- ✓ Seek temporary additional space in Civic Centre for programming.

Library Guidelines for Facilities

Ontario Public Library Guidelines

"The library board should strive to provide a physical setting for library services that is inviting to the public and that provides adequate space to store and display the library's physical collection, adequate space for the library staff to carry out their duties in an efficient and comfortable setting, and adequate space for the public to make proper and convenient use of the library's equipment, resources and services. "

(Section 3.3 Facilities)

Guidelines for Rural/Urban Public Library Systems

There are general, widely-accepted guidelines to assess public library branches, both for current facilities and for future planning. The Ontario Public Library Guidelines and the Guidelines for Rural/Urban Public Library Systems indicate the following:

Library facilities should be developed to meet local community needs, library service strategies, projected populations and compliance with the Accessibility for Ontarians with Disabilities Act, building standards, other regulations and municipal policies.

The following minimum guidelines are based on assignable library space for staff work areas, programs, services, collections, seating and all required service areas:

Small branches: Branches serving catchment areas of 1,000-5,000 population
Minimum 2,500 sq. ft. or 1 sq. ft. per capita in the library's catchment area, whichever is greater.

Medium branches: Branches serving catchment areas of 5,000-10,000 population
Minimum 5,000 sq. ft. or 1 sq. ft. per capita in the library's catchment area, whichever is greater.

Large branches: Branches serving catchment areas of 10,000-35,000 population
Minimum 10,000 sq. ft. or 1 sq. ft. per capita in the library's catchment area, whichever is greater.

A public library is often constrained in its ability to provide library services to its community by inadequate size. Space for collections, seating, whether lounge-style for individuals or study tables and chairs, computers, programs and activities, along with the ability to meet requirements or guidelines for aisle widths and shelf heights, is all affected by available space.

It should be noted that assignable library space is considered as net square feet, and that a determination of gross square feet needs to be considered during a library building project, which is often estimated at 25%. Net square feet are estimated for the purpose of this project, based on floor plans and visits to the library itself.

Applying the Guidelines to the Hanover Public Library

Current Space available for the Hanover Public Library

Space	Area (net sq. ft.)	Notes
Main Library	4,450	Net of walls, not including building services, corridors, public washrooms, staff room. Includes space used for community and tourist information, as well as local history room.
Storage elsewhere in Civic Building	400	Approximate. Including cupboards in community hall, storage closet, part of archives vault.
Saugeen Room	725	Approximate, including storage. Part time use for programming as booked.
TOTAL	5,575	

Net square feet was established through measurement of internal wall space. A multiplier factor of 25% was applied to achieve the gross square feet for comparison purposes, estimated at 6,969 gross square feet.



In 1995, the Town of Hanover commissioned C.A. Ventin Architect Ltd. to conduct a study to determine space requirements for library needs. The Study's conclusion was that the library required 6,040 square feet (net) for current library service. This did not include shared space with municipal offices such as storage, staff areas, mechanical, programming and meeting space.

The space that was developed in the 1997 renovation and expansion for the library was a significant shortfall of the requirements even at that time.

Twenty years later, it should not be a surprise that a vibrant and growing community, library activities and requirements for accessibility, such as aisle width and shelf height, indicate that an expansion of the Hanover Public Library is needed.

Standards Approach to Library Space Needs

Library Definition

It is important to define what we are talking about as a library. For the purposes of this study, we are looking at the "bricks and mortar" component of the Hanover Public Library. Public libraries today, including Hanover, also have a "virtual" component of providing online services and resources.

The ARUPLO Guidelines considers only catchment populations and does not distinguish between types of branches or service levels.

For purposes of this document, four types of branches have been identified:

Small Branches: Branches serving from 1,000-5,000 population

Medium Branches: Branches serving from 5,000-10,000 population

Large Branches: Branches serving from 10,000-35,000 population

Urban Branches: Large urban branches located within a Rural/Urban Library System serving populations 35,000 or greater.

By this definition, the Hanover Public Library would be considered a "Large Branch", although, we must consider that it is not a branch of a larger system and it provides all administrative and support services within the library.

The Ontario Public Library Guidelines (OPLG) is summarized in Section 4, as follows:

Each library system must determine the service level, which is the nature of the service, which will be offered to the public, whether the library has one branch or 33. Where there are several branch libraries, the hours and services offered in each of these branch libraries should be based on the needs and characteristics of the local community it is meant to serve.

The document, Making the Case for Your Building Project, published by the Southern Ontario Library Service provides definitions of various library “types”:

Standalone Library

A standalone library building must meet all of the community needs in a single location. In addition to the common spaces required to accommodate collections, public service, staff, amenities and any optional services, it must house the technical services department and the library administration. The population tier for this type of building is the population of the entire library service area.

Consequently, the Hanover Public Library is defined as a Standalone Library. The population served is conservatively identified as 10,000 and regionally as 15,000.

Service Levels and Standards

The Ontario Public Library Guidelines uses both the ARUPLO Guidelines for size recommendation as well as the following Standards Table in the document, Making the Case for your Library Building Project, by the Southern Ontario Library Service.

Service Levels

The per capita standard provides an average square foot (square meter) per capita for a library building based on three levels of service – basic, enhanced and comprehensive.

Basic Service

A library building that houses the minimum staff, collections and technology to meet the basic library needs of its service population. Note: This service level applies to any deposit branch and some neighbourhood branches of a multi-branch system.

Enhanced Service

A library building that meets the basic standard and includes administrative or technical services plus a modest range of additional public services and programs for the people in its designated service area. Note: This service level applies to neighbourhood and regional branches and may apply to stand-alone buildings.

Comprehensive Service

A library building that meets the enhanced standard and includes space for a broad range of public services and programs for people in its designated service area. Note: This service level applies to neighbourhood and regional branches and stand-alone buildings.

Standards Table (Minimum Square Footage & Square Feet/ Metres Per Capita) Measurements in this table refer to a building's gross square footage			
Service population of library building under review	Level of Service		
	Basic	Enhanced	Comprehensive
Buildings serving under 1,000 people use minimum square footage OR square feet per capita <u>whichever is greater</u>	2,500 sq. ft. (232 sq. m.) minimum	3,125 sq. ft. (290 sq. m.) minimum	3,900 sq. ft. (362 sq. m.) minimum
	2.50 sq. ft. (0.232 sq. m.) per capita	3.25 sq. ft. (0.302 sq. m.) per capita	4.00 sq. ft. (0.372 sq. m.) per capita
Buildings serving 1,001 – 2,500 people use minimum square footage OR square feet per capita <u>whichever is greater</u>	3,280 sq. ft. (305 sq. m.) minimum	4,100 sq. ft. (381 sq. m.) minimum	5,125 sq. ft. (476 sq. m.) minimum
	1.60 sq. ft. (0.149 sq. m.) per capita	2.00 sq. ft. (0.186 sq. m.) per capita	2.50 sq. ft. (0.232 sq. m.) per capita
Buildings serving 2,501 – 5,000 people use minimum square footage OR square feet per capita <u>whichever is greater</u>	5,000 sq. ft. (465 sq. m.) minimum	6,350 sq. ft. (590 sq. m.) minimum	7,815 sq. ft. (726 sq. m.) minimum
	1.30 sq. ft. (0.121 sq. m.) per capita	1.62 sq. ft. (0.151 sq. m.) per capita	2.00 sq. ft. (0.186 sq. m.) per capita
Buildings serving 5,001 – 15,000 people use minimum square footage OR square feet per capita <u>whichever is greater</u>	8,100 sq. ft. (753 sq. m.) minimum	10,125 sq. ft. (941 sq. m.) minimum	12,650 sq. ft. (1,175 sq. m.) minimum
	1.05 sq. ft. (0.098 sq. m.) per capita	1.31 sq. ft. (0.122 sq. m.) per capita	1.64 sq. ft. (0.152 sq. m.) per capita

Accordingly, the rate of 1.31 sq. ft. per capita would be used.

For purposes of this study, we will apply the Guidelines for the Hanover Public Library for a population of 10,000 and of 15,000.

Hanover Public Library Catchment Population	Current Size (Gross Sq. Ft.)	Ontario PL Guideline (Gross sq. ft.)	ARUPLO Guideline (Gross sq. ft.)
	6,969 Including Saugeen Room and storage areas outside the library		
10,000		13,100	12,500
15,000		19,650	18,750

*The ARUPLO Guidelines refer to Net Square Feet. The calculation was adjusted by 25% to attain the gross square footage for comparison purposes.



Components Approach to Library Space Needs

A component approach to a library development project takes into account the functions, collections, programs and activities of the specific library to ensure that adequate space is allocated. Shared activities and spaces are also considered. For example, by breaking the size needed into its components, adjustments can be made for shared space.

Useful documents to assist in determining requirements include Public Library Space Needs: A Planning Outline by Anders C. Dalhgren, Wisconsin Department of Public Instruction, 2009, and Making the Case for your Library Building Project, Southern Ontario Library Service, 2010.

Workbooks and Excel worksheets are used to generate the documents.

It is a useful process to base a library facility on community standards and expectations, for example, the programming expected from a library. A components approach is useful to help communities customize their libraries to their local requirements, identifying special areas and services they wish to include or exclude. For example, the Hanover Public Library currently provides space for tourist and community information, as well as local history in the Daniel Knechtel Room.

Collection size and public seating for study and leisure reading are significant components of this approach. Estimates have been made for several of the components. Trends in computer use and space in public libraries are evolving to require more space for people using laptops and Wi-Fi in general areas of the library instead of, or in addition to, fixed computer stations.

This type of exercise is essential in the design phase of a capital library project.

The following pages show the results of undertaking the exercise of applying the Dalgren components approach to the Hanover Public Library.

Population	Gross size required
10,000	11,287
15,000	15,619

Components Approach Space Needs Model for Hanover Public Library 10,000 Population

DESIGN POPULATION

Projected resident population	10,000
Nonresident service population	
Design population	10,000

COLLECTION SPACE

Books: The space needed for the library's book collection is determined by the size of the collection and the parameters of the shelving environment. Depending on factors such as the width of the aisles and the height of the shelving, book collections can be housed at 10, 13 or 15 volumes per square foot. As the volumes housed per square foot increases, the average aisle width will decrease, the height of the shelving will grow, and there will be fewer opportunities for marketing display.

- * How many volumes will be in the library's print collection? 35,000
- * What is the library's preferred collection density? (choose one) ☒ 10 volumes per sq.ft.
☐ 13 volumes per sq.ft.
☐ 15 volumes per sq.ft.

Magazine / newspapers: The Americans with Disabilities Act specifies that current issue display shelving for magazines is subject to height limitations, which conditions how much space magazines will need.

- * How many titles will the library receive? 100

Magazine backfile: Shelving for any back issues retained by the library is NOT subject to reach limitations but many libraries choose to treat these holdings in the same manner.

- * How many of those titles will the library retain in backfiles? 30
- * What will be the average backrun for a typical title (in years)? 3

Nonprint: This collection will often be housed on lower shelving with more marketing display, but because these items are typically smaller than books, the collection density corresponds to that for books. The space need varies depending on aisle widths, marketing display, and so on.

- * How many nonprint items will the library house? 0
- * What is the library's preferred collection density? (choose one) ☐ 10 items per sq.ft.
☐ 13 items per sq.ft.
☐ 15 items per sq.ft.

Public access computers: Many libraries today experience increasing demands for access to digital information resources, which affects the number of stations needed for the public. Wireless access can also affect the inventory needed. The space need per station will be affected by the number of stations provided: a small inventory will usually require more space per station while a larger inventory will benefit from economies of scale and less space per station.

- * How many public access computers to provide? 20
- * What is the preferred space allocation for each? (choose one) ☒ 1 35 sq.ft. per station
☐ 45 sq.ft. per station
☐ 50 sq.ft. per station

READER SEATING SPACE

The number of reader seats a library needs is determined in large measure by the number of people the library serves, although other factors may also affect this inventory. Typically allow 30 square feet per seat.

- * How many reader seats should the library provide? 45

STAFF WORK SPACE

The inventory of staff work stations is based on the specific operations and work routines of the library, the number of public service desks, and so on. The space needed for each station, on average, will be affected by the number of work stations a library needs: a small inventory will require more space per station while a larger inventory will need less space per station.

- * How many staff work stations are needed? 8
- * What is the preferred space allocation for each? (choose one) ☒ 1 125 sq.ft. per station
☐ 140 sq.ft. per station
☐ 150 sq.ft. per station

MEETING ROOM SPACE

Multi-purpose:	How many seats to accommodate in a multi-purpose room?	50
Conference:	How many seats to accommodate at a conference table?	8
	How many seats in a gallery?	
Storytime:	What is the maximum audience for a typical storytime?	20
	Do your storytimes include a craft of activity? (choose one)	<input checked="" type="checkbox"/> 1 Yes <input type="checkbox"/> No
Computer training lab:	How many trainees should be accommodated?	10

Components Approach Space Needs Model for Hanover Public Library 10,000 Population, continued.

SPECIAL USE SPACE

Special use space reserves space for features such as small group study rooms, a copy center, a public café or refreshment area, a used book sale area, a staff break room, and so on. A larger proportionate allocation here reserves the option to incorporate a wider array of special use functions as a specific architectural plan is developed.

* Choose the library's preferred allocation for special use space ☐ 12% of gross area
☐ 15% of gross area
☐ 17% of gross area

NONASSIGNABLE SPACE

Nonassignable space reserves space for such necessary features as mechanical rooms, restrooms, stairwells and elevators. Typically a smaller building will need to reserve a larger share of its gross area for nonassignable purposes, while a larger building will require a smaller proportion for nonassignable. New construction will likely need a smaller proportion than an addition or renovation.

* Choose the library's preferred allocation for nonassignable ☒ 1 25% of gross area
☐ 27% of gross area
☐ 30% of gross area

ADDITIONAL ALLOWANCES

As an option, this worksheet can accommodate additional special allowances for features that may or may now be adequately accommodated in the preceding calculations. These may include space for an automated materials handling system, or a garage (if the library owns and operates vehicles). List any such special features here, along with a suitable square foot allowance

	Allowance
.....	sq.ft.
.....	sq.ft.
.....	sq.ft.
.....	sq.ft.

SPACE NEEDS SUMMARY

COLLECTION SPACE

35,000 volumes to house at	10 vol/sq.ft.	3,500 sq.ft.
100 magazine display at	1 sq.ft./title	100 sq.ft.
30 magazine backfile at	0.5 sq.ft./title/yr held	45 sq.ft.
0 nonprint items to house at	0 items/sq.ft.	0 sq.ft.
20 public access computers at	35 sq.ft. per station	700 sq.ft.

READER SEATING SPACE

45 reader seats at	30 sq.ft. per seat	1,350 sq.ft.
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STAFF WORK SPACE

8 staff work stations at	125 sq.ft. per station	1,000 sq.ft.
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MEETING ROOM SPACE (See notes 1 through 4)

50 multi-purpose seats	10 sq.ft. per seat	600 sq.ft.
8 conference room seats	30 sq.ft. per seat	240 sq.ft.
20 storytime seats	15 sq.ft. per seat	350 sq.ft.
10 computer training lab seats	50 sq.ft. per seat	580 sq.ft.

SPECIAL USE SPACE

calculated at 0% of gross building area	0 sq.ft.
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NONASSIGNABLE SPACE

calculated at 25% of gross building area	2,822 sq.ft.
--	--------------

SPECIAL ALLOWANCES

.....	sq.ft.
.....	sq.ft.
.....	sq.ft.
.....	sq.ft.

GROSS AREA NEEDED	11,287 sq.ft.
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- NOTES
1. Multi-purpose room area includes a modest allocation for a speaker's podium.
 2. Conference room area includes allocation for gallery / audience seating, if so designated.
 3. Storytime area includes a modest allocation for storytime presenter.
 4. Computer training lab area includes a modest allocation for trainer's station.

Components Approach Space Needs Model for Hanover Public Library 15,000 Population

DESIGN POPULATION

Projected resident population	15,000
Nonresident service population	
Design population	15,000

COLLECTION SPACE

Books: The space needed for the library's book collection is determined by the size of the collection and the parameters of the shelving environment. Depending on factors such as the width of the aisles and the height of the shelving, book collections can be housed at 10, 13 or 15 volumes per square foot. As the volumes housed per square foot increases, the average aisle width will decrease, the height of the shelving will grow, and there will be fewer opportunities for marketing display.

- * How many volumes will be in the library's print collection? 40,000
- * What is the library's preferred collection density? (choose one) ☒ 10 volumes per sq. ft.
☐ 13 volumes per sq. ft.
☐ 15 volumes per sq. ft.

Magazine / newspapers: The Americans with Disabilities Act specifies that current issue display shelving for magazines is subject to height limitations, which conditions how much space magazines will need.

- * How many titles will the library receive? 100

Magazine backfile: Shelving for any back issues retained by the library is NOT subject to reach limitations but many libraries choose to treat these holdings in the same manner.

- * How many of those titles will the library retain in backfiles? 30
- * What will be the average backrun for a typical title (in years)? 3

Nonprint: This collection will often be housed on lower shelving with more marketing display, but because these items are typically smaller than books, the collection density corresponds to that for books. The space need varies depending on aisle widths, marketing display, and so on.

- * How many nonprint items will the library house? 0
- * What is the library's preferred collection density? (choose one) ☐ 10 items per sq. ft.
☐ 13 items per sq. ft.
☐ 15 items per sq. ft.

Public access computers: Many libraries today experience increasing demands for access to digital information resources, which affects the number of stations needed for the public. Wireless access can also affect the inventory needed. The space need per station will be affected by the number of stations provided: a small inventory will usually require more space per station while a larger inventory will benefit from economies of scale and less space per station.

- * How many public access computers to provide? 25
- * What is the preferred space allocation for each? (choose one) ☒ 1 35 sq. ft. per station
☐ 45 sq. ft. per station
☐ 50 sq. ft. per station

READER SEATING SPACE

The number of reader seats a library needs is determined in large measure by the number of people the library serves, although other factors may also affect this inventory. Typically allow 30 square feet per seat.

- * How many reader seats should the library provide? 60

STAFF WORK SPACE

The inventory of staff work stations is based on the specific operations and work routines of the library, the number of public service desks, and so on. The space needed for each station, on average, will be affected by the number of work stations a library needs: a small inventory will require more space per station while a larger inventory will need less space per station.

- * How many staff work stations are needed? 10
- * What is the preferred space allocation for each? (choose one) ☒ 1 125 sq. ft. per station
☐ 140 sq. ft. per station
☐ 150 sq. ft. per station

MEETING ROOM SPACE

Multi-purpose:	How many seats to accommodate in a multi-purpose room?	50
Conference:	How many seats to accommodate at a conference table?	8
	How many seats in a gallery?	
Storytime:	What is the maximum audience for a typical storytime?	20
	Do your storytimes include a craft of activity? (choose one)	<input checked="" type="checkbox"/> 1 Yes <input type="checkbox"/> No
Computer training lab:	How many trainees should be accommodated?	10

Components Approach Space Needs Model for Hanover Public Library 15,000 Population, continued.

SPECIAL USE SPACE

Special use space reserves space for features such as small group study rooms, a copy center, a public café or refreshment area, a used book sale area, a staff break room, and so on. A larger proportionate allocation here reserves the option to incorporate a wider array of special use functions as a specific architectural plan is developed.

- * Choose the library's preferred allocation for special use space ☒ 12% of gross area
☐ 15% of gross area
☐ 17% of gross area

NONASSIGNABLE SPACE

Nonassignable space reserves space for such necessary features as mechanical rooms, restrooms, stairwells and elevators. Typically a smaller building will need to reserve a larger share of its gross area for nonassignable purposes, while a larger building will require a smaller proportion for nonassignable. New construction will likely need a smaller proportion than an addition or renovation.

- * Choose the library's preferred allocation for nonassignable ☒ 25% of gross area
☐ 27% of gross area
☐ 30% of gross area

ADDITIONAL ALLOWANCES

As an option, this worksheet can accommodate additional special allowances for features that may or may now be adequately accommodated in the preceding calculations. These may include space for an automated materials handling system, or a garage (if the library owns and operates vehicles). List any such special features here, along with a suitable square foot allowance

	Allowance
Note: may need less special use space	sq.ft.
.	sq.ft.
.	sq.ft.
.	sq.ft.

SPACE NEEDS SUMMARY

COLLECTION SPACE

40,000 volumes to house at	10 vol/sq.ft.	4,000 sq.ft.
100 magazine display at	1 sq.ft./title	100 sq.ft.
30 magazine backfile at	0.5 sq.ft./title/yr held	45 sq.ft.
0 nonprint items to house at	0 items/sq.ft.	0 sq.ft.
25 public access computers at	35 sq.ft. per station	875 sq.ft.

READER SEATING SPACE

60 reader seats at	30 sq.ft. per seat	1,800 sq.ft.
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STAFF WORK SPACE

10 staff work stations at	125 sq.ft. per station	1,250 sq.ft.
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MEETING ROOM SPACE (See notes 1 through 4)

50 multi-purpose seats	10 sq.ft. per seat	600 sq.ft.
8 conference room seats	30 sq.ft. per seat	240 sq.ft.
20 storytime seats	15 sq.ft. per seat	350 sq.ft.
10 computer training lab seats	50 sq.ft. per seat	580 sq.ft.

SPECIAL USE SPACE

calculated at 12% of gross building area	1,874 sq.ft.
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NONASSIGNABLE SPACE

calculated at 25% of gross building area	3,905 sq.ft.
--	--------------

SPECIAL ALLOWANCES

Note: may need less special use space	0 sq.ft.
.	sq.ft.
.	sq.ft.
.	sq.ft.

GROSS AREA NEEDED	15,619 sq.ft.
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- NOTES
1. Multi-purpose room area includes a modest allocation for a speaker's podium.
 2. Conference room area includes allocation for gallery / audience seating, if so designated.
 3. Storytime area includes a modest allocation for storytime presenter.
 4. Computer training lab area includes a modest allocation for trainer's station.



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Results for the two different population models and three methods for determining the size of library required are as follows:

Hanover Public Library Catchment Population	Ontario PL Guideline (gross sq. ft.)	ARUPLO Guideline (gross sq. ft.)	Dahlgren Components Approach (gross sq. ft.)
10,000	13,100	12,500	11,287
15,000	19,650	18,750	15,619

Other considerations include:

- 25% gross-up factor may be generous in a library designed to be mostly one large flexible space;
- Emerging trends away from traditional collections of books to a greater focus on electronic resources such as online reference databases and downloadable e-books, audiobooks, and movies may result in more modest requirements for library space.

A compromise target for two models is proposed as follows:

Hanover Public Library Catchment Population	Space Required (gross sq. ft.)
10,000	10,500
15,000	15,000

Options for Hanover Public Library Facility

General Description of Current Facility

For the purposes of this Study, the existing main entry from the parking lot is considered to face east.

The Hanover Civic Centre consists of:

- 1911 Town Hall building, fronting on 10th Avenue, and the attached (south side) Fire Hall;
- 1912 Carnegie Library at the street corner;
- 3-bay Fire Hall attached to south wall of Town Hall building, and
- 1995 addition that infills between the Town Hall and the Carnegie Library building, merging the individual buildings into a single building complex and providing an expanded building area.

The existing library space was created in 1995 and library functions currently occupy 5,575 sq.ft. of floor area in the Civic Centre building. The building and property is owned by the Municipality. The library is a tenant in the building.

Although there is barrier-free access into the existing library, the library itself is not configured nor furnished to comply with current barrier-free design standards. The gross floor areas, stated as basic design criteria for this Study, include increased floor area to comply with such standards.

The mandate of this Study is to determine how the library can be configured on the existing site and within the existing building. Exploration of alternative sites for the library is not included in this Study's mandate.

As for the existing Civic Centre building, it is assumed that the upper floor, currently utilized for Municipal Administrative Offices and Council Chambers, will not to be considered as potential library space. However, the lower auditorium of the original 1911 Town Hall building appears to have a lower degree of utilization and is considered as potential library space.

The library was last renovated and expanded 20 years ago. Interior room finishes were observed as in reasonable condition based on our cursory tour of the library. A detailed assessment of the existing building's condition is not included in this Study's mandate.



Cost Estimates

Preliminary cost estimates are provided for each proposed development option. Estimates include probable construction costs, professional design fees, contingency and other non-construction project costs, such as, moving, rental of temporary off-site space and displaced vehicle parking.

Cost estimates and budget have been prepared by Allan Avis Architects Inc., and represent the Architect's judgement as a design professional. It is recognized, however, that neither the Architect nor the Client has control over the cost of labour, materials, equipment, over the Contractor's methods of determining bid prices, over competitive bidding, market or negotiation conditions. Accordingly, the Architect cannot and does not warrant or represent that bids or negotiated prices will not vary from the estimate of construction cost or evaluations prepared or agreed to by the Architect.

The cost of work is estimated on a contracted-out basis, is based on our experience with projects of similar nature and information provided by contractors and suppliers. Staff and volunteer labour, and donated goods have not been factored into the cost estimates. The estimates are in fourth quarter 2015 dollars. We cannot guarantee the accuracy of the estimate because market conditions are beyond our control. Estimates should be modified periodically to reflect actual or anticipated rates of inflation (at approximately 4.0% compounded annually).

Some of the anticipated "Other Project Costs" are also provided for each Option. Budget cost figures for moving, rental of temporary space elsewhere in town and cash in lieu of displaced parking spaces, are preliminary and are based on previous experience with similar projects and typical market norms. Cost for upgrades and renovations of a temporary library space has been identified as a cost factor without a specified value. Increased rental revenues, due to a larger library space and/or rental of currently occupied library space that is vacated, are identified as a cost factor without a specified value. We do not have sufficient information at this time to provide budget costs for these last two items.

A design and construction contingency is carried in the budgets to reflect the preliminary nature of the estimate and lack of detail at this early stage. The contingency would normally be reduced, and funds reallocated, as the scope of work and details are refined during the design phase and during preparation of construction documents.

Budgets for Professional Fees include Architect, Structural, Mechanical and Electrical Engineering services, from start of design to end of construction.

An escalation cost has been included to adjust dollar values to a 2018 bid call date. It is assumed that the first two years will involve resolution and adoption of an acceptable design solution, finalizing the design, documenting the project and having the work bid. This line item must be adjusted to reflect either a shorter or longer time line, as the project unfolds.

It should be appreciated that a larger library will involve increased utility and operating costs. Estimating the costs of such increases is beyond the scope of this Study.

Cost estimates do not include the following:

- hazardous building materials surveying or abatement
- construction of second storey floor spaces in building additions
- furniture, fixtures and moveable equipment (FF&E)
- project soft costs such as financing, legal fees, geotechnical engineering and surveying
- ongoing building utilities, elevator and other operating costs
- value added taxes (HST)

Premiss for Library Design Options

According to the Library Needs Assessment, discussed earlier in this Study, the existing 5,575 sq.ft. library is approximately half the size that it should be to properly service the community. For a regional catchment population of 15,000 persons, the library requires a gross floor area of 15,000 sq.ft. A library of 10,500 sq.ft. is required to service a catchment population of 10,000.

The ideal public library, of this size will provide all of its floor area as a single, continuous floor area to facilitate library service and supervision, and to optimize staffing. Changes in floor levels should be avoided.

The library is to remain on the same site as part of the existing Civic Centre.

Although the library functions may have to be temporarily relocated, to allow for construction, the remainder of the Civic Centre is to continue operating during construction.

Compared to constructing a new building on a greenfield site, a construction project attracts an increasing level of risk as the volume and intensity of renovation work increases. Ergo, the smaller the renovation portion of work, the lower the risk, and, conversely, the more extensive and widespread the renovation work, the higher the risk.

Proposed Concept Design Options

Three basic approaches to increase library space are presented on the following pages:

Option A expands the library within the existing building by utilizing spaces adjacent and nearby the existing library. The resulting shortfall in required space is accommodated by constructing a small building addition.

Options B & C do not expand the library inside the existing building, except for overlapping use of the existing Saugeen Room. Both Options provide a larger building addition at the northeast corner of the existing building to accommodate the required increase in floor area.

Options D & E provide for new, essentially standalone, building structures on the property adjacent to the existing Civic Centre building. The proposed new structures are physically attached to the Civic Centre. Option D does not make use of any spaces within the existing Civic Centre building. Option E incorporates the existing Saugeen Room as library program space.

Each design Option presented in this Study provides for a library having 15,000 sq. ft. of gross floor area on the existing site and an alternative footprint for a library having 10,500 sq. ft.

The designs contained in this Study are conceptual in level of detail, intended to describe the general nature and character of potential renovations and building additions, and to suggest a range of design approaches. These are not the only possible designs for this site.

To varying degrees, all of the design Options impact the existing Civic Centre building, its site/property, streetscape and visibility. Details of the merits and impact for each Option accompany the written outline of each concept design, cost estimate and plan drawings.

Option A

10,500 sq.ft. library size

- The library expands through the lower auditorium of the 1911 Town Hall building, displacing the kitchen and change rooms/washroom. Floors of these rooms are removed and re-established to be flush with the existing library. Panels of existing north foundation wall are removed to provide increased visibility and circulation flow. Underpinning of foundations, in the 1911 Town Hall building, may be required.
- The central, east-west public corridor is incorporated within the library and the circulation desk is relocated, providing control for both east and west entry doors. Only the east door remains as direct public access to the municipal offices in the building.
- The space below the original Carnegie Library building is not directly visible from the open library area, due to thick foundation walls. This floor area could be designated as staff work spaces or perhaps meeting room(s).
- A total of 8,915 sq.ft. of existing floor area is renovated in the existing building.
- A 1,800 sq.ft. addition is shown attached to the east side of the existing library. The floor level of the addition is flush with the existing library floor.
- The footprint of the addition extends through the nearby row of vehicle parking, reducing the parking lot count by five spaces. The northerly wall plane of the building is matched by the addition, and is placed well back from the zoning setback.
- A two-storey structure is proposed to provide an appropriate architectural “fit” in this context. It is assumed that the library addition interior will be open for the entire two-storey height. The two-storey addition will block the existing east facing second storey windows in the Municipal Administration Offices. Alternatively, a second floor level could be constructed to allow for expansion of the Municipal Offices.
- The existing Multipurpose Room would be utilized for library programs and other functions.
- The existing Men’s Washroom, at bottom east stair landing, would be converted to a family, barrier-free washroom. A new Men’s Washroom would be constructed across the corridor.
- The proposed addition would be designed to “fit” harmoniously, adjacent to the existing building and retain the urban park character in this block. The addition’s building mass would largely obscure the existing east (main) building entrance that is currently visible from 10th Street.
- This Option maximizes the potential use of the existing building for library services and retains the library’s presence at its current location.
- The nature of the proposed renovations requires temporary disruption and/or relocation of library operations during construction.

15,000 sq.ft. library size

- Additional floor area is shown as red dashed line in the plan drawing.
- The larger 15,000 sq.ft. library would be accommodated by increasing the size and footprint of the addition to occupy most of the north yard to edge of property boundary at 10th Street. This is assuming that the entire library addition is at the existing library floor level.
- The north façade of the original Carnegie Library building would be partially covered by the new addition, thus changing the character of the streetscape in this block.
- North and east facing windows in the existing building will be enclosed by the new building addition. Existing windows could look into the library from the Municipal Offices. Alternatively, a second floor level would be constructed to allow for expansion of the Municipal Offices.
- On the other hand, the library will have considerable street presence and public engagement with street-side windows and high visibility for passing pedestrian and vehicle traffic.

Earliest likely construction completion date: 18 months.

Of the options presented, Option A is the only 15,000 sq.ft. library design that provides all of the library floor space at the same level.

Option A

Statement of Probable Construction Costs

	15,000 sq.ft. Library				10,500 sq.ft. Library			
	Unit Cost	Qty	Cost	Total	Unit Cost	Qty	Cost	Total
Building Renovations								
Cosmetic upgrades	\$65	2,290 sqft	\$149,000		\$65	2,290 sqft	\$149,000	
Minor renovations	\$140	2,190 sqft	\$307,000		\$140	2,190 sqft	\$307,000	
Extensive renovations	\$280	4,220 sqft	\$1,182,000		\$280	4,220 sqft	\$1,182,000	
Subtotal		8,700 sqft	\$1,638,000	\$1,638,000		8,700 sqft	\$1,638,000	\$1,638,000
New Building Addition								
Site service upgrades			\$50,000				\$50,000	
Site improvements & restoration	\$25	4,780 sqft	\$120,000		\$25	2,600 sqft	\$65,000	
New construction	\$225	6,300 sqft	\$1,418,000		\$300	1,800 sqft	\$540,000	
Subtotal			\$1,588,000	\$1,588,000			\$655,000	\$655,000
Subtotal				\$3,226,000				\$2,293,000
General Contractor overhead & profit @ 15%				\$484,000				\$344,000
Permits and approval fees @ 2.5%				\$93,000				\$66,000
Design & Construction contingency @ 20%				\$761,000				\$541,000
Professional Design Fees @ 12%				\$619,000				\$440,000
Escalation in construction cost to assumed 2018 bid call @ 4%/year				\$365,000				\$260,000
Total Probable Construction Costs & Design Fees				\$5,548,000				\$3,944,000

Budget Costs for Other Project Costs:

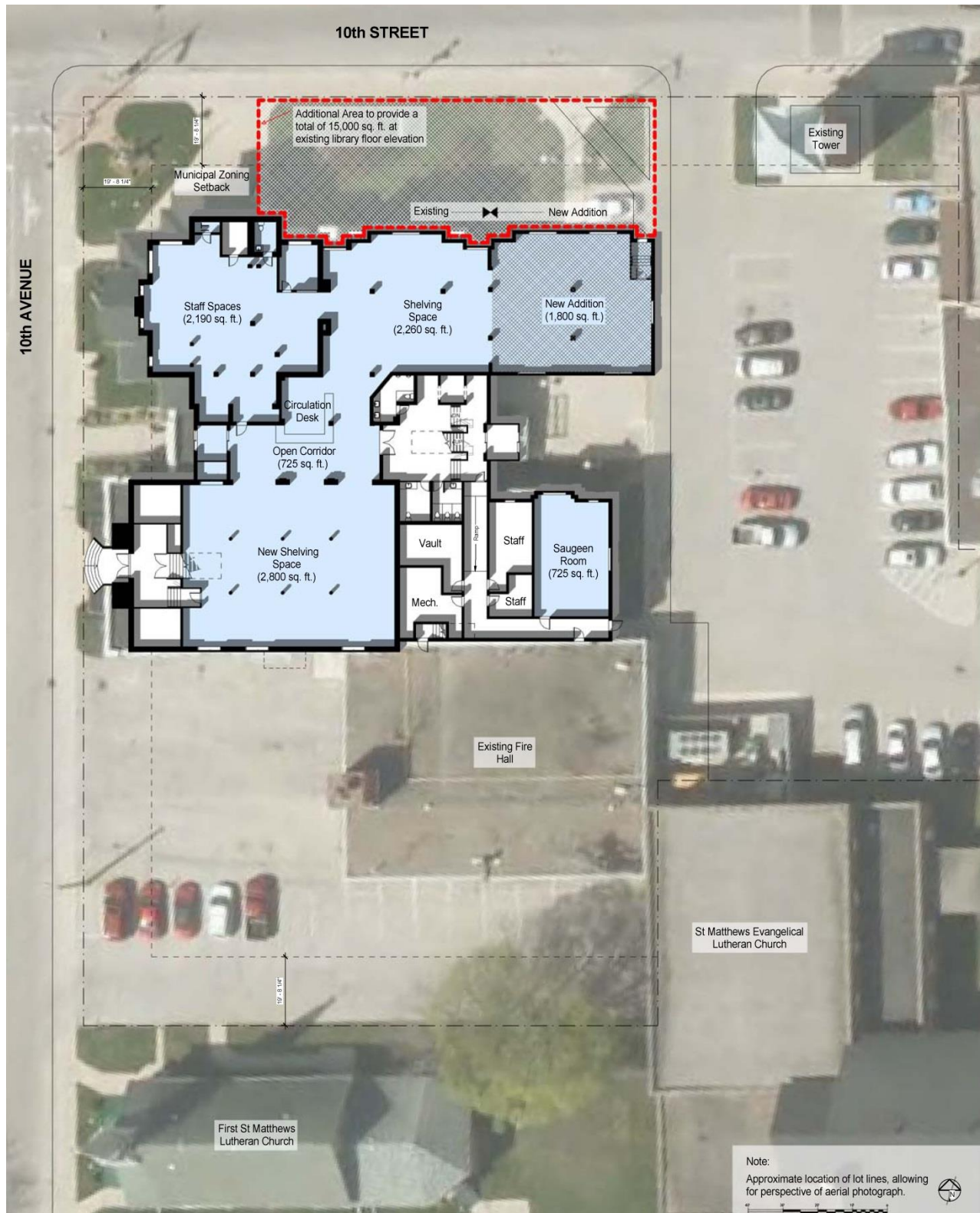
Move library out	\$10,000	\$10,000
Rental of temporary space off-site (for 8 to 10 months @\$5,500 /month)	\$55,000	\$55,000
Upgrades & renovations @ temporary location	???	???
Move library back in	\$10,000	\$10,000
Cash in lieu of parking displaced by additions (5 each @ \$4,000 per space)	\$20,000	\$20,000
Increased rental revenues	???	???
Total Other Project Costs	\$95,000	\$95,000

Total Estimated Cost	\$5,643,000	\$4,039,000
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Option A: Context Plan



Option A: Floor Plan



Option B

10,500 sq.ft. library size

- The existing library floor area is renovated. The circulation desk is relocated, adjacent to the new entry door. The space below the original Carnegie Library building, not directly visible from the open library area, is designated as staff work spaces and perhaps meeting room(s).
- The central, east-west public corridor and spaces, located south of the corridor, are retained as-is with only minor changes to provide a new library entry.
- A total of 5,315 sq.ft. of existing floor area is renovated in the existing building.
- A 5,325 sq.ft. building addition is proposed in the east yard. The central portion of existing east wall is removed to allow for flowing of spaces and for visibility.
- The addition's footprint encroaches beyond the front yard setback required in the Zoning By-Law and places the wall plane at the 10th Street property line, consistent with the clock tower and restaurant next door. The east wall of the addition comes to within approximately 15' of the neighbouring clock tower structure and deletes the parking lot driveway at 10th Street. Twelve parking spaces are displaced from the existing parking lot by the addition.
- A two-storey structure is proposed to provide an appropriate architectural "fit" in this context. It is assumed that the library addition interior will be open for the entire two-storey height. The two-storey addition will block the existing east facing second storey windows in the Municipal Administration Offices.
- The existing Saugeen Room will be utilized for library programs and other functions.
- The north façade of the original Carnegie Library building and the 1995 addition will remain visible along 10th Street. However, this addition's large building mass will completely obscure the existing east (main) building entrance and result in a less direct access onto the site. This size of addition will reduce the street presence of both the original Carnegie Library and the Clock Tower.
- On the other hand, the library will have considerable street presence and public engagement with street-side windows and high visibility for passing pedestrian and vehicle traffic.
- The character of the overall building will remain largely intact as a public building surrounded by a park. The addition will take on more of a "commercial block" character.
- The extensive renovations in the existing library will require temporary disruption and/or relocation of library operations during parts of construction. It may be feasible to construct the addition without shutting down library operations. Modifications inside the existing library will be staged to minimize disruption.

15,000 sq.ft. library size

- A 4,500 sq.ft. second floor level provides the additional floor area within the library addition footprint (floor area is shown as red dashed line in plan drawing).
- An elevator and two stairways are required for accessibility and Code compliance.

Earliest likely construction completion date: 18 months.

Option B

Statement of Probable Construction Costs

	15,000 sq.ft. Library				10,500 sq.ft. Library			
	Unit Cost	Qty	Cost	Total	Unit Cost	Qty	Cost	Total
Building Renovations								
Cosmetic upgrades	\$65	2,275 sqft	\$148,000		\$65	2,275 sqft	\$148,000	
Minor renovations	\$140	2,190 sqft	\$307,000		\$140	2,190 sqft	\$307,000	
Extensive renovations	\$280	710 sqft	\$199,000		\$280	710 sqft	\$199,000	
Subtotal		5,175 sqft	\$654,000	\$654,000		5,175 sqft	\$654,000	\$654,000
New Building Addition								
Site service upgrades			\$50,000				\$50,000	
Site improvements & restoration	\$25	4,000 sqft	\$100,000		\$25	4,000 sqft	\$100,000	
New construction - main floor level	\$225	5,325 sqft	\$1,198,000		\$225	5,325 sqft	\$1,198,000	
New construction - mezzazine level	\$200	4,500 sqft	\$900,000				\$0	
Elevator, hoistway & stairways			\$125,000				\$0	
Subtotal			\$2,373,000	\$2,373,000			\$1,348,000	\$1,348,000
Subtotal				\$3,027,000				\$2,002,000
General Contractor overhead & profit @ 15%				\$454,000				\$300,000
Permits and approval fees @ 2.5%				\$87,000				\$58,000
Design & Construction contingency @ 20%				\$714,000				\$472,000
Professional Design Fees @ 12%				\$581,000				\$384,000
Escalation in construction cost to assumed 2018 bid call @ 4%/year				\$343,000				\$227,000
Total Probable Construction Costs & Design Fees				\$5,206,000				\$3,443,000

Budget Costs for Other Project Costs:

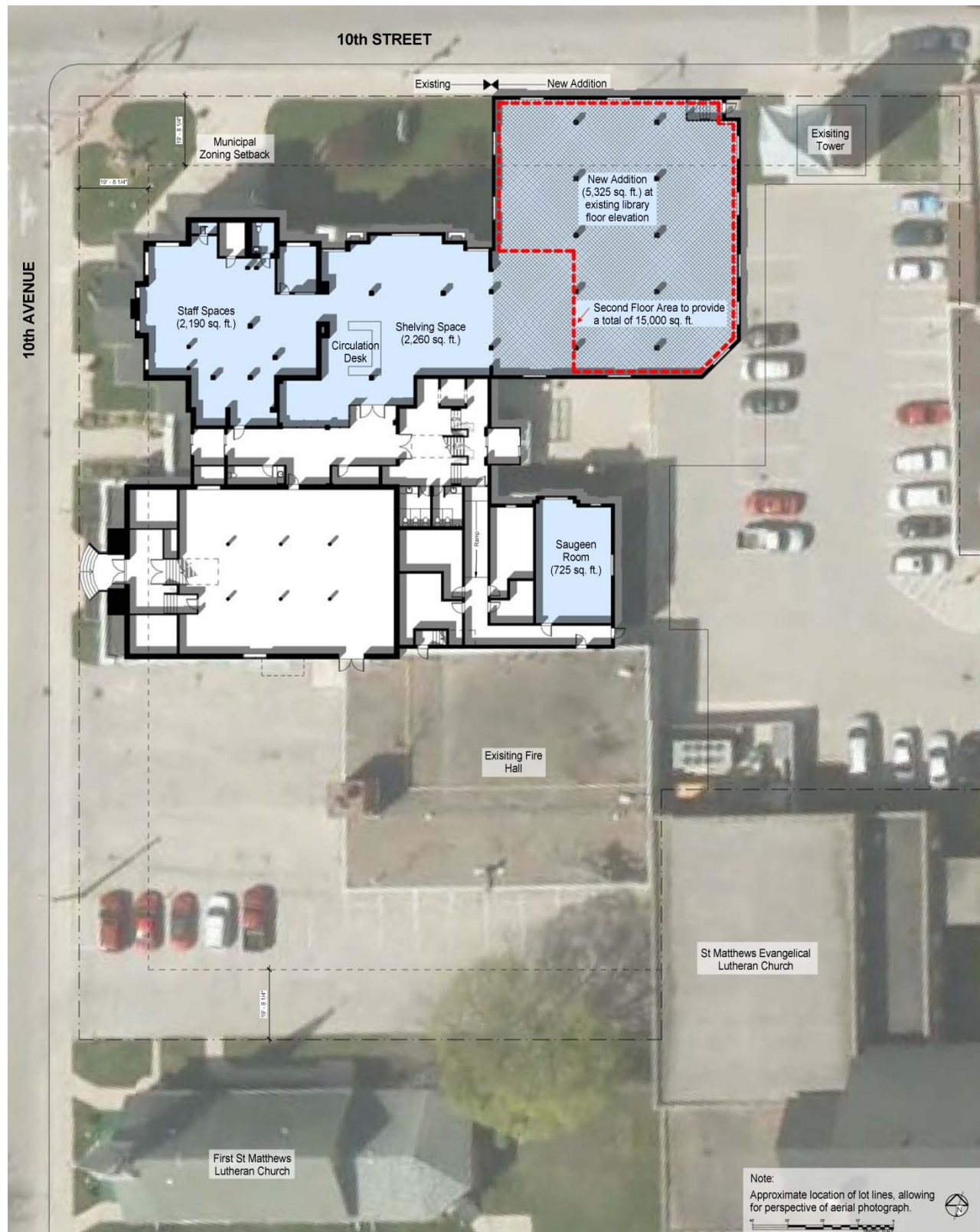
Move library out	\$10,000	\$10,000
Rental of temporary space off-site (for 8 to 10 months @\$5,500 /month)	\$55,000	\$55,000
Upgrades & renovations @ temporary location	???	???
Move library back in	\$10,000	\$10,000
Cash in lieu of parking displaced by additions (12 each @ \$4,000 per space)	\$48,000	\$48,000
Increased rental revenues	???	???
Total Other Project Costs	\$123,000	\$123,000

Total Estimated Cost	\$5,329,000	\$3,566,000
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Option B: Context Plan



Option B: Floor Plan



Option C

10,500 sq.ft. library size

- As with Option B, the existing library floor area is renovated. The circulation desk is relocated, adjacent to the new entry door. The space below the original Carnegie Library building, not directly visible from the open library area, is designated as staff work spaces and perhaps meeting room(s).
- The central, east-west public corridor and spaces located south of the corridor are retained as-is.
- A total of 5,365 sq.ft. of existing floor area is renovated in the existing building.
- A 5,325 sq.ft. building addition wraps around the north-east corner of the existing building. Sections of existing north and east walls are removed to allow for flowing of spaces and for visibility.
- The addition's footprint encroaches beyond the front yard setback required in the Zoning By-Law and places the wall plane at the 10th Street property line. The east wall of the addition extends into the nearby row of parking, but allows for the existing driveway at 10th Street to remain. Five parking spaces are displaced from the existing parking lot by the addition.
- A two-storey structure is proposed to provide an appropriate architectural "fit" in this context. It is assumed that the library addition interior will be open for the entire two-storey height. The two-storey addition will block existing east and north facing second storey windows in the Municipal Administration Offices.
- The existing Saugeen Room will be utilized for library programs and other functions.
- The north façade of the original Carnegie Library building will remain visible along 10th Street. However, this addition's large building mass will completely obscure the existing east (main) building entrance and will change the character of the streetscape in this block. This size of addition will reduce the street presence of both the original Carnegie Library and the Clock Tower.
- On the other hand, the library will have considerable street presence and public engagement with street-side windows and high visibility for passing pedestrian and vehicle traffic.
- The overall building will take on more of a "commercial block" character than a public building surrounded by a park.
- The extensive renovations in the existing library will require temporary disruption and/or relocation of library operations during parts of construction. It may be feasible to construct the addition without shutting down library operations. Modifications inside the existing library can be staged to minimize disruption.

15,000 sq.ft. library size

- A 4,310 sq.ft. second floor level provides the additional floor area within the library addition footprint (floor area is shown as red dashed line in plan drawing).
- An elevator and two stairways are required for accessibility and Code compliance.

Earliest likely construction completion date: 18 months.

Option C

Statement of Probable Construction Costs

	15,000 sq.ft. Library				10,500 sq.ft. Library			
	Unit Cost	Qty	Cost	Total	Unit Cost	Qty	Cost	Total
Building Renovations								
Cosmetic upgrades	\$65	2,025 sqft	\$132,000		\$65	2,025 sqft	\$132,000	
Minor renovations	\$140	2,190 sqft	\$307,000		\$140	2,190 sqft	\$307,000	
Extensive renovations	\$280	960 sqft	\$269,000		\$280	960 sqft	\$269,000	
Subtotal		5,175 sqft	\$708,000	\$708,000		5,175 sqft	\$708,000	\$708,000
New Building Addition								
Site service upgrades			\$50,000				\$50,000	
Site improvements & restoration	\$25	3,850 sqft	\$96,000		\$25	3,850 sqft	\$96,000	
New construction - main floor level	\$225	5,325 sqft	\$1,198,000		\$225	5,325 sqft	\$1,198,000	
New construction - mezzazine level	\$200	4,500 sqft	\$900,000				\$0	
Elevator, hoistway & stairways			\$125,000				\$0	
Subtotal			\$2,369,000	\$2,369,000			\$1,344,000	\$1,344,000
Subtotal				\$3,077,000				\$2,052,000
General Contractor overhead & profit @ 15%				\$462,000				\$308,000
Permits and approval fees @ 2.5%				\$88,000				\$59,000
Design & Construction contingency @ 20%				\$725,000				\$484,000
Professional Design Fees @ 12%				\$590,000				\$394,000
Escalation in construction cost to assumed 2018 bid call @ 4%/year				\$348,000				\$232,000
Total Probable Construction Costs & Design Fees				\$5,290,000				\$3,529,000

Budget Costs for Other Project Costs:

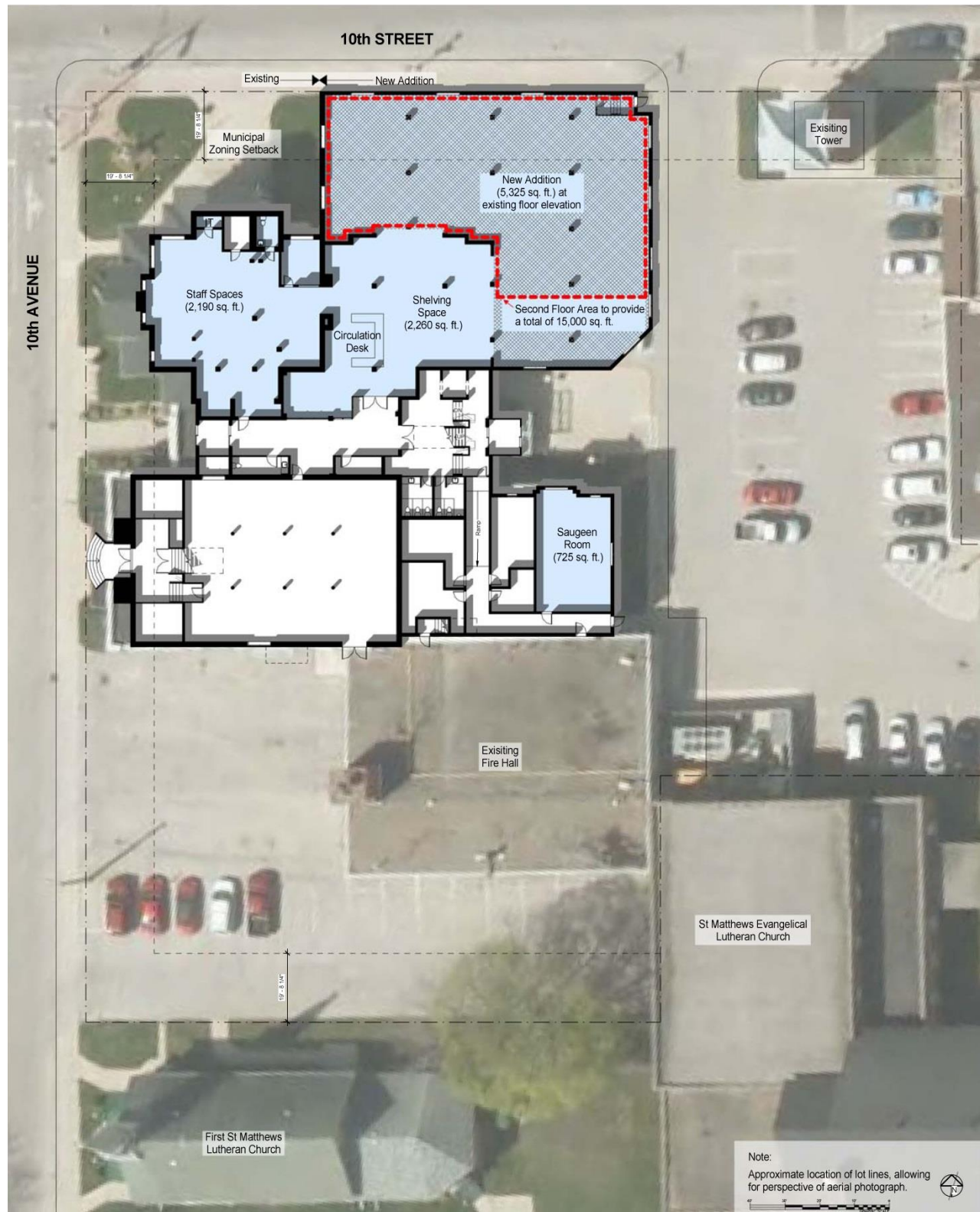
Move library out	\$10,000	\$10,000
Rental of temporary space off-site (for 8 to 10 months @\$5,500 /month)	\$55,000	\$55,000
Upgrades & renovations @ temporary location	???	???
Move library back in	\$10,000	\$10,000
Cash in lieu of parking displaced by additions (5 each @ \$4,000 per space)	\$20,000	\$20,000
Increased rental revenues	???	???
Total Other Project Costs	\$95,000	\$95,000

Total Estimated Cost	\$5,385,000	\$3,624,000
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Option C: Context Plan



Option C: Floor Plan



Option D

10,500 sq.ft. library size

- Provides for a new, purpose-built library building on the existing fire hall site, in the event that a new fire hall is constructed elsewhere.
 - The 10,500 sq.ft. new library will be at grade/street level and will be joined with the South side of the existing Civic Centre complex. The structure will be 1½ storeys in height, allowing for interior openness, ample natural lighting and an airy feeling.
 - A single, large floor area provides for optimal library service and supervision.
 - The library's footprint will displace 8 parking spaces out of 15 spaces currently located beside the Fire Hall.
 - The new library building mass will not obscure the existing north façade of the existing building or the Clock Tower and it should not negatively change the character of the streetscape in this block.
 - Lower level floor space (including the Saugeen Room), currently occupied by the library, will be freed up for other uses, such as additional Municipal Office space.
 - An egress corridor is required along south side of original Town Hall building to maintain exiting from second floor level in Civic Centre. This corridor will have a lower roof level than the library addition to minimize interference with existing south facing windows at theatre.
 - The existing library and municipal office functions will continue with minimal interruption during construction of the new library structure. Only a single stage relocation of the library will be required.
-
- Construction of the new library would have to await construction of a new fire hall, followed by removal of the existing fire hall.

15,000 sq.ft. library size

- A 4,500 sq.ft. second floor level is provided through approximately one half of the building additional footprint (floor area is shown as red dashed line in plan drawing).
- An elevator and two stairways are required for accessibility and Code compliance.

Earliest likely construction completion date: 30 months, allowing time for the fire hall to design and erect a new build, and vacate the existing fire hall.

Option D is entirely contingent upon relocation of the existing fire hall. If there are no plans or interest to relocate the fire hall elsewhere, Option D can be dismissed.

Option D

Statement of Probable Construction Costs

	15,000 sq.ft. Library				10,500 sq.ft. Library			
	Unit Cost	Qty	Cost	Total	Unit Cost	Qty	Cost	Total
Building Renovations								
Cosmetic upgrades	\$65	0 sqft	\$0		\$65	0 sqft	\$0	
Minor renovations	\$140	675 sqft	\$95,000		\$140	675 sqft	\$95,000	
Extensive renovations	\$280	0 sqft	\$0		\$280	0 sqft	\$0	
Subtotal		675 sqft	\$95,000	\$95,000		675 sqft	\$95,000	\$95,000
New Building Addition								
Site service upgrades			\$50,000				\$50,000	
Site improvements & restoration	\$25	4,800 sqft	\$120,000		\$25	4,800 sqft	\$120,000	
New construction - main floor level	\$225	10,500 sqft	\$2,363,000		\$225	10,500 sqft	\$2,363,000	
New construction - mezzazine level	\$200	4,500 sqft	\$900,000				\$0	
Elevator, hoistway & stairways			\$125,000				\$0	
New egress corridor construction	\$200	500 sqft	\$100,000		\$200	500 sqft	\$100,000	
Subtotal			\$3,658,000	\$3,658,000			\$2,633,000	\$2,633,000
Subtotal				\$3,753,000				\$2,728,000
General Contractor overhead & profit @ 15%				\$563,000				\$409,000
Permits and approval fees @ 2.5%				\$108,000				\$78,000
Design & Construction contingency @ 20%				\$885,000				\$643,000
Professional Design Fees @ 12%				\$720,000				\$523,000
Escalation in construction cost to assumed 2018 bid call @ 4%/year				\$425,000				\$309,000
Total Probable Construction Costs & Design Fees				\$6,454,000				\$4,690,000

Budget Costs for Other Project Costs:

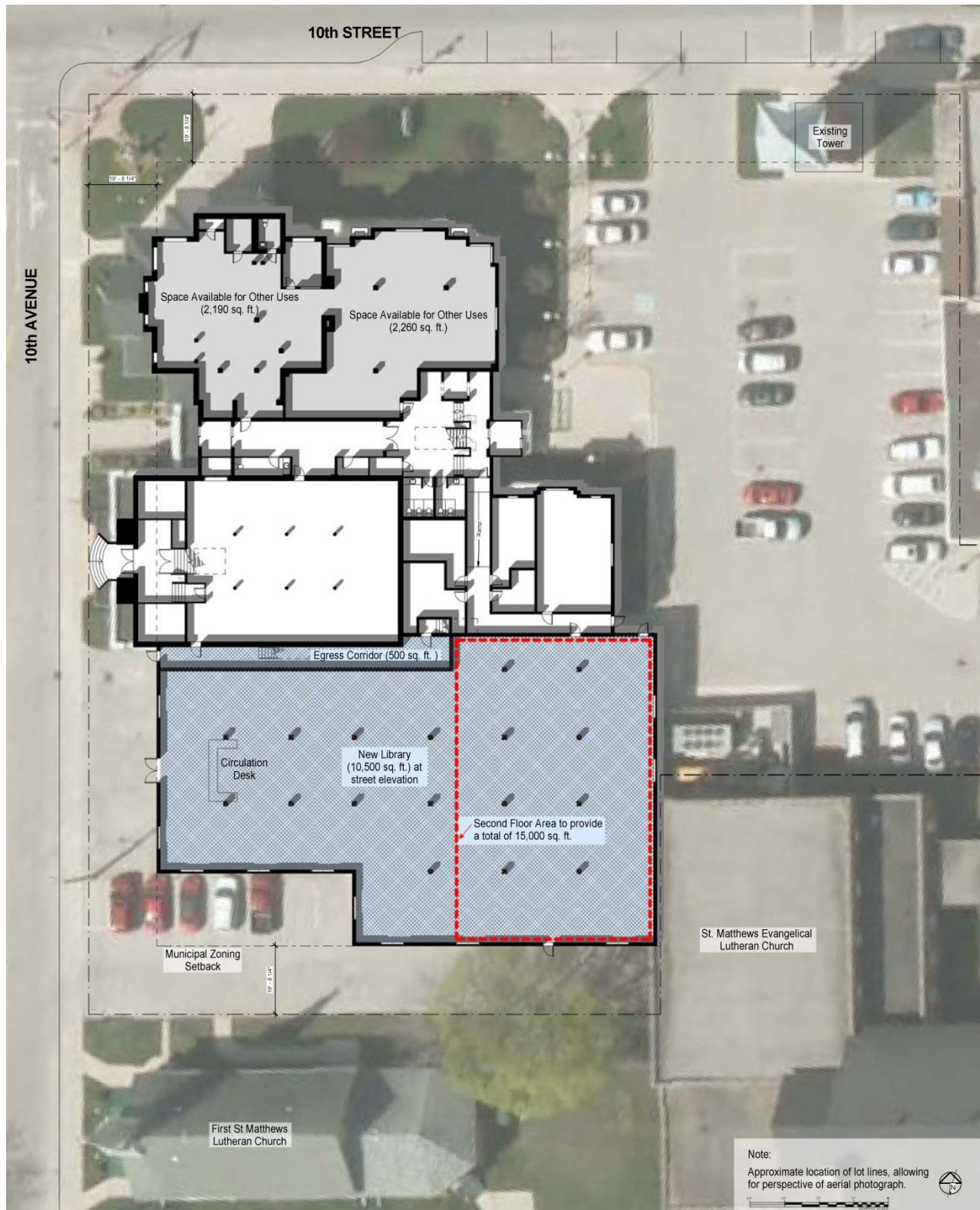
Move library out	\$10,000	\$10,000
Rental of temporary space off-site	not applicable	not applicable
Move library back in	not applicable	not applicable
Cash in lieu of parking displaced by additions (8 each @ \$4,000 per space)	\$32,000	\$32,000
Increased rental revenues	???	???
Total Other Project Costs	\$42,000	\$42,000

Total Estimated Cost	\$6,496,000	\$4,732,000
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Option D: Context Plan



Option D: Floor Plan



Option E

10,500 sq.ft. library size

- Provides for a new, purpose-built library building in the east parking lot. The 10,000 sq.ft. new library will be at grade/street level and will be joined with the existing Civic Centre complex. The structure will be 1½ storeys in height, allowing for interior openness, ample natural lighting and an airy feeling.
- A single, large floor area provides for optimal library service and supervision.
- The library's footprint will occupy most of the existing on-site parking lot. 26 parking spaces will be displaced; 12 parking spaces adjacent to 11th Avenue will be retained. Approximately 8 parallel parking spaces will be added in front of property along 10th Street. Some of these new parking spaces will be designated for barrier-free use.
- A new joint lobby, facing 10th Street, will provide for a central circulation node to access Municipal Offices, Library and Saugeen Meeting Room. This new lobby will be at the same elevation as the existing east vestibule floor and will be flush with the library and adjacent meeting room. Tourist information could be displayed in the lobby.
- The existing Saugeen Room will be utilized by the library and by other building occupants. The Saugeen Room is at a lower elevation than the new library floor and there is insufficient headroom to raise the Saugeen Room floor level to the new library level. The library addition will have to incorporate an interior stairway and/or ramp, if direct access is required from the library.
- The new library building mass will not obscure the existing north façade of the existing building or the Clock Tower and it should not negatively change the character of the streetscape in this block.
- Lower level floor space, currently occupied by the library, are freed up for other (potential leaseable) uses, including additional Municipal Office space.
- The existing library and municipal office functions will continue with minimal interruption during construction of the new library structure. Only a single stage relocation of the library will be required.

15,000 sq.ft. library size

- A 4,500 sq.ft. second floor level is provided through approximately one half of the building additional footprint (floor area is shown as red dashed line in plan drawing).
- An elevator and two stairways are required for accessibility and Code compliance.

Earliest likely construction completion date: 18 months.

Option E

Statement of Probable Construction Costs

	15,000 sq.ft. Library				10,500 sq.ft. Library			
	Unit Cost	Qty	Cost	Total	Unit Cost	Qty	Cost	Total
Building Renovations								
Cosmetic upgrades	\$65	0 sqft	\$0		\$65	0 sqft	\$0	
Minor renovations	\$140	725 sqft	\$102,000		\$140	725 sqft	\$102,000	
Extensive renovations	\$280	0 sqft	\$0		\$280	0 sqft	\$0	
Subtotal		725 sqft	\$102,000	\$102,000		725 sqft	\$102,000	\$102,000
New Building Addition								
Site service upgrades			\$50,000				\$50,000	
Site improvements & restoration	\$25	8,520 sqft	\$213,000		\$25	8,520 sqft	\$213,000	
New construction - main floor level	\$225	9,775 sqft	\$2,199,000		\$225	9,775 sqft	\$2,199,000	
New construction - mezzazine level	\$200	4,500 sqft	\$900,000				\$0	
Elevator, hoistway & stairways			\$125,000				\$0	
New lobby construction	\$225	800 sqft	\$180,000		\$225	800 sqft	\$180,000	
Subtotal			\$3,667,000	\$3,667,000			\$2,642,000	\$2,642,000
Subtotal				\$3,769,000				\$2,744,000
General Contractor overhead & profit @ 15%				\$565,000				\$412,000
Permits and approval fees @ 2.5%				\$108,000				\$79,000
Design & Construction contingency @ 20%				\$888,000				\$647,000
Professional Design Fees @ 12%				\$723,000				\$526,000
Escalation in construction cost to assumed 2018 bid call @ 4%/year				\$426,000				\$311,000
Total Probable Construction Costs & Design Fees				\$6,479,000				\$4,719,000

Budget Costs for Other Project Costs:

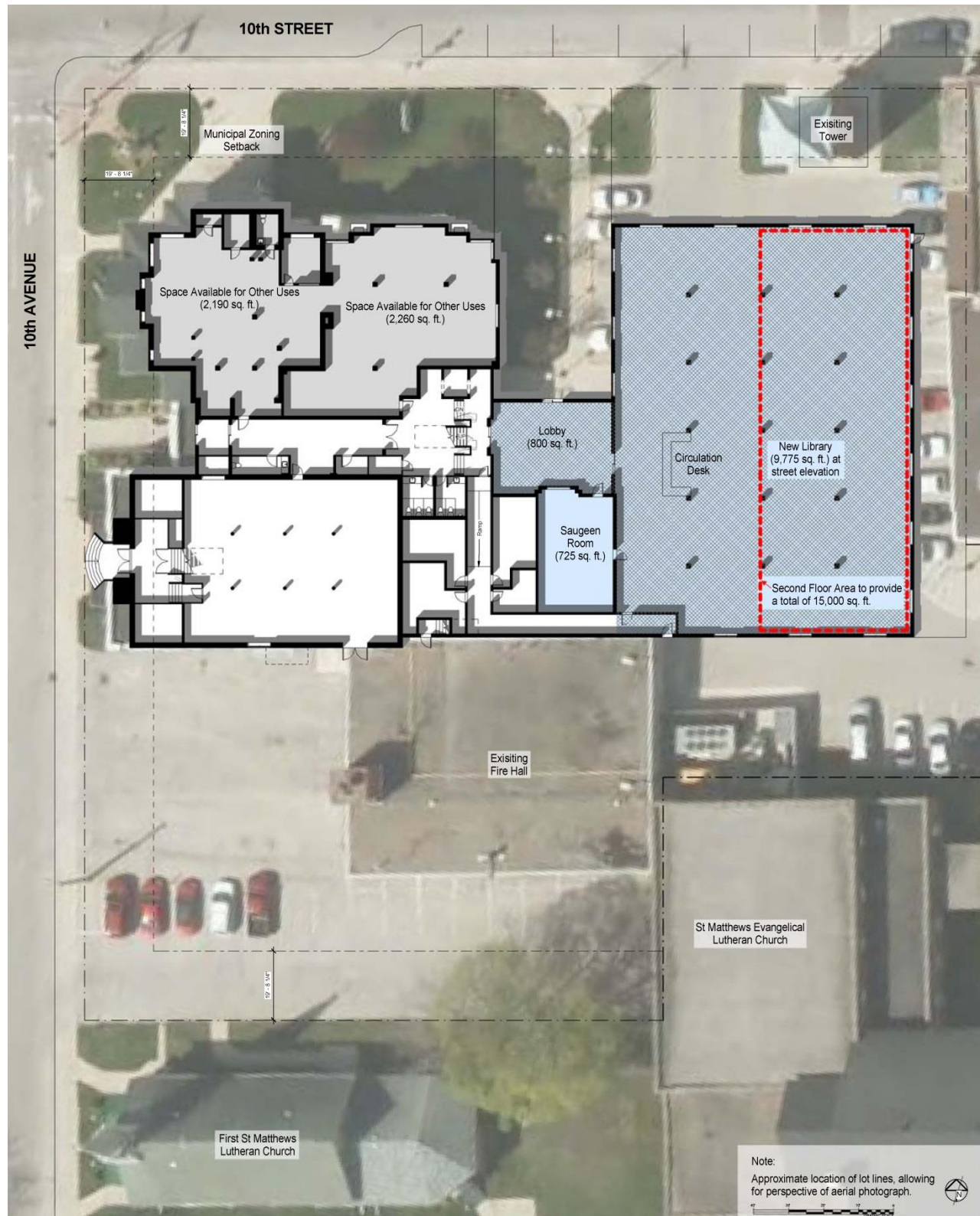
Move library out	\$10,000	\$10,000
Rental of temporary space off-site	not applicable	not applicable
Move library back in	not applicable	not applicable
Cash in lieu of parking displaced by additions (30 each @ \$4,000 per space)	\$120,000	\$120,000
Increased rental revenues	???	???
Total Other Project Costs	\$130,000	\$130,000

Total Estimated Cost	\$6,609,000	\$4,849,000
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Option E: Context Plan



Option E: Floor Plan



Discussion and Conclusions

Concept design Options A through E demonstrate that it is “technically” possible to provide either the recommended 15,000 sq.ft. library or the alternative 10,500 sq.ft. library on the existing site.

The current downtown site is in the heart of the community in the commercial core that is surrounded by long established residential neighbourhoods, co-located with the Municipal Administrative Offices, highly visible and easily accessed. These are optimal location conditions for a public library.

Each concept design option has its own characteristics, advantages and disadvantages. Weighting of qualitative factors is largely dependent on the community’s interests and values. It is our opinion that no one design solution stands out as a preferred library design in this regard, based on what we know at this time.

Questions that the Library Board, Municipal Council and public-at-large will have to address, include:

- Can the lower auditorium in original Town Hall building be vacated and made available for library use?
- Is it acceptable to remove the existing east-west public corridor at library floor level and incorporate that space within the library?
- Is a two floor library acceptable from a functional and increased operating costs standpoint?
- Does a remote program room (Saugeen Room) adequately serve library needs?
- Are there any concerns with having the exterior library wall adjacent to the sidewalk at 10th Street?
- How important is the north (front) yard along 10th Street?
- Do the Municipal Offices require more space?
- Can another Municipal service or other agency make use of space at the lower floor level, if the library vacates its current space?
- Are there any plans to build a new fire hall in the future and vacate the current location?
- Can the east parking lot be reduced in size or completely eliminated?
- Can the 10th Street driveway be closed?

Answering these questions may determine that the library cannot “practically” be expanded on this site. If that is found to be the case, a logical next step is to expand this Study’s mandate to explore other potential existing buildings and vacant properties in downtown Hanover. Alternative sites could consider co-location with the P&H Centre or a future high school. Consideration of alternative sites may also be desirable to compare capital costs with renovation and addition designs for the existing site.

Based on the Summary of Probable Project Costs, it is apparent, in the table below, that the capital cost for a 15,000 sq.ft. library on the existing site is in the range of \$5.3M to \$6.6M. Not surprisingly, the smaller building addition, Options A, B and C, are close in cost, at the lower end of the range, and Options D and E, with the larger building additions, are close in cost at the upper end of the range.

Summary of Probable Project Costs	15,000 sq.ft. Library			10,500 sq.ft. Library		
	Design & Construction Costs	Other non-Construction Costs	Total	Design & Construction Costs	Other non-Construction Costs	Total
Option A	\$5,548,000	\$95,000	\$5,643,000	\$3,944,000	\$95,000	\$4,039,000
Option B	\$5,206,000	\$123,000	\$5,329,000	\$3,443,000	\$123,000	\$3,566,000
Option C	\$5,290,000	\$95,000	\$5,385,000	\$3,529,000	\$95,000	\$3,624,000
Option D	\$6,454,000	\$42,000	\$6,496,000	\$4,690,000	\$42,000	\$4,732,000
Option E	\$6,479,000	\$130,000	\$6,609,000	\$4,719,000	\$130,000	\$4,849,000

We caution that a decision for the future of the library should not be based solely on capital construction costs. Reflect on the questions above, review the details for each proposal and understand the merits and impact of each design proposal.

There are subtle factors that could be overlooked. For instance, it is likely that higher cost Options D and E are of lower risk exposure (in terms of construction risk) and may provide efficiencies in staffing and other year-over-year operating costs that the other Options cannot provide. Then there are the intangible costs/benefits such as the opportunities, value and service that a public library offers its community. You may find that the \$1.3M spread in the high to low range of construction cost (indicated in the table above) may narrow quickly.

Recommendations

1. Expand the library to 15,000 sq.ft. of gross floor area on the existing site to provide the appropriate space and facilities required to service the regional catchment population of 15,000 persons. The increase in floor area will also address current noncompliance with barrier free design standards
2. Commence a public dialogue with the community and library stakeholders to determine the importance and value that is placed on the features and characteristics of the existing Civic Centre building and its site. Apply those values to the various design options with the objective, to identify a preferred, acceptable design approach. Adoption of a budget and funding strategy is inherent in this process.
3. In follow-up to this Study, develop the preferred, acceptable approach to a schematic design level of detail to verify its effectiveness as a solution and to refine the estimate of probable construction cost. Other project details regarding logistics for relocation and what is to be included in the project estimate, would then be clarified.
4. If it is determined that none of the proposed designs are acceptable for the existing site, then this Study's mandate should be expanded to include an exploration of alternative library locations, applying the same type of quantitative and qualitative analysis.
5. The existing library is significantly undersized when measured against various library standards. Cramped staff conditions, lack of collection and programming spaces, and deficiencies in barrier free accessibility that are currently experienced, will only be compounded as the Hanover Strategic Plan 2015 is implemented, with the expectations that the library is to serve a larger regional catchment area. There is a level of urgency to move forward with the library expansion as quickly as possible.

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