



PEACE RIVER REGIONAL DISTRICT

# Chetwynd Public Library Feasibility Study

Final Report  
November 2017





# Executive Summary

Library services to any community revolve around the population served, the type of area served as to whether it is rural or urban, and the profile of the library in relation to other community gathering places available. The starting point for a library that has outgrown its physical space or needs to upgrade and reconfigure a current facility is to conduct a feasibility study to determine directions and options available. All feasibility studies to do with the determination of future library services involve the following tools to derive quantitative and qualitative answers to which areas and what service components require change. The investigative work involves all of the following:

- Examination of library documentation including statistics, and services offered, budgets, users, and staffing provision in terms of space and equipment.
- Research into prevailing current and anticipated library trends.
- Interviews with library staff and board.
- Interviews with library users and community stakeholders.
- Analysis of population and the market area served via survey or interviews
- Comparator study and analysis of like communities to the one under examination
- A comparison of current library core services as recommended by library standards.

From the data and information gathered and analyzed the consultant(s) can determine the size, configuration and complexity of the required solution to the issues facing the current library. Our work with the Chetwynd Public Library produced results in all of the following areas.

## Resident Survey Findings

- 410 responses were received (online and hard copy)
- Items to address in a new/revised facility (most mentions)
  - » Bigger space
  - » Dedicated quiet space
  - » Larger children's area
  - » Teen/youth area should be created
  - » Greater influx of natural light.

## Stakeholder Meetings

In addition to the public survey, meetings were held with Library Management and Board, Chetwynd Regional District, and Peace River Regional District administrators and elected officials.

- 17 meetings with 59 people
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## Stakeholder Meetings (Continued)

- Main points:
  - » The library is very welcoming and is a community hub
  - » The current location is very good—a central location is ideal
  - » Space needs:
    - Larger space
    - More quiet areas
    - Additional multi-purpose space
    - Natural light is important
    - Distinct children's area
    - Distinct teen/youth area.

## Application of Standards and Best Practices for Libraries

Standards are usually concerned with core service components plus programming and outreach needs. Each component has specific requirements for personnel and space which standards are meant to compare and measure. The resulting data assists library planners, management teams and stakeholders in determining future directions for ongoing strategic planning, fund raising activities. They act as communication tools to quantify and clarify new building details to architects and/or contractors.

The core components of Library Service consist of the following:

1. Collection size and space requirements.
  2. Staff complements and space requirements (public interaction, work spaces and lounge facilities).
  3. User facilities—study, collaborative learning, reading lounge and technology and traditional research accommodations and space needs.
  4. Multipurpose and special use spaces for programs and outreach processes (these can vary from community to community and are usually determined based on the depth of the library programs, other facilities available in the area and user demand). Spatial determinants are based on architectural standards and program attendance averages.
  5. Non-assignable space can range from 10% – 25% of the area needs of the core service requirements and the type of structure in which the library is housed, i.e., a freestanding library vs a library which is part of a commercial or public services multi-plex. The space needs are determined by the needs for entry and exit accommodation, mechanical systems housing, staircases or elevators, washrooms, storage for library related materials, theme books and material, and a book sale collection site.
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## Results of Standards Study

Space Analysis Summary, Including Non-Assignable Space				
Library Component	Space occupied by Components in Existing Library	Size Library Should Be (At Determined Standards)	10 year Space Needs	20 year Space Needs
Collection: Standard Books	2,125 sq.ft.	1,503 sq.ft.	1,661 sq.ft.	1,921 sq.ft.
Collection: Periodicals	105 sq.ft.	105 sq.ft.	105 sq.ft.	105 sq.ft.
<b>Total Collection</b>	<b>2,230 sq.ft.</b>	<b>1,608 sq.ft.</b>	<b>1,766 sq.ft.</b>	<b>2,026 sq.ft.</b>
User Seating	1,260 sq.ft.	990 sq.ft.	1,080 sq.ft.	1,230 sq.ft.
Staff Work Stations	1,155 sq.ft.	1,155 sq.ft.	1,260 sq.ft.	1,470 sq.ft.
Technology for Users	210 sq.ft.	210 sq.ft.	210 sq.ft.	210 sq.ft.
<b>Total Library Service Space</b>	<b>4,855 sq.ft.</b>	<b>3,963 sq.ft.</b>	<b>4,316 sq.ft.</b>	<b>4,936 sq.ft.</b>
25% Non-Assignable Space	1,214 sq.ft.	990 sq.ft.	1,079 sq.ft.	1,234 sq.ft.
<b>Total Library Space</b>	<b>6,069 sq.ft. (+ meeting room)<sup>A</sup></b>	<b>4,953 sq.ft. (+ meeting room)<sup>A</sup></b>	<b>5,395 sq.ft. (+ meeting room)<sup>A</sup></b>	<b>6,170 sq.ft. (+ meeting room)<sup>A</sup></b>

A Recommendations related to program/meeting room capacity and space for the future are discussed in Section 9.

Program or multi-purpose space is considered as additional to the core service needs. In the Chetwynd Library, the meeting room space was arrived at through comparison with the current library meeting space and examination of average and extraordinary events the library has held over three years. It is understood that general space for community meetings and gatherings are determined by the availability of similar spaces available within the service area as well as the ongoing needs for library functions.

### Suggested Meeting Room Space Allowance

The suggested space allowance for meeting rooms is **~1,670 sq.ft.**

Note: The current space is ~1,000 sq.ft. but there is not a contiguous washroom facility nor is there appropriate space to deal with event attendees coats and boots.

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The 21<sup>st</sup> century library provides space for other contiguous purposes such as collaborative learning or seminar rooms and “maker spaces”. As noted a minimum allowance for these spaces is ~250 sq.ft. per room.

## Minimum Additional Area for Collaborative Learning and Seminar

The minimum additional area allotment for the collaborative learning or seminar rooms within the library is **~500 sq.ft.**

The current bistro space has become an integral part of the existing library’s services and does provide a substantive contribution to revenues generated. It is currently ~700 sq.ft.

## Minimum Additional Area for Food/Beverage Services

If the bistro is to be retained within the library envelope, a minimum area of **~700 sq.ft.** will be required to satisfy all needs through the next twenty years.

The preceding building size requirements describe the space needs for a stand-alone library to service the Chetwynd District for the next 20 years.

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# Executive Summary

## Options Available to the District of Chetwynd for the Delivery of Library Services

There are a total of 5 possible options available to the District of Chetwynd Library. Renting a space in another facility and building in conjunction with a school project were discounted as not possible at this time. In addition to the Stand-Alone Library discussed above, there are two other options the community, the stakeholders and library management could consider adopting. Following is the list of development options currently available to the Chetwynd Public Library in which the major points both in favour and against each option are shown. Full development of each is available in the report.

Category	Option 1: Renovate and Rejuvenate Existing Building	Option 3: Build a Stand-alone Library on One of the Two Remaining Lots Near 5000 North Access Road	Option 5: Build Library Addition to Existing Recreation Centre
Project Costs	\$750,000 (includes mechanical repairs and upgrades to both interior and exterior)	\$2,025,000 + removal of existing Library (+\$200,000) and possible new site costs (+\$180,000)	\$1,508,000 + removal of existing library (+\$200,000)
Developmental Roadblocks	<ul style="list-style-type: none"><li>• Short term solution that will need to be revisited in 10 years (no room for addition to existing library).</li><li>• Parking capacity is fixed.</li></ul>	<ul style="list-style-type: none"><li>• Need to identify and purchase site; the project timeline is longer.</li><li>• Rate payer approval required.</li></ul>	<ul style="list-style-type: none"><li>• Rate payer approval required.</li><li>• Library profile could be diminished as a part of a larger whole.</li></ul>
Other Considerations	<ul style="list-style-type: none"><li>• Library would need to be closed during improvements.</li><li>• Footprint is unchanged.</li><li>• Parking issues do not get addressed.</li><li>• Core library space is reduced by creation of study spaces.</li><li>• Status quo for library services.</li></ul>	<ul style="list-style-type: none"><li>• Enhances the profile of the library.</li><li>• Strengthens the community hub.</li><li>• Parking and other accessibility issues are addressed.</li><li>• Can help address the parking issues for the Recreation Centre.</li><li>• Allows Recreation Centre to fulfill its growth plans.</li><li>• New build creates enthusiasm within the community.</li></ul>	<ul style="list-style-type: none"><li>• the bistro space would probably be lost in the unification due to existing food service in Rec Centre.</li><li>• Library location basically unchanged.</li><li>• The synergy between users of both services could increase.</li><li>• Less cost due to lower library area required due to shared facilities.</li><li>• Increased efficiency in terms of shared costs.</li><li>• More parking for library users.</li></ul>

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## The Preferred Option

### The Preferred Option

We recommend that the Peace River Regional District build out Option 5 as the most practical and efficient solution to the current library issues. This option consists of constructing a new library facility of ~6,700 sq.ft. as an addition to the existing Recreation Centre.

The benefits to the community proceeding from adding the Library to the services offered by the Recreation Centre are listed below:

- The location, in proximity to schools as well as the Recreation Centre, was high on the list of priorities for all stakeholders and the community as a whole. This option clearly satisfies that request.
  - The projected cost is in the middle of the three possible options and is under \$2,000,000 which was noted by several interviewees especially elected officials to be a threshold point for a new library.
  - The efficiency of combining recreation as well as other services in shared facilities is a concept easily accepted by voters and rate payers especially in smaller communities.
  - Library services will not be affected during the construction process.
  - There is anticipated synergy among the users of all of the facilities in a shared development with the potential to raise the usage levels of all of the partners.
  - Operational cost savings will be realized in the overall utilities costs, exterior and interior ongoing maintenance and upkeep contracts.
  - The project could begin upon completion of design and working drawings passing the approval of all planning authorities in the District of Chetwynd and in the surrounding electoral district.
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# Executive Summary

## Capital Project Budget (Standard Finishing in 2017 Dollars)

Item	Units	Quantity	Cost/Unit	Cost
Construction Costs				
Total collection	sq.ft.	2,026 sq.ft.	\$225	\$455,850
User seating and computers	sq.ft.	1,440 sq.ft.	\$225	\$324,000
Staff work space	sq.ft.	1,470 sq.ft.	\$225	\$330,750
In-library meeting spaces (1 small + 1 medium collaborative learning/seminar + children's program area + teens and young adult area)	sq.ft.	650 sq.ft.	\$225	\$146,250
Storage/entry/non-assignable space (20% of total space)	sq.ft.	1,117 sq.ft.	\$225	\$251,325
<b>Total Library Area and Costs</b>	—	<b>6,703 sq.ft.</b>	—	<b>\$1,508,175</b>
Site Expenses				
Parking ~35 vehicles (5/1,000 sq.ft.)	—	—	Included	Existing as part of Rec Centre
Removal of Existing Library and conversion to parking	—	—	—	\$200,000
<b>Total Site Expenses</b>	—	—	—	<b>\$200,000</b>
<b>Total Building and Site</b>	—	—	—	<b>\$1,708,175</b>
Other Anticipated Costs				
Contingency	—	—	10%	\$170,818
Design Fees	—	—	10%	\$170,818
Furniture, Fixtures, and Equipment	—	—	10%	\$170,818
<b>Project Total</b>	—	—	—	<b>\$2,220,629</b>

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## Estimated Annual Operating Budget—Revenues (2017 Dollars)

Revenues	Amount	Assumptions
Province of British Columbia Book Grant	\$16,963	Status from 2015 financials can vary slightly per year based on inflation and population growth.
Other Provincial Grants	\$27,580	Status from 2015 financials.
Library Loan Rebate	\$1,327	
Peace River Regional District Operating Grant	\$467,317	Status from 2015 financials increases are moderate and based on inflation.
Government of Canada	\$3,000	Summer student grant. Could vary from year to year.
Other Granting Agencies	\$27,759	From 2015 financials.
English as a Second Language Tutoring	\$22,559	Varies based on numbers attending.
Library fund raising efforts	\$56,703	Varies from year to year and numbers of events and attendees.
Other Miscellaneous Revenue (photocopy, fines and fees, rentals, book sales)	\$5,707	Will vary from year to year but the whole category comprises less than 1% of revenues.
<b>Total Revenues</b>	<b>\$628,915</b>	—

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## Estimated Annual Operating Budget—Expenses (2017 Dollars)

Expenses	Amount	Assumptions
Wages and Benefits	\$326,132	Will rise with inflation and merit increases as well as an additional 2.1 FTE over 20 years.
Books and Electronic Resources.	\$40,205	Will increase somewhat with population increase over 20 years.
Telecommunications and Utilities	\$18,269	Inflationary increases but total may drop as a result of shared Rec Centre services.
Program Supplies	\$61,473	Can vary according to program offerings and participation.
Technical Support	\$23,472	Will vary with equipment and software needs.
Janitorial	\$17,249	Expected reduction as a part of Centre shared costs.
Bldg Repairs and Maintenance	\$8,717	This will drop in a new bldg. and as a part of Rec Centre.
Office Expenses	\$7,741	Will rise with annual inflation and addition of staff.
Capital Purchases	\$6,834	New furniture and equipment (see capital budget). Set up capital replacement fund for future.
Travel/Conference/Professional Fees/ Professional Development/Memberships	\$12,472	Inflationary increases and possible increase in professional staff.
Advertising and Promotion	\$4,918	Could change with more online advertising. All subject to inflation.
Fund Raising Costs	\$23,104	Will vary with events and frequency.
Photocopier Expenses	\$3,280	Inflationary increases only unless upgrade made to equipment
Insurance	\$1,990	Subject to inflation and coverage. May drop as part of Rec Centre.
<b>Total Expenses</b>	<b>\$556,608</b>	—
<b>Net Surplus</b>	<b>\$72,307</b>	—

**Note that annual costs for borrowed monies are not included in the operating budget but must be accounted for in the project overall costs.**

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## Conclusion

This study along with the Engagement Findings Report provides the groundwork for the development of library services in the District of Chetwynd. The study provides details regarding the projected physical space needed for the next twenty years taking into account trends in services offered to the public and with particular emphasis on what is best practice for the Chetwynd Public Library. Possible locations in the community and potential building spaces along with feasibility and projected costs for each are discussed.

The consultants wish to thank the Advisory Committee for their input and co-operation over the duration of the study production. We trust that the resultant document provides all of the necessary information expected in order that stakeholders can make the necessary decisions regarding the future of the library in the District of Chertwynd.

—Leighton P. McCarthy for Library Planning Consultants

—Robert Parks for RC Strategies +PERC

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# Introduction and Purpose of the Study

The Peace River Regional District (PRRD) in partnership with the District of Chetwynd engaged the services of **Library Planning Consultants** (in conjunction with **RC Strategies+PERC**). Our mandate involved working with Management and Staff of the library under the aegis of an Advisory Committee comprised of regional directors, elected officials and administrators to conduct a review of library services in Chetwynd. The consultants discussed the current library to identify and determine the best options for addressing development of services over the next ten to twenty years.

The purpose of the work as outlined in our proposal is to carry out a facility feasibility study to produce a comprehensive document including the following:

1. Population growth and changing demographics,
  - » collections including new and anticipated formats,
  - » staff complements and responsibilities,
  - » programs offered currently and prospects for the future,
  - » access to computers both in the library and online,
  - » meeting rooms,
  - » public reading areas,
  - » study areas,
  - » parking,
  - » technology needs,
  - » work areas for all library staff and supporting organizations,
  - » maintenance and storage areas and other non-assignable space such as vestibules, mechanical rooms, and restrooms.
2. Provision of a thorough evaluation of possible options to remedy deficiencies. These may include:
  - Expansion of the existing library;
  - Construction of a free standing new library;
  - Combining a library with other facilities offering other services and funded by the Regional district(s).
3. Review site options in Chetwynd (including the current location) as to suitability for library use and conformation to local bylaws as well as accepted library standards and best practices.
4. An on-site public consultation process is essential to the success of the study. We conducted focus groups and interviews with library stakeholders (Area Administrators, Councilors, user groups, interest groups and other community organizations) as well as the general public. In addition, a survey of the members of the community is also included as a part of the overall consultation process. Finally, a full series of interviews with the Library Board as well as staff and library management was conducted.
5. Conceptual drawings representing library space and configurations as well as parking needs is included which will guide the library through necessary communications and discussions with potential funding sources, the engagement of architects and engineers and the dissemination of the library's future aspirations to the community.





# 2

## Methodology

This study progressed through five (5) key phases to completion including a presentation of the results to both the Peace River Regional District and the District of Chetwynd Councils.

### 1. Internal Research and Review

Through on-site interviews with the Project Team, library management, members of the Library Board, staff, elected and appointed representatives and others deemed to be stakeholders in the project, available information relating to the Chetwynd Public Library and the community was researched and reviewed. This included a review of all past library related reports done by and/or for the community of the District of Chetwynd in which the status of library service had been discussed.

### 2. External Research and Review

External research involved a full review of the community of Chetwynd including population growth and demographics as well as economic development prospects anticipated for the next twenty years.

Relatively recent Chetwynd Public Library statistics, library standards developed and updated regularly by library specialists and advisory groups, architectural standards and library trends were researched and used to develop the conceptual plan and ultimate recommendations.

### 3. Consultation

#### Focus Group Forums

The consultant(s) collaboratively developed discussion points for interviews and groups with the Project Advisory Committee, its own consulting team members, and from information provided by library management and other sources close to the community.

Interviews were undertaken by the community consultants and the library consultant each looking for information to move their particular part of the project forward.

### 4. Reports

- An interim Report was developed to obtain input prior to the development of the conceptual building plan submitted June 2017
- The Final Report was then completed by mid-August 2017

### 5. Council Presentations

These were scheduled at the convenience of the stakeholders and Council after the final report had been presented.





# 3

## The Planning Context



In the last decade, user surveys, community consultations and seminars conducted by public library staff and professionals all over North America have revealed that library users and non-users have changing expectations of how libraries serve their communities. It is also understood by all members in any given jurisdiction that libraries are universally viewed as an essential component in the effort to increase equity, opportunity and community development in the information age.

Chetwynd Public Library, as with other libraries across North America, is also experiencing these changes in expectations. There is a growing demand and an increased interest in programs for all demographic groups and the public library must address the need for spaces to meet this interest. At the same time and for the foreseeable future, it is essential that the traditional functions of collection development, reference services and reader advisory services be maintained at appropriate levels while incorporating into the services the most up-to-date databases and online products.

This section of the report will provide background and take a look at the current trends under examination and in many cases already fully integrated into the library services envelope.

## General Library Trends

Predictions that the Internet would replace the public library have not been realized. In fact the use of public library facilities grows steadily from year to year. The consultant reviewed documents from across North America as well as Europe and Australia to find that every statistical year over year review of library services since 2008 has shown that circulation, the use of online products from the library collection and the growth of attendance in library-related activities and programs has continued on an upward curve<sup>1</sup>.

An article in The National Civic Review by Ruth Worden provided excellent insight to the future of the public library and what users expect from this service. Ms. Worden stated that the surveys done for "Long Overdue: A Fresh Look at Public and Leadership Attitudes About Libraries in the 21<sup>st</sup> Century"<sup>2</sup> found that libraries are anything but relics of the past. They are viewed as key players in our digitized future. Two-thirds of survey respondents say that having enough computers and online services for users should be a high priority for their local library.



1 Public Library Statistics, CULC, 2008, 2007, 2006.

2 Long Overdue: A Fresh Look at Public and Leadership Attitudes about Libraries in the 21st Century, Ruth Worden, Public Agenda, 2006.

The comparison chart following, was developed as a part of the 2011 ALA Office for Information technology policy brief "Confronting the Future—Strategic Visions for the 21st Century Public Library". It Indicates that strong alternatives to most of the library key functions exist. It also premises that these are likely to become even more entrenched and grow in number and affordability as time and technology move along. That said, the chart outlines the qualities that will allow libraries to flourish in the 21<sup>st</sup> century and shows that the same characteristics that helped them survive in the face of the technological revolutions of the second half of the 20<sup>th</sup>.

#### **Library Services and Advantages over Other Options Available to Users<sup>3</sup>**

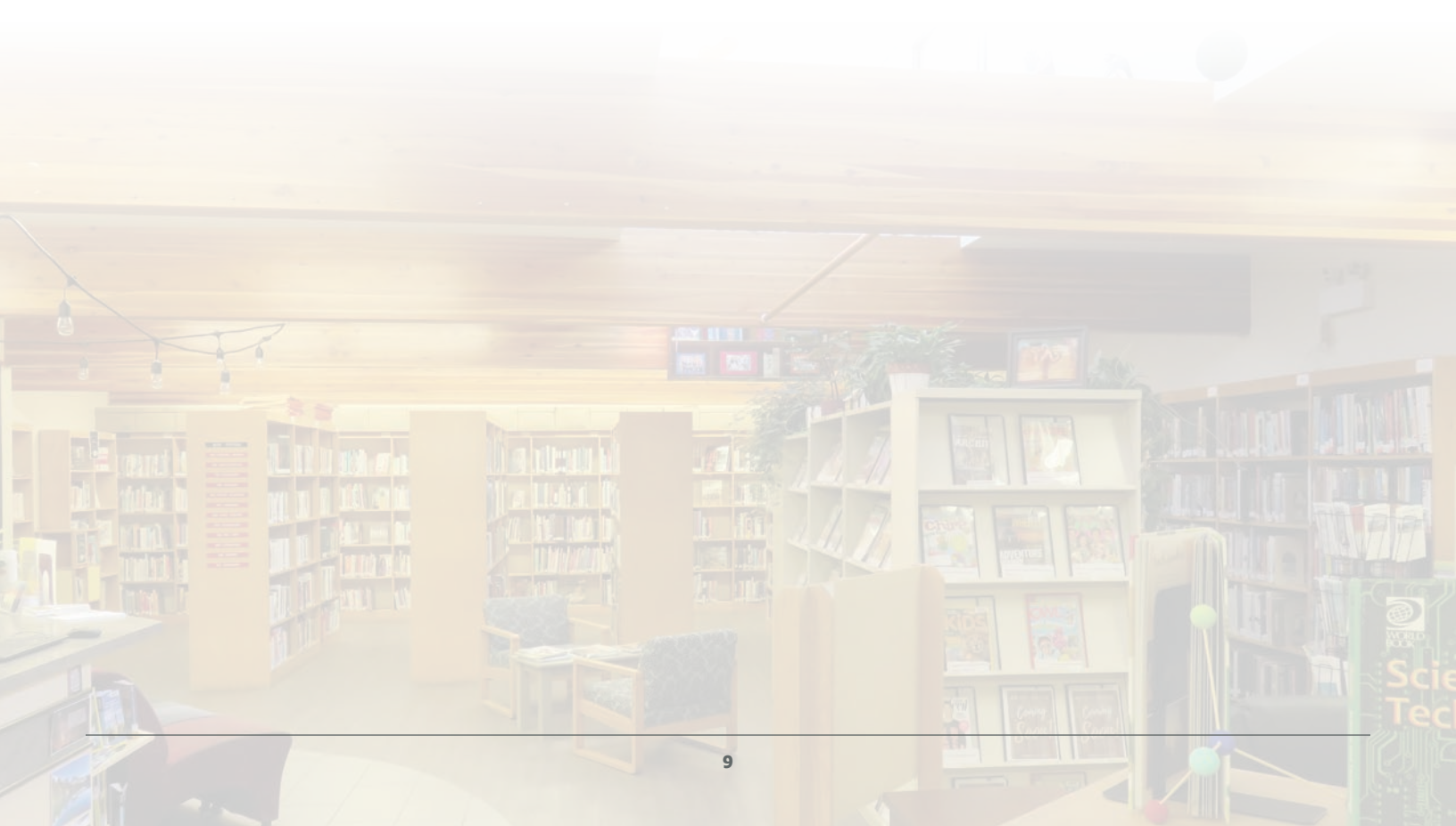
Library Key Role	Library Response	Other Providers Response to User	Library Use Advantages Over Other Providers
Collect	Select, acquire, organize, curate, retain and maintain collections of physical media including text, audio, video, multimedia as well as virtual collections of online media.  All of this is accomplished at little or no direct charge to the user.	Any patron with an Ipad, a Kindle (or any such comparable device) can access a greater selection of books (ebooks), newspapers, magazines, movies, audio products and data bases than only the largest of public libraries can provide.	Little or no charge for services.  Selection of offerings made with the library users and community in mind.  Holdings can be seen, felt and handled before being selected.  Media are available locally and immediately.  Library users can access databases or subscription services for which there is a charge.
Circulate	Handled by the libraries online system. There is normally a time limit imposed for borrowing.  Possible cues to borrow particular products.  Space for previewing product prior to borrowing is provided.	All library option providers use Internet services to provide the media requested with the exception of Netflix DVD services.  Since all media are sold or licensed to the user there is not a need to keep records of when returns are necessary.	Borrowing is at little or no cost to the user which is especially important to families and users in the lower socio-economic levels.  Those requiring short-term use of media products would rather not buy them.  Many users do not want to create their own collections of one-time use materials such as novels or how-to books.  Preview space available.  Libraries can offer access to e-books, which include more classics than recently published materials.
Borrow	Libraries use interlibrary loan to increase their collection size. Time to deliver materials to end user is involved.	With the exception of Netflix DVD service delivery of media to end user is instantaneous.	The library does not have an advantage in this area.
Catalogue and Access to Catalogues	The digitized version of the card catalogue makes searching relatively thorough and easy for users.	Usually only author, title and key word searches are allowed. Recommendation systems are also offered. Google or other keyword searches are also available to find the media they desire.	Wider range of searching is provided within the library cataloguing system than online providers can offer.

3 Confronting the Future—Strategic Visions for the 21st Century Public Library, Roger E Levian, ALA Policy Brief June 2011.

Library Key Role	Library Response	Other Providers Response to User	Library Use Advantages Over Other Providers
Provision of Reference Service	Library users have long relied on the reference service libraries provide. Librarians have widened their domain to include assistance to users in conducting web searches. Librarians have developed a familiarity with basic online services and an awareness of more specialized services.	As kids who have grown up with Internet access mature and search engines steadily improve, library need for reference services is likely to decline.	At least as long as the "Babyboom" generation is active, it is likely that the reference service of the library will remain in place and used. It is also likely that many who understand and can navigate the online world easily will opt to save time by accessing the library service.
Offer Reader Advice	For this service to be effective, librarians must have a knowledge of their users likes and borrowing history.	Online services offer sophisticated recommendation software that analyses users previous acquisitions and their ratings to offer materials of interest.	Libraries are experimenting with library based recommendation systems. They also publish recommended reading lists and featured titles online.
Provide Access to Computers, the Internet, and Media Technologies	With the lowering of costs and the increase in broadband accessibility, the need for libraries to provide much more than wireless access to laptop computers is declining.	Continuous improvement of access and broadband and the lowering of costs to own has accelerated hardware proliferation in society as a whole and essential in almost all business environments.	There will continue to be some users whose personal situation prevents them from acquiring a computer. The library will remain the place to go for access.
Serve Children	The children's programs and events designed by librarians to educate, inform, and entertain children are highly valued by users.	Preschools, television programs, children's video and audio materials.	The library offers the opportunity for children to get out of the home and for parents to meet other parents. There is also the added bonus of allowing children to play together improving their social skills from an early age and in a safe and healthy environment.
Serve Teenagers and Young Adult Users	Libraries provide information related to curriculum at no cost to the user in a comfortable and safe environment.	Online services can be accessed at home, are available as well at community centres or other public places.	Teen programs have been emphasized in libraries for the last several years. As well as offering a quiet and comfortable place to do homework and complete class assignments, some libraries offer musical performances, homework help, media creation facilities and gaming nights.
Serve Adults	Libraries teach literacy skills, offer services to help in searching for employment, completing employment forms and applications, finding books and courses to develop new skills and also offer a quiet place to read or relax.	Night course studies through high schools or post-secondary institutions can offer a lot of the same services as libraries.	Libraries offer services at no charge, a flexibility in terms of hours and accessibility, and they offer ready access to information resources including computers and the Internet.



Library Key Role	Library Response	Other Providers Response to User	Library Use Advantages Over Other Providers
Provide Exhibit Space, Offer Programs, and Exhibits	Libraries have always been active in these areas but they are increasingly addressing the program function and are reaching out to their communities to offer space for local art, local interests and historically related materials.	Other venues such as historical societies, art galleries and museums also perform these kinds of functions.	Libraries can focus efforts on subjects that meet their users needs and are not covered in other venues. They also provide ancillary resources and searching facilities related to the exhibit or program offered.
Provide Reading Rooms	Libraries are unique in offering welcoming space for activities such as reading, thinking, and writing without the distraction of a home environment. They also can offer copiers, printers, computers and wireless networks and Internet access.	Coffee shops such as Starbucks offer this as well in conjunction with the attraction of food and drink.	Many libraries now offer a coffee and rudimentary food service in response to user demand and as a source of income.
Provide Meeting Rooms and Convene Meetings	Most libraries have meeting rooms available for their own use but, in many cases, these facilities are also made available to groups and local organizations.	Alternatives are available in public buildings, hotels and office buildings.	The library facilities are most often offered to the community organizations either without a fee or at a very low fee.
Serve as a Community Centre and Symbol	Libraries offer flexible facilities for a diverse range of community activities. Libraries are a unique symbol of a community's commitment to informational, educational and cultural values.	Other community entities such as schools and municipal buildings can offer facilities with often larger meeting areas.	The symbol of the community the library presents is unique and alternatives are hard to find.



# Library User Trends

## Teenagers (Ages 10 – 19)

In 2004 the American Library Association (ALA) conducted a study titled "Teens Are Patrons Too: Revamping Teen Services in Public Libraries". Their findings indicated that while one in every four users is a teenager, only 11 percent of libraries have teen specialists (counsellors, educators) and 58 percent of public libraries do not provide specific teen areas.

It must be noted that the "teen" demographic in the current library is represented through a separated Young Adult collection although there is no particular seating or study area provided. Suggestions for improving teen services can include: improved teen collections; instituting a teen advisory group; providing group study area(s); and offering teen-specific programs.

Stephen Abram, MLS, is a past president of the Canadian Library Association, past president of the Ontario Library Association and is currently with Dysart Jones Consulting. He has written several articles relative to Millennials (the generation coming of age in the 21st century. Currently they range in age between 14 and 29). The following is taken from an interview he did with the YALSA (Young Adult Library Services) group after a session he gave at the American Library Association conference in 2006 and offers relevant insights into dealing with the young adult demographic of library users:

### YALSA 1

What are the essential library services we should be offering to Millennials?

#### SA

1. Offer advanced web access with decent broadband speed. You can't support all learners if your access is worse than most of their peers' home systems. Wireless is becoming essential. Rural and remote areas are not exempt from this.
2. Place few limits on the browser's functionality. Try to avoid thinking that control trumps exploration.
3. Use instant messaging with fellow students, peers, teachers, librarians, etc. E-mail is so last century. This is a mainstream technology.
4. Blog. Both ways. Leave comments on.
5. Develop learning portals that support classroom activities, curriculum and homework. Partner between public and school libraries. We're in the same business and serve the same users. Serve parents as well as teens for homework helper applications.
6. Ensure that there is community adoption of electronic content sources, best of the web lists, streaming media, online courseware, etc. Then make the world aware of it. Go beyond just marketing article databases.
7. Support community-wide experiments to understand the roles played by new technologies like gaming, iPod, iTunes servers, etc.

### YALSA 2

In your article, "Born with the Chip," you discuss collaboration as a key characteristic of the way Next Gens learn. How can we as librarians capitalize on this trait?

#### SA

Kids are brought up in what is essentially a collaboration-oriented education. They do much of their work in teams. They carry their high comfort levels with collaboration into their social and work lives. Librarians can capitalize on this by offering services through the tools that support teens' collaboration behaviors. That means not only being comfortable with instant messaging clients. You can't just choose one like MSN, AIM or Yahoo! You need to support it all. This can be done using clients like Trillium and GAIM or web based services like Meebo that aggregate the major IM services and clients.

Those libraries that have adopted full or limited IM reference are seeing the pay-offs. As these grow you can add collaboration services like professional virtual reference that lets you track transcripts and mine the data for insights into user behaviors or simple co-browsing software like Jybe. For educational purposes public libraries can offer information literacy training in MS Live Meeting or Webex to align with school based programs in Blackboard/WebCT, etc. Lastly, you should review your physical space. Are there too many carrels and too few round tables? Can the tables support group technology? Are there social spaces? Is it built to control sound and limit annoyances for other users? Are they given a respectful distance from others for privacy or are teens treated to a fishbowl environment?

## Aging “Baby Boomers”

While libraries need to focus on attracting teen attention, they must also prepare for an aging population. The Canadian Library Association (CLA) states that one out of every five Canadians will be 65 years or older within the next 20 years.

Serving an older population will require recognition of this group’s diversity to insure that their special needs are reflected in the library’s collections, programs and services.

The Canadian Library Association (forunner of the Canadian Federation of Library Associations) suggested the following guidelines to accommodate the older population of a community:

- Conduct focus groups and user studies to acquire data about the needs of the aging population and incorporate findings into the planning and budgeting processes of the library;
- Make the library’s physical facilities safe, comfortable and inviting for older people through the arrangement of furniture, wheelchair availability and access, and clearly labeled well-spaced areas within the building;
- Target the older population in library programming by selecting specific themes identified through the user studies and incorporate inter-generational projects with other age groups;
- Increase library outreach programs even to the provision of library services to home bound citizens;
- Training programs for staff should emphasize the dangers of stereotyping and increase sensitivity to elderly issues and awareness of special services specifically for the elderly.

The percentage of the population over sixty in Chetwynd is 9.5% and it is anticipated that will grow to over 23% within the next ten years.

## Collaborative Learning

Collaborative learning is now recognized by the library community as a whole as an essential element to library service and must therefore be provided in all libraries including public library systems in all environments (urban or rural). New libraries are incorporating separate rooms that are fully wired for all computer related activities and meant to accommodate between five and ten people. Older libraries are retrofitting areas within their structures to meet the demand for this type of space.

## Library Buildings Are Busy Community Spaces

- Libraries are multi-purpose facilities, often co-located with civic, recreation, cultural, or commercial partners
- Libraries can get crowded and need room for groups, small and large meetings, training areas for staff and public especially to do with online learning, study sessions for both the individual and groups and quiet study/recreational/reading for the general public.
- Libraries can provide social spaces, including cafés.
- Libraries need to provide improved access, technology (plugs, devices), hours they are open and the appropriate level of parking.
- Library planning should be community driven to support the development of buildings that are sustainable in all aspects—financially, socially and environmentally.

## Demographics Are Shifting

- Libraries need to accommodate the diverse demands created by growing and changing demographics.
- Libraries need to provide services that fit with the busy lifestyle of community residents.

## Library Users’ Behaviour and Expectations Are Changing

- The use of library facilities and collections are expanding.
- Increasingly, library users are more comfortable finding information and books online and may not require librarians.
- The user ‘experience’ is important; users want value and benefit from going to their library.
- There is an increase in online, web ‘visits’ to the library.
- Commuting patterns influence library visits and use, especially for a multi-purpose centre.
- Increased social use by all ages; use of WiFi, common public areas by individuals,

# The Future of Reading and the Effect on Public Libraries

The National Endowment for the Arts (NEA) has been studying the reading habits of Americans for decades. Their research shows that they have little difficulty predicting that their use of technology will continue to grow. Library users have been articulate on surveys and online questionnaires with many of the libraries we have worked with in their requirement for the delivery of full-text, multi-media information to their desktop, whether in the office, at home or at the public library or to hand-held personal communication devices.

Tom Peters published an excellent summation of the direction in which reading is going in *Library Journal*; he said, "Never before has so much reading material been so easily and quickly available to so many people."

Indeed computer information networks and personal portable electronic reading appliances—Kindle and Sony are the current primary examples—may result in an innovative, long-term growth in reading... He continues, "Clearly something important and fundamental is happening to books and to reading. Libraries need to be leaders of the reading revolution by supporting and defending the rights of digital readers, experimenting with new reader services, collection of new genres and media formats and providing access to all readers to the device, networks, content and online communities that will continue to emerge."<sup>4</sup>

It is, perhaps, putting a large onus on the smaller community library in a rural setting, however, all libraries and librarians need to be aware of the changes going on and support the new technologies and genres available in the best way they can working within the context of their available budgets.

The 2005 OCLC report on an extensive survey of thousands of library users found that "Roughly 70% of respondents, across all geographic regions and age groups in the U.S. associate the term library first and foremost with books." This may be a valid point but librarians and libraries must be prepared to embrace the new formats and to be advocates for new forms of reading.

Tom Peters wrote: "Libraries serve readers. As the nature of reading and the population of readers continue to evolve in this century libraries will need to develop, test, and deploy new services."<sup>5</sup>

Library users do want experienced, trained library staff to help them navigate the maze of information available; to train them to access the many variations of electronic sources and to evaluate Internet received content.

The need for recreational (both fiction and non-fiction material) and especially children's material in print is expected to continue for the foreseeable future as books and magazines still remain highly practical for these genre of materials.

Libraries are typically the place where a community of borrowers concentrates and shares expensive resources, ranging from computers, printers and photocopiers, to print books and journals ,to multi-media and now including e-books and other electronic mediums. Libraries have always been and will remain the place where the "digital divide" can be most readily bridged.

Until the last of the "baby boomers" expires, the public library is still going to see a lot of users who are uncomfortable with a computer and prefer print, which indicates that pertinent and popular materials may be necessary in more than one format. It is also reasonable to expect that many in the community will continue to need better access to a computer workstation than their own workplace or home provides and thus the library will be required to fill that gap.

There is no definitive answer for the library community to the question "Will we ever go entirely electronic?" There is still confusion and controversy in the publishing world as to the length and nature of the transition from print as well as how to deliver, charge for, and protect copyright in the electronic environment. Libraries have absolutely no influence over what publishers will do in the next five to ten years and thus the best any library or system can do is to be constantly assessing the available resources and the budgeted funds for the tools that best serve the needs of users, recognizing that a continued planned migration to virtual services is the wisest course. For the foreseeable future, library materials in most libraries will be delivered in both print and electronic form.

Ken Roberts, a well-known Canadian librarian, published a report "Facing the Future – A Vision Document for British Columbia's Public Libraries." In that document he discussed the changing format conundrum facing libraries. He said "We will also see a rise in the acceptance and the popularity of personally produced and published books. The qualitative difference between books produced by private sector publishing houses and by individuals will begin to blur. Book equivalents of YouTube videos will challenge traditional publishing for reader attention, just as YouTube is challenging traditional television. School and public libraries will face an opportunity to "publish" outstanding creative material to the web and to help these works find an audience. Although library print circulation remains strong, books will soon constitute less than half of the circulation figures for many library branches. This is already happening in some cities, particularly in more economically challenged, urban neighborhoods. It is important that libraries embrace the fact that their mission is not connected to a type of container (print) but to the ability of residents and students to access the best of the world's intellectual property, no matter the format in which it is presented."<sup>6</sup>

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4 The Future of Reading, Tom Peters—*Library Journal*, 11/1/09.

5 The Future of Reading, Tom Peters—*Library Journal*, 11/1/09.

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6 Facing the Future—A Vision Document for British Columbia Public Libraries—Report—Ken Roberts, 2012.



# The Changing Role of the Library

Although lending continues to be viewed as the primary function of public libraries, in addition to providing a safe, stable learning environment, public libraries have become important gathering places. The library is becoming a meeting place for residents to come together and to stay in touch with the community as a whole.

Gloria J. Leckie, professor emeritus of information and media studies at the University of Western Ontario, writes in a 2004 article about libraries as public spaces that the millennium marked a significant shift in how libraries are regarded. During the 1980s and 1990s, the mall dominated as “public space”—a place where people could get together and freely interact. It’s somewhere between ironic and outright inaccurate to consider a shopping centre a public space when you consider, for instance, that it’s a private property with owners who expect their visitors to spend money there.

Libraries fell by the wayside, along with their Carnegie-derived idealism of free information and open space as the key to social and personal betterment. With personal computers and then the Internet, the widespread impression was that “libraries as public spaces were dying and would be completely redundant very shortly,” wrote Leckie. In the early 2000’s, However, something changed. Noting a construction boom in new libraries in Canada, Leckie argues that our society has returned to the notion of libraries as essential public spaces.

She writes: “The library is a critical public space in the kind of democratic society we live in, and we ought to be fighting hard to keep libraries as physical places that are free, open and publicly accessible. This is certainly not a new thought, but it needs to be repeated often, because there are still powerful forces around who are advocating the very opposite.”

Amanda Wakaruk has been a librarian since 1999. In addition to working at the U of A, she’s an active member of the Progressive Librarians Guild, an organization that works to protect the library as a public space. Her area of expertise is how libraries exist as public spaces. “Yes, we’re moving towards a more digital world—that’s not news,” she says. “But libraries are as busy as ever, if not more so. It’s never been only about accessing reading material. It’s about a place to interrogate, learn and grow in a communal environment.”<sup>7</sup>

Library users are requesting programs that relate to all demographic groups rather than a continuing concentration on the pre-school and early school programs so prevalent in the past. This is not to say that the library should shift its focus away from this group, but that all demographic groups are looking for library related or sponsored activities as well. It is this growth area of the library services envelope which is producing stresses on budgets, staff time, and the realization that the appropriate spaces and storage facilities are missing especially in existing libraries. It is becoming obvious to library planners and all those involved in library activities that a wider range of services, resources and meeting spaces will be needed to allow public libraries to retain their already active role in civic life and to meet the changing needs of users.

Library Boards and library management will need to work even more closely with community organizations, which in turn will foster strategic partnerships for community growth and prosperity.

## Facility Design

As a result of the changes discussed above, a library-building boom is occurring across North America generally, both in new construction and in the renovation of public libraries. University and college campus facilities are also experiencing similar needs. Following are several areas in which change is manifesting itself in library construction:

- Smaller, isolated library branches are gradually being replaced by fewer but larger library branches in prominent central locations that are highly visible, accessible by public transportation, offer expansion capabilities and barrier-free access to all members of the community (Ontario Public Libraries Today, 2005).
- Building exteriors of libraries are being designed with greater attention to beauty, practicality, form and function to heighten their presence as a civic landmark within the community (22 Recent and Enduring Design Trends in Ontario Public Libraries, June 2004).
- Attractive landscape materials are employed at library entrances, in the design of wheelchair accessible ramps, and in the creation of memorable courtyard reading areas that serve as repeat destination points (22 Recent and Enduring Design Trends in Ontario Public Libraries, June 2004).
- Modern library design demands energy efficient technologies. This includes the provision of more natural lighting and LEED (Leadership in Energy and Environmental Design) certified materials and construction.
- Public libraries continue to move towards open space design and modular fixtures (including partition walls) to provide greater interior flexibility. “Flexible” interior space allows libraries to easily evolve to meet the changing service needs of an increasingly diverse community.

- Modern library interiors include wide and uncluttered aisle ways with lower shelving emphasizing display of materials and specialized furniture to accommodate users with physical disabilities (22 Recent and Enduring Design Trends in Ontario Public Libraries, June 2004).
- Large, comfortable reading/working areas equipped with private and collaborative study rooms, homework centres, Internet workstations, and wiring for personal computer use and/or wireless Internet access is being provided to accommodate academic researchers, information-seekers, book browsers and readers.
- Interior library design is intended to achieve a welcoming, enjoyable atmosphere based on the widespread popularity of “super bookstores” such as Chapters and Indigo.
- In public libraries it is now common to see eye-catching and in some cases motion signage; information kiosks and checkout areas located in highly visible areas; a maximum amount of natural lighting; appealing décor and relaxing colour schemes. Comfortable chairs are more often situated around a unique feature such as a gas fireplace.
- Multi-purpose meeting rooms and large study areas; designated areas for children and youth programming; outdoor patios and reading gardens; and café style food service amenities are common design features in all recent library building projects. (22 Recent and Enduring Design Trends in Ontario Public Libraries, June 2004).
- There is a growing trend to combine library and non-library space in municipally owned buildings to improve operating efficiencies and provide added convenience to residents by integrating a library and a recreation centre, municipal office or a school. This affiliation allows for the sharing of common areas such as washrooms, storage space, programming rooms, facility management services, etc.
- As more ex-urban residents move to rural communities, public demand for modern library facilities and amenities is expected to increase because these residents have been accustomed to receiving them in the past (Administrators of Rural-Urban Public Libraries of Ontario [ARUPLO], 2005).
- Heritage, art and cultural displays, presentation spaces and attractive information areas that promote community learning, dialogue and debate have become extremely popular library design features that help bring communities closer and play a pivotal role in supporting Canadian cultural interests.
- Larger library facilities commonly include employment service areas where physical resources and qualified staff are available to provide or arrange career training/support for a growing number of small business, home-based business and self-employed entrepreneurs within the rural/urban community (ARUPLO, 2005).
- In order to simultaneously accommodate diverse activities such as studying and storytelling, library design typically combines careful library layout and installation of acoustic features that absorb sound and minimize noise travel.

## **Implications**

Customers continue to demand additional public access to computer terminals, new information formats, working and reading areas, lower shelving units that take up more floor area, training facilities, food service amenities, and civic space for community and social events, libraries will require more internal and external space, resulting in the need for larger library sites and buildings with long-term expansion potential.

## **Flexibility in Library Design Is the Key to a Successful Project**

A flexible library environment is more vital today than ever before because spaces for quiet study, collaboration and computer access are increasingly filled with patrons in need of workspace. Indeed, patrons are using the library’s environment more and more to excel in research. They are using the library for group meetings and any number of activities. However, there are still many library buildings that are limited by inflexible designs of the past—static book stacks, lots of walls, poor inventory control features and fixed furniture.

To truly create the learning environment that is needed today, librarians and educators need to think of ways to create flexible spaces on a quarterly or annual basis. For example the seating areas for quiet study don’t need to change often, but the group spaces and program areas need to be flexible for different sizes of groups. They need to be flexible for different modes of learning on a continual basis. Libraries that don’t have these types of building programs become static and inefficient.

The library needs strategies to support the “endless demand for quiet spaces” and the “endless demand for group activities.” The boutique zones strategy by Ron Johnson at JC Penny, creates new opportunities to manage the stock (inventory) in an efficient way, creating a retail environment that will be in constant motion. This long term strategy looks promising for libraries that start to harness a flexible building program and design. If they already have RFID, they can use this technology to develop flexible zones in their building; programs that leverage mobile technology to keep the library space in constant motion.

## Impact of Technology

- The consultant has observed through his work with many libraries of variant sizes and types and learned from many sessions at conferences on the subject that the demand for online services, virtual/digital reference services, electronic databases, and the public's demand for e-books is expected to increase along with many other specialized technological innovations. We are already seeing innovative reader devices tailored to the tasks they are addressing, audio/visual assists for meetings and classroom work (smart boards) and ubiquitous personal hand-held phones/tablets.
- Modern library patrons will expect a user-friendly environment with multiple-source information availability as well as skilled library staff who can assist with advanced information queries and teach users how to employ new technologies.
- E-library initiatives are being seamlessly integrated into public libraries. Libraries that have been recently developed are typically wired to allow patrons access to LAN (Local Area Network) Internet connections from various work areas throughout the library. Open concept libraries, which have become much more common in library design, also allow patrons to receive wireless Internet service from virtually anywhere within the library.
- Older libraries have been and are being retrofitted to provide all manner of online and electronic services; however, the extent to which e-library initiatives can be cost-effectively integrated into older libraries through renovations has and will continue to be somewhat compromised due to structural limitations such as concrete block bearing walls.
- As emerging and expanding library technologies continue to change how people seek information, libraries must adapt accordingly. Library web sites must enable users to access digital information on a 24/7 basis.
- Adopting self-service checkout technologies will enable patrons to function more autonomously.
- All of the above innovations will arguably reduce staff time spent on clerical tasks, circulation duties, etc., and will allow a redeployment of staff and time to programming, providing information services, instruction and other areas such as outreach programs to the community.

## Governance and Support

It is important that Library Boards continue to govern in a transparent and accountable fashion to attract financial support from donors. In addition to maintaining a healthy relationship with local decision-makers, Library Boards are encouraged to reach out and foster new partnerships with local service providers and community organizations. It is becoming more important that the Library Board be comprised of key members in the community and that the board members become involved in advocating for and raising the library profile within a consistent, positive and targeted marketing program

Good governance makes an organization more attractive to donors and to potential funding sources including governments both local and provincial. Good library governance also facilitates more efficient use of resources and ensures that significant decisions are in line with the interests of principal library stakeholders.

Libraries are increasingly seeking out mutually beneficial partnerships with schools, other libraries, municipalities, various information agencies and service providers to provide a wide range of cost effective and complementary programs and services for families as well as individuals of all ages.

## Predicting the Future of Libraries

Given the incredibly fast moving changes we have seen in the last ten years it is difficult to imagine what we can expect as a result of technology and the affect the changes will have on the modern library. To provide a context for library change, Ken Roberts did a superb job of summation on the topic for his 2012 report Facing the Future – A Vision Document for B.C. Public Libraries and we believe this is a good place to leave our examination of future trends libraries must be aware of:

"We know that cheap computing power will make 2012 home computers look like they have the Intelligence of a doorbell. We know that information storage will be incredibly cheap. We know that bandwidth will enable the development of software that is almost impossible to fathom.

We know that companies will be exploring even more ways to link into the habits of individuals so that they can act as agents for people who have cash and who value their time. We also know that Google just released interactive glasses. The glasses allow people to wear an android smart phone and to use their glasses as a screen. The glasses will respond to voice commands, meaning even more people will appear to be talking to themselves on the streets.



It seems impossible to predict what might come twenty years into the future. It is probable that, by 2037, fewer library buildings will exist. We are already seeing a North American trend toward the closure of two or three small libraries in a region and the subsequent opening of fewer but larger buildings that can handle collaboration spaces and meeting areas and quiet computer spaces and WiFi zones and noisy computer spaces and creation spaces and gaming areas. It is probable that by 2037 many public libraries will become true community meeting places. We are seeing a slight glimpse of this model. The largest single public construction project taking place in Europe right now is the Aarhus, Denmark Urban MediaSpace project. This library carries a price tag of almost \$200M Euros. The reports that led to its design and approval read like they are planning documents for what we might expect of a library in the 2030's

The Aarhus concept believes people can program public space with staff help but minimal involvement, that new media is critical to any definition of literacy, that creation and imagination will become the driving forces behind the next economy and that public space will become even more critical as people begin to spend even more time facing computer screens or dealing with digital interactions. We can also get a glimpse of future libraries from the Helsinki and Meeting Point libraries. There are no books at Meeting Point. One of its key features is the availability of tele-work cubicles that people can use all day. The cubicles recognize that many Helsinki apartments do not have room for a tele-worker to stay at home. The third glimpse comes from American academic libraries. We are beginning to see fairly large university library buildings that contain no books or have moved them to locked areas. Books can be requested and brought from storage, freeing library space to be open longer hours for collaboration and meeting purposes. Staff is available to help people find relevant material amongst the enormous number of choices they now face. In Canada, Mohawk College opened a bookless library almost ten years ago, and McGill University has a LibDispenser containing high demand print material. Books will exist in 2030 and books will be circulated by public libraries but the process of handling book circulations will be so automated that library buildings can be treated as open, community spaces. In Denmark, there are already more than 50 library buildings where the public can enter after hours (with no staff present). People can use computers and even check out material. The technology that enables this remarkable service is that each library card is a smart card that also acts as driving license, health card and other forms of identification. Privacy can be protected by in-card electronic envelopes, with each envelope securely locked. More staff will be needed to assist with technology and with service design. Fewer staff will be needed to maintain traditional library services. In the ALA continuum, more libraries will edge closer to the provision of virtual services and farther from the provision of physical spaces.”<sup>8</sup>



8 Facing the Future—Vision document for British Columbia Public Libraries—Report—Ken Roberts.





# 4

## Community Consultation

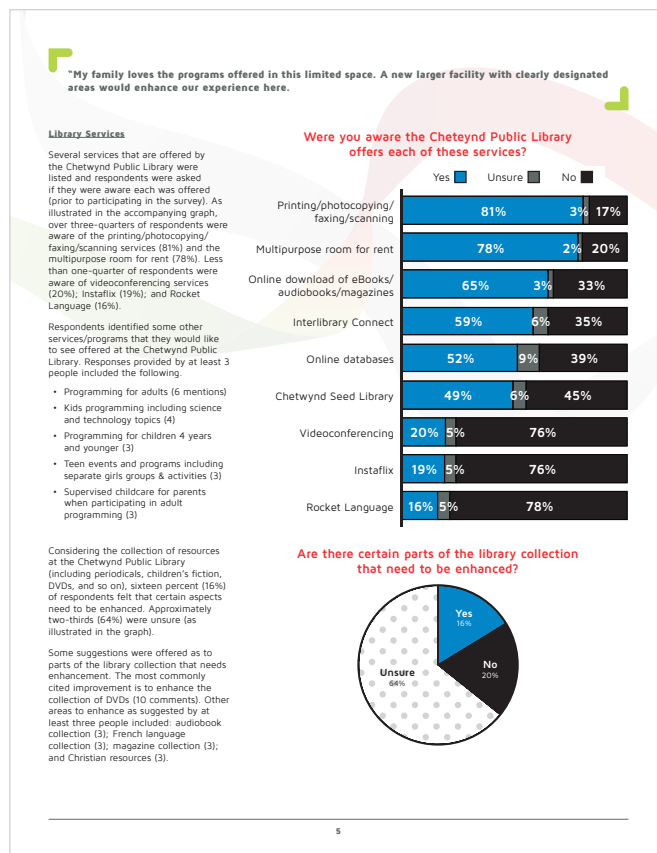
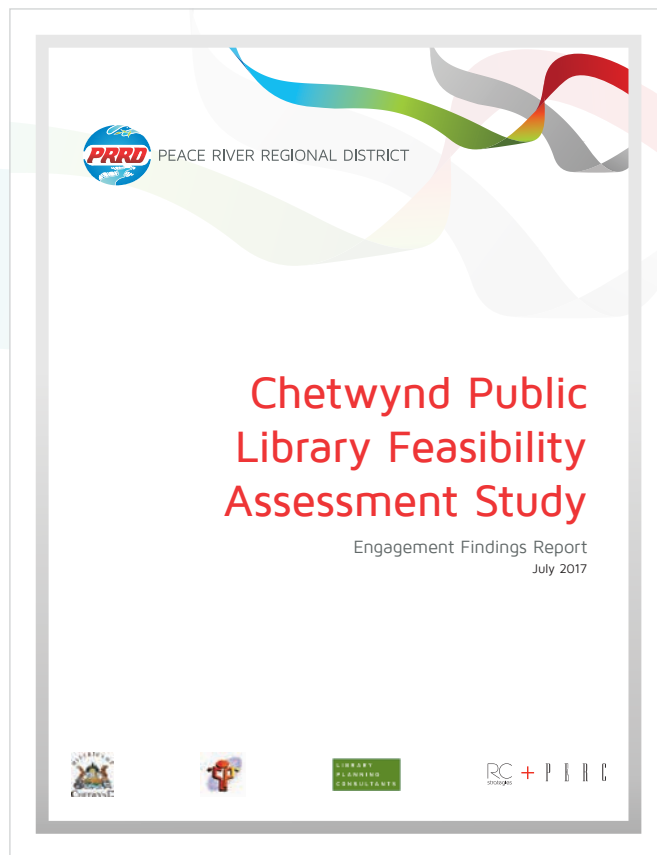
# Summary of Engagement Findings

A program of consultation was designed to learn the perspectives of community members vis-à-vis the Chetwynd Public Library. A public survey was fielded to gather input from the broad community; in addition a series of meetings and interviews were convened with community stakeholders to discuss the library and its future. A summary of the findings from this program of engagement follows; the detailed findings are presented under a separate cover "Chetwynd Public Library Feasibility Assessment Study: Engagement Findings Report".

In total 410 full and partial responses were gathered through hard copy and online submissions for the resident survey. Seventeen meetings were held with fifty-nine individuals representing a range of perspectives<sup>1</sup>. Overall conclusions from the resident survey and community stakeholder meetings include the following.

- The Chetwynd Public Library is a **highly valued** institution in the community. It supports community initiatives, partners well with others, and reflects and reacts to the needs of the community.
- Library staff are very much appreciated. **Staff are an integral aspect** of the library and are responsible for the welcoming, patron-centric culture.
- The inclusion of a **bistro/café type of space** is complementary to the library's function.
- There are generally **high levels of satisfaction** with all aspects of the library, particularly the location. A number of **improvements** to the facility itself are suggested.
  - » A larger space for all aspects.
  - » A larger and separate children's area.
  - » A separate teen/youth area.
  - » Additional quiet study and work space.
  - » A larger more functional entryway and foyer.
  - » A need for more natural light and windows.

<sup>1</sup> Perspectives ranged from library users to school district representatives. From the business community to community organizations. From the community's youth to older adults.





# 5

## Planning Indicators for Chetwynd Public Library

The following sections of this report will be concerned specifically with the library in the Municipal District of Chetwynd. The consultant will compare the existing facilities and components of library service with what standards recommend and extrapolate needs based on population development expected in Chetwynd and parts of Electoral Area E in the PRRD.

The trends in library development, as discussed earlier, will be used to identify areas of change and improvements necessary to move existing library services to levels recommended for communities now and going forward. The objective of these exercises is to determine the levels of service currently provided and to establish a baseline for proposed future developments or building projects.

## The Components of Library Service

Library space analyses have been in the past and continue to be concerned with five space components:

### Primary Components

1. Collection space: to house current and future collections.
2. Staffing needs: space to accommodate the staff functions including lounge and locker or personal space.
3. User facilities space: space to accommodate the variety of needs that users have within the library facility.

The primary components largely depend upon population growth and demographic factors.

### Other Components

1. Multipurpose or special use spaces: vary from community to community dependent on library programming, the need for or lack of meeting facilities in the community by groups other than the library, special services that the community leaders determine should be connected with library facilities and any value added services the library board or management determine as viable to the betterment of library services (such as adjunct coffee or food services and other retail initiatives). The need for small and enclosed study or seminar spaces, provision for video conferencing facilities and the need for group interactivity areas fall into this category as well.
2. Non-assignable space: is an allowance made for stairwells, washrooms, janitor closets, entry and exit spaces, furnace rooms, storage etc. and is based on a percentage of the gross space occupied by the primary components.

Non-assignable space is necessary to support the operation of the library but is not considered as direct library use space in the calculation of required library area.

The amount of space designated non-assignable can vary between twenty and twenty five percent of the total library component space. This will vary depending on the efficiency of the building, the design, whether or not the building is in a shared use facility, the size of the project, and whether the project is new construction or an addition to an existing structure.

As has been noted in the trends section, the importance of some components is shifting as library service emphasis moves more towards engaging the public directly in programs and community space provision than in the traditional tasks of collection building and quiet study space provision. For the duration of the time frame of this report the components will be examined as they have always been but space configuration will be augmented by a discussion of what additional spaces and needs are required to deliver appropriate services for a twenty year span.

## Population

Public library services have always been and will continue to be subject to the population base in the community served. It is also essential to determine population growth rates for the community in order to arrive at a "design" population (over a minimum 20 year period) from which the following can be determined:

- Optimum size of collection
- The number of FTE (full time equivalent) staff
- Staff work stations required
- User stations needed to fulfill service parameters
- Program areas, group study spaces and variant sized meeting rooms.

The design population is concerned with the potential numbers of users in a community and for these purposes, demographics of the users is not relevant. Demographics are considered with regard to development of targeted programs, collection development in terms of which areas focus must be centered and what additional user amenities are required.

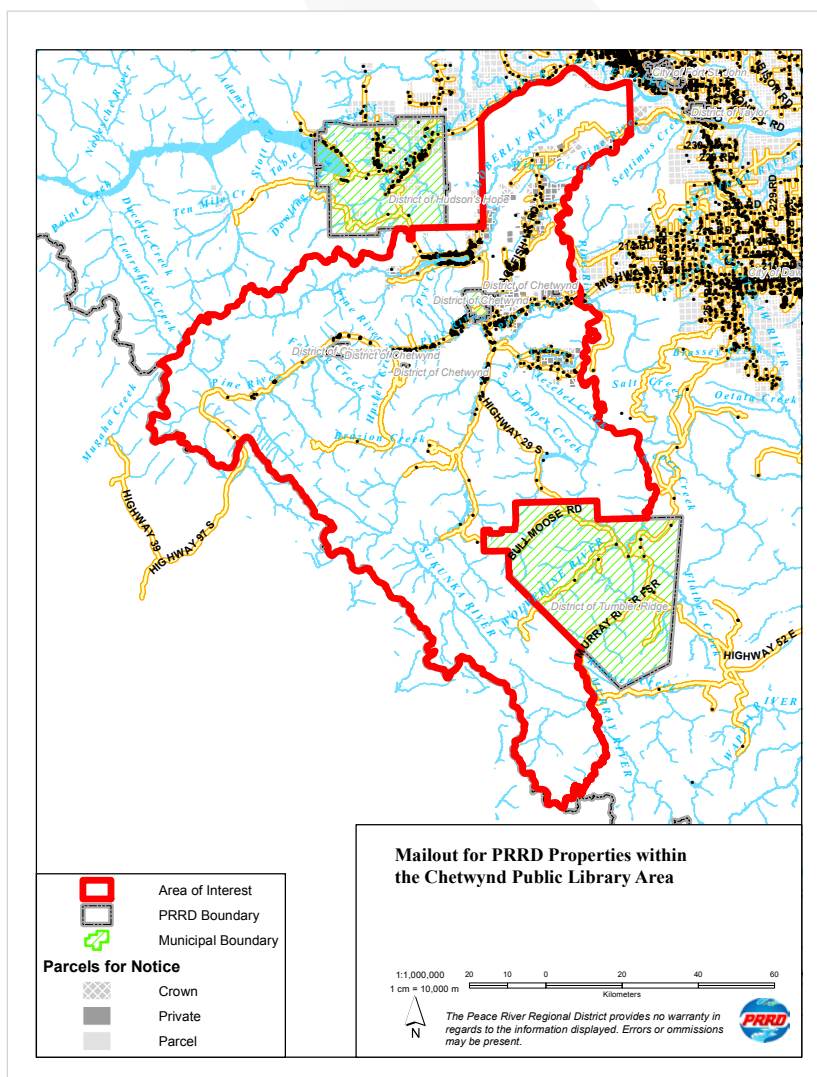
The District of Chetwynd population is stated by Statistics Canada as 2,503 in the 2016 census. This number agrees with that used by the PRRD as its planning and operations parameter and it agrees with the British Columbia population figures. This study, however, must also consider potential rural library users from parts of Electoral Area E. The consultant approached the PRRD directly for assistance with this as there is no definitive information available through any of the usual municipal, provincial or national sources. The District advised that determining population in rural areas anywhere is somewhat nebulous and in the case of Area E particularly, service area boundaries rarely line up with census boundaries. It was also noted that people living in these areas may or may not complete the census. There are also two First Nations communities that need to be included in the service area.

The formula PRRD uses is extracted from in-house data. The number of residential properties with a civic address in the service area is multiplied by the average number of persons per household in the particular electoral area (see the adjacent map indicating the service area). Using that process as a guide the following chart details the population base to be considered for this study which also includes the two First Nations.

### Table 1: Population Statistics Chetwynd Library Service Area

Category	Population
District of Chetwynd Population	
Total Population (Stats Canada)	2,503
Electoral Area E (Within the Service Area)	
Number of Civic Addresses	977
Average Person per Household in Area E (Stats Canada)	2.4
<b>Total Rural Estimate of Service Population</b>	<b>2,345</b>
Saulteau First Nation (East Moberly IR 169)	
Total Population (Stats Canada)	381
West Moberly First Nation (IR 168A)	
Total Population (Stats Canada)	140
<b>Total Service Area Estimated Population</b>	<b>5,369</b>

## Map 1: Library Service Population



## Population Growth and Library Size Correlation

The current library space is a composite of three different renovation and addition projects beginning in 1967 with the original added to in 1982 and again in 1996 when the café space was added. The population in the Municipality of Chetwynd has expanded and contracted over the last 35 years as the following chart demonstrates:

**Table 2: Population Changes and Percentage Growth Factors**

Census Year	Total Population	Percentage Change per Year
1981	2,553	N/A
1986	2,774	+1.8%
1991	2,843	+0.5%
1996	2,980	+0.1%
2001	2,591	-2.6%
2006	2,633	+0.32%
2011	2,635	0%
2016	2,503	-1%
<b>Average Population and % Change</b>	<b>2,689</b>	<b>1%</b>

Although the District of Chetwynd total population has risen and fallen over the last thirty-five years the latter period between 2006 and 2016 has remained relatively stable fluctuating by 130 people during the period. Discussion with the administrators of the PRRD and Chetwynd District agreed that the average growth factor used for planning purposes is pegged at 1%. The consultant will carry forward increases of 1% over the next twenty year term.

The Electoral District E service population as determined in Table 1 will be deemed to also increase by the 1% factor noted for the District of Chetwynd. The following Chart develops the total population served by the library over the next twenty years in five year increments.

**Table 3: Total Service Population Through 2037**

Year	District of Chetwynd	Area E + F.N.	Total
2017	2,503	2,866	5,369
2022	2,631	3,012	5,643
2027	2,765	3,165	5,930
2032	2,906	3,622	6,528
2037	3,054	3,806	6,860

## Public Library Standards

Public Library Standards are developed by international, national and provincial library organizations and governments to provide guidelines for future planning initiatives, determining funding levels and for the purpose of determining quality of service in response to identified need. Library space planners, architects, designers and others involved in the public building planning processes depend on these standards as a basis on which to determine future directions. It must be stressed that established standards exist as guides rather than laws applicable to the individual adopting jurisdictions. It is recognized that it will always remain a local decision of the library board and its community to what extent the relevant standards will prevail.

The consultant reviewed the literature available to find that in British Columbia, although standards for support, for governance and other areas of library activity were provided, recommendations for concrete library planning and on-site development was not available. Library service in the province was summarized in a 2016 document published by the Ministry of Education, "Inspiring Libraries Connecting Communities". The document discussed what the modern library should be: "Acting as one of the community hubs, libraries will need to continue to diversify their services and support for individuals in making community connections, learning new skills and accessing the cultural and social information and resources they need to succeed. At the same time, libraries will be expected to continue to provide access to materials in physical and digital formats to ensure that everyone has access to materials in the form that best suits their needs and preferences."

That document summarized its goals and objectives as follows:

### Strategies

From "Inspiring Libraries Connecting Communities"

"...strategies outlined below collectively support the vision for public library services in British Columbia:

- Fostering Connected Communities: Advancing access to information and resources
- Building Capacity: Enabling inspiration and innovation
- Working Together: Creating lasting and sustainable partnerships
- Sustaining our Success: Enhancing governance and demonstrating impact"



Alberta, along with Ontario and some other eastern provinces have taken actions to offer necessary information in this area. Alberta established its first library standards in response to an identified need in that there were many libraries upgrading in the province at the time.

Other parts of Canada and the United States have articulated space and facility standards for their communities. The Ontario Government has had measuring guidelines in place since the 1970's and has updated them frequently since then. The State of Wisconsin established comprehensive standards for libraries that have now gone through 5 editions. The Alberta Regional Library Systems (in which the vast majority of the member libraries were rural) recognized that guidelines were needed to assist smaller communities considering new facilities. The System Directors struck a committee in February 2003 consisting of representatives from each of the systems and from Alberta Community Development. Their ultimate findings were based on searches through other sets of standards in use in North America and other parts of the world and were accepted as valid up to 2009. The vast growth of online services and the changes in the expectations of users of public libraries since 2003 necessitated a review and updating of the earlier document and a revised version, **Standards and Best Practices for Public Libraries in Alberta** was published and distributed by Alberta Municipal Affairs Ministry—Public Library Services Branch in 2012.

Standards provide a framework for planning and achieving best practice in the management and provision of library services. They must offer a measurement tool for service provision on an essential through exemplary level. The original focus of the Alberta library standards described the resources that member libraries within regional library systems needed in order to provide a full range of twenty first century library services to their constituent users.

The latest version provides comparative collection development figures and enhanced guidelines related to technology development. They also offer updated collection development guidelines as well as best practices relative to staffing and user accommodation all of which were affected by the changes in technology and later expectations for library service in communities all over the world.

For purposes of this study, the consultant has elected to provide comparative information developed from both the 2012 document and the 2003 Alberta standards especially with regard collection provision and growth. The use of both sets of standards highlights how comparators change as time and library activities evolve. This method provides a basis on which to gauge growth in order to develop space allocations and determinates to establish library space needs for the next twenty years.





# 6

## Twenty Year Library Collection Growth and Development



Library component growth and development is determined and extrapolated incorporating conditions and the service population as they are at present. Exhibit 1 describes the collection now and compares that to what standards were up to 2012. In 6.1 following that we examine what the later Alberta Standards suggest. The current Chetwynd population range is over the 5,000 but will grow as time passes. That said, service population growth is not likely to exceed ~6,900 over the twenty year time frame.

**Exhibit 1: Chetwynd Library Collection Compared to 2003 Alberta Standards (Population 2017 – 5,369)**

Collection Component	Total Volumes Held	Items per Capita (Current)	Essential Standard (Per capita)	Enhanced Standard (Per capita)	Excellent Standard (Per capita)
Print Materials	26,485	5.0	2.50 (13,523 items total)	3.50 (18,792 items total)	4.0 (21,476 items total)
Access to Electronic Materials including Periodicals and Journals	71,862	13.4	—	—	—
Print Periodicals	75	0.001	0.010 per capita (54 subscriptions)	0.015 per capita	0.02 per capita
Audio Visual Collection	830	0.15	0.25 per capita	0.15 per capita	0.20 per capita
<b>Total Physical Collection</b>	<b>26,560</b>	—	—	—	—

#### Notes to The Above Chart

1. The most important result of the above exercise with regard to this study is that the current print collection held at the Chetwynd Public Library exceeds even the excellent standard in items per capita. Given the size of the service population the library collection is rich indeed.
2. As well as the print collection, the fullness of the electronic collection, the access to shared resources in the Province and the overall vision of the BC Government toward the sharing of assets must lead to a conclusion that the community of users in the Chetwynd area is well served and collection growth is not an issue. Future development can be focused on depth in areas needed.
3. The current audiovisual collection shows as lower than what standards suggest but the library buys its audiobooks, music, and movies in electronic formats and will continue to do so in the future. The resulting impact of this fact is that physical space is not required for this area of the collection.



# Library Standards and Best Practices— Alberta Municipal Affairs (2012)

The 2012 Standards and Best Practices in Alberta Libraries suggest print collections should be between 1.5 and 2.5 books per capita. Lowest, highest and median collections based on a total of 18 communities in Alberta for communities up to 5,000 people and 41 communities up to 10,000 are shown.

## **Print Collections**

As a general guide, an established book collection should be between 1.5 to 2.5 books per capita

Population Category	# of Service Points	Median Collection Size	Average Collection Size	Sum Collections/ Service Points	Lowest <sup>A</sup>	Highest <sup>A</sup>
3,000 – 5,000	18	19,753	20,804	17,336	10,352	31,710
5,001 – 10,000	41	31,128	30,213	21,370	17,788	49,973

A Some of the statistical data received may include some electronic records.

## **Non-print Collections**

Non-print collections include audiovisual and audio media collections.

Population Category	# of Service Points	Median Collection Size	Sum Collections/ Service Points	% of Collection	Lowest <sup>A</sup>	Highest <sup>A</sup>
3,000 – 5,000	18	1,908	1,590	8	170	6,125
5,001 – 10,000	41	2,266	1,682	7	853	4,416

## **Periodical Collections**

Periodicals include magazines, journals and newspapers in print format. The recommended retention rate for most periodicals is 12 months. For newspapers, the retention rate depends on local needs. The chart below reflects periodical subscriptions in print format for circulation purposes and in house use. It does not reflect downloadable content or database access.

Population Category	# of Service Points	Median Collection Size	Sum Collections/ Service Points	% of Collection	Lowest <sup>A</sup>	Highest <sup>A</sup>
3,000 – 5,000	18	70	89	75	14	424
5,001 – 10,000	41	64	94	67	26	855

## **Notes With Regard to Chetwynd Collection to Standards Comparison**

1. The 2012 revisions to the Alberta Standards indicate that the current Chetwynd print collection is quantitatively well above the average level compared with communities of a similar population.
2. The periodical collection is within the limits suggested for the current population but will also suffice through the 20 year population growth limit.
3. The audiovisual collection is at less than half what is recommended for that area of the collection. As previously noted, it is unlikely that the audiovisual collection in any hard format will be continued as these are aging technology. Movies, music, and talking books are now and will be continued to be offered as a part of the electronic collection and not requiring physical space.

## Space Required for Collection

Collection space required is determined by the following space standards:

- Books (both hard cover and soft) occupy space at the rate of 10 volumes per square foot<sup>1</sup>. Compact shelving will house 20 items or double the amount of standard stacks.
- Periodicals on display occupy 1.4 square feet (this figure accounts for both display of current issues and storage of back issues for up to 1 year)
- Non-print materials such as audio books and DVDs are deemed to occupy space at the same 10 items per square foot (same as print collection)\*
- Data bases and online products of course do not occupy physical space but they do require study tables or carrels and machines on which to view and work with them. Space for furnishings to accommodate this purpose is included within the provision for technology in the charts dealing with staff and user space needs.

## Affect of Circulation on Space Required for Collection

An allowance for circulation statistics is normally included in calculations of library area required to house collection. Figures taken from the BC Library Statistics indicate an average of 26% of the Chetwynd collection has been on loan at all times, assuming a 3-week borrowing period. With this circulation, a minimum shelf capacity for 80% of the lending collections through the twenty-year study period must be allowed.

## Collection Development to 2037

The current print and periodical collections held by the Chetwynd Public Library exceeds any standards they may be compared with; however, as the standards indicate, the audiovisual/media collection will need to grow to over twice the current size as the comparators show.

## Other Factors Affecting Collection Development and Growth

1. Weeding is an ongoing practice with all libraries. It ensures that items are current and reliable while creating a more open and attractive space that is easy to browse. Weeding policies should be established by Library Management (with guidance from the Board and from other governing bodies). Criteria should describe a yearly weeding schedule that rotates through the various sections of the collection to be attended to, thereby making the process more manageable. Factors that must be considered in the weeding policies and processes include outdated materials, damaged items, age and frequency of use. Informal weeding may also occur as an ongoing process as materials are circulated. Between seven and eight percent of the collection should be weeded every year so that the entire collection would be replaced approximately every 15 years.
2. It must be noted that public library statistics indicate that, universally, circulation of print collections is falling but that the demand for and use of electronic items continues to rise. The current Chetwynd collection statistics indicate that ~12% of the combined print and electronic circulation total is for electronic resources. It is a certainty that this figure will rise as electronic resources accessibility and diversity continue to evolve. Electronic resources are expensive and the public library sector has and will continue to rely on consortiums and government agencies dealing with public libraries for assistance in gaining access to data and ebook sources. Publishers are obviously more receptive to offering sustainable pricing to large blocks of clients than to single libraries and this practice will continue into the future. It is incumbent on the individual members of the consortium or the public library constituencies to determine the percentage of the collection budget to be devoted to electronic resources but user demand and circulation will play a major roll as will the options presented to participate in consortium offerings as they may arise.

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<sup>1</sup> The "10 volumes per square foot" figure accounts for an expansion factor and the necessity of a minimum 42" wide aisle between stacks for handicap access.

Collection growth, in terms of this study is predicated on the print collection with the audiovisual collection included because it occupies real space in the library. Exhibit 2 demonstrates area required for collection within the library through 2037 and is based on the following factors:

- Maintaining a print collection level of 3.5 items per capita population served which is an average between what the standards suggest and the current collection level.
- Moving the DVD and audiobook collection to the prescribed median collection size recommended by the standards within the ten years and maintaining that size through the balance of the study period.
- Maintenance of the current periodical print collection at the current level throughout the time envelope of twenty years.

Exhibit 2: Collection Development 2017 – 2037					
Year	Shelf Space Required for Hard Cover/Video/Paperback/CD		Shelf Space Required for Magazines		Total Area Required to House Collection
	# of Items	Space Required	# of Items	Space Required	
2017 (Current Collection)	21,248 (80% of collection)	2,125 sq.ft.	75	105 sq.ft.	2,230 sq.ft.
2027	16,604 (80% of collection)	1,661 sq.ft.	75	105 sq.ft.	1,766 sq.ft.
2037	19,208 (80% of collection)	1,921 sq.ft.	75	105 sq.ft.	2,026 sq.ft.

#### **Observations Relative to Collection Development Chart Exhibit 3**

1. The area required for the print collection will remain at what the current collection is occupying throughout the twenty year time envelope of the study.
2. The consultant assumes the collection is viable and relevant and that as standards recommend the entire current collection will be replaced as a normal outcome of an appropriate weeding program.
3. A print reference collection was normally assumed to be 5% of the total collection size, however, the fact that so many reference products are now and continue to be digitized has vastly reduced the need for print reference collections.
4. Over a twenty-year time frame it is likely that print reference materials will continue to disappear from library shelves.
5. The print magazine collection is on a par with what standards suggest. Periodicals and journals in many cases offer a print and electronic version at this point but are certainly moving towards the electronic model. Public libraries will continue to provide print versions of select publications for the duration of the twenty year span of this report as long as they are available. For this reason we carried the numbers of print subscriptions carried now through the analysis
6. Circulation is assumed to remain at 20% of the collection throughout the analysis.



# 7

## Staff and User Growth and Space Needs

## Staff Needs and Growth

The following chart is derived using the Wisconsin Standards for Library Services (5th edition, 2010). This staffing standard is best used in the case of Chetwynd Public Library because it is not connected to a regional system whereas the Alberta Standards and Best Practices primarily are and were adjusted to account for off-site support consultants, acquisitions staff and IT support.

Exhibit 3: Full Time Equivalent (FTE ) Staff per 1,000 Population		
Level of Service	2,500 – 5000 population	5,001 – 10,000 population
Basic	.9	.9
Moderate	1.1	1.0
Enhanced	1.3	1.2
Excellent	1.5	1.4

The current staffing level in the Chetwynd Public Library is 7.7 FTE at a population base of 5,369 or 1.45 FTE staff per thousand which is what the excellent level of service at 10,000 population base suggests.

As a comparison, the essential level of service in the 2012 Standards and Best Practices for Alberta Libraries serving 5,000 – 10,000 population recommends one professional librarian and a staffing level of 0.5 – 0.7 FTE per thousand plus one IT staff on site totaling between 6 and 8 FTE. FTE is computed based on 35-hour workweeks or 1,820 hours per year. Both sets of standards agree that the staff complement is satisfactory at the current population level

An average of 150 square feet per staff person is almost a universal recommendation used by standards. This figure allows for the different types of workstations in the library (personal work space, circulation desk, information desk etc.) and provides an adder for lockers and/or staff lounge areas.

Pages and volunteer staff are not added to the FTE count because they are transitory and do not require dedicated workstations to fulfill their duties. It should be noted that staff time involved in the set up and operation of library programs are included in the standard described above.

## User Space Component

The number of user seats provided in a library is based broadly on a recommendation of **5 seats per thousand population**, and as this is satisfactory for most generalist libraries, it is the figure accepted by both the earlier and later editions of the Alberta Standards and has been the standard used in most library planning literature. It will also be used within this report. 30 sq.ft. per user seat is required.

Full Internet access computer workstations for users require a further 35 sq.ft. per workstation and this is considered as additional to the seating component.

### Other User Needs

It is preferable that all user seats have a power source within reasonable distance but at least 40% of study table seating should be capable of connection to power. Wireless connectivity is currently available in the library and will be going forward thus eliminating the need for hard data connection.

Full service user stations which are dedicated to those seeking a quick search or a look at email and catalogue searches as well as stations for longer-term work are essential in today's library environment.

In the calculation of space needs following, seats provided for computer use are calculated separately from the total number provided for the library generally and the space differential is expressed as "Technology component"

From the 2012 Standards and Best Practices, the technology component essential service requires a minimum of 2 public access computers, +1 computer per 3,000 potential user population. Exemplary service suggests 2 public access computers +1 computer per 2,000 population served. This would suggest that a minimum of 4 and an optimum of 6 computers are needed to meet standards. Chetwynd Public Library has 6 public computers and enough staff computers to deal with the FTE staff.

# Space Provision for Users and Staff to 2037

The following exhibit identifies the space needed to accommodate users and staff as well as technical equipment and facilities through 2037:

Exhibit 4: Seating/Technology and Staff Space Growth 2017 - 2037							
Year	User Seating		Technology Space		FTE Staff		Total Area Required
	# of Seats	Space Required	# of Spaces	Space Required	# of Staff (FTE)	Space Required	
2017 (Existing Total)	42	1,260 sq.ft. (+ Bistro seating)	6	210 sq.ft.	7.7	1,155 sq.ft.	2,625 sq.ft.
2027 (Alberta Library Standards)	36	1,080 sq.ft.	6	210 sq.ft.	8.4	1,260 sq.ft.	2,550 sq.ft.
2037 (Alberta and International Standards)	41	1,230 sq.ft.	6	210 sq.ft.	9.8	1,470 sq.ft.	2,910 sq.ft.

## Assumptions

1. User seating (table space, lounge area, carrels) occupies space at 30 square feet per station. Number of seats is based on 5 seats per 1,000 population.
2. All seats used to provide computer access are included in the user-seating component plus space required for technology as suggested at 35 sq.ft. per public work station
3. The Chetwynd Library has 6 computers currently and this number will suffice over the next twenty years. What is needed in the library is additional plug-in points to allow users to access their own computers using the library WiFi system.
4. Full Time Equivalent staff requires 150 square feet per FTE. This accounts for space at the circulation desk, reference desk, other workstations and offices required as well as lounge and locker space. The number of full time staff necessary is determined from Standards, which require .5 FTE per 1,000 population at an essential level.

## Non-Assignable Space Component

Allowance made for non-assignable space is between 20% and 25% of the total core library service components. Non-assignable space is to be sure somewhat arbitrary and dependent on whether the building is shared or not, how many staircases, washrooms, entry spaces such as airlocks, janitors closets, etc. there are. We will use the higher figure of 25% for this study as it assumes the library will be remain located as a free standing purpose built structure. Should the library be combined with other uses in a shared building the non-assignable spaces will be shared. A lot of the non-assignable space is to be reserved for library storage purposes.

## Meeting/Program/Training Labs Space Component

Meeting/Program rooms are essential to the operation of all public libraries. In this portion of the study, the space analyses in sections 4 – 6 are concerned with the core components of collection, staff and user space only. Section 9 will examine the additional meeting room needs of the Library in detail, taking into consideration the data collected from the library reports done for the BC Public Library Statistics relating to programming. The existing bistro is not considered core library service space and indeed cannot be in a new structure either. It is rather, considered an amenity offered to library users. If computer training labs are included in the service parameters, 50 square feet per station should be allowed as well as an additional 80 square feet for the trainer.



## Other Space Considerations

Libraries have truly gone through a total rethink of their purposes, their position in communities of users and their needs to continue into the future. They fully embraced the changes that technology presented through the 1990's and in the last decade and a half have developed a very highly developed sense of its effect on the collection, procedures and the user demand for these services. This is not to suggest that technology changes have become static or that the need for rapid change has passed but rather that librarians and managers may have a better comprehension of requirements and where technology is leading and thus are more prepared to deal with it.

One of the most important realizations to come out of this intensive examination is that, in planning new libraries, flexibility is absolutely essential with regard to the building envelope, the furnishings and equipment selected and the need for connectivity to power and data sources throughout the entire public space. Architects and engineers must create buildings with as few supporting walls as possible and with meeting spaces that can be easily enlarged or made smaller as required. Shelving should be as low as is reasonably possible in order to accommodate the print collection and if it can be mobile that too is desirable; other furnishings should be flexible enough to be moved reasonably easily to open up spaces in the library for group activities if necessary.

New buildings are normally designed based on a twenty-year life cycle. As library planning consultants we can and do project for that time envelope. We are confident that over ten years we are able to visualize with reasonable certainty what the library mandate will be and how its community will use it. Past that time frame things are less clear. Library use will continue to depend on population served though and, regardless of the way in which space is configured, the library will still require space at the same levels as currently but the flexibility to easily rework both the public and staff space must be a part of any architectural design program. Natural light capacity to penetrate all areas of the building is also extremely desirable. Such things as millworked cabinetry and desks are not to be included and mechanical systems that are little affected by changing partition walls and the ever advancing technology demands are to be specified in any library structure.







# 8

Library Component  
Space Analyses (2017 – 2037)

# Summary of Space Analyses

The space needs analysis of the Chetwynd Public Library begins by determining what the **core library service** space is now as compared to what standards suggest should be provided for the various components at **existing levels of service**. Note that a circulation rate of 20% is taken into consideration in the size of collection quoted as well as space required to house it.

For purposes of this study non-assignable space is included on the summary chart Exhibit 5 following.

Exhibit 5: Space Analysis Summary, Including Non-Assignable Space				
Library Component	Space occupied by Components in Existing Library	Size Library Should Be (At Determined Standards)	10 year Space Needs	20 year Space Needs
Collection: Standard Books	2,125 sq.ft.	1,503 sq.ft.	1,661 sq.ft.	1,921 sq.ft.
Collection: Periodicals	105 sq.ft.	105 sq.ft.	105 sq.ft.	105 sq.ft.
<b>Total Collection</b>	<b>2,230 sq.ft.</b>	<b>1,608 sq.ft.</b>	<b>1,766 sq.ft.</b>	<b>2,026 sq.ft.</b>
User Seating	1,260 sq.ft.	990 sq.ft.	1,080 sq.ft.	1,230 sq.ft.
Staff Work Stations	1,155 sq.ft.	1,155 sq.ft.	1,260 sq.ft.	1,470 sq.ft.
Technology for Users	210 sq.ft.	210 sq.ft.	210 sq.ft.	210 sq.ft.
<b>Total Library Service Space</b>	<b>4,855 sq.ft.</b>	<b>3,963 sq.ft.</b>	<b>4,316 sq.ft.</b>	<b>4,936 sq.ft.</b>
25% Non-Assignable Space	1,214 sq.ft.	990 sq.ft.	1,079 sq.ft.	1,234 sq.ft.
<b>Total Library Space</b>	<b>6,069 sq.ft.</b> <b>(+ meeting room)<sup>A</sup></b>	<b>4,953 sq.ft.</b> <b>(+ meeting room)<sup>A</sup></b>	<b>5,395 sq.ft.</b> <b>(+ meeting room)<sup>A</sup></b>	<b>6,170 sq.ft.</b> <b>(+ meeting room)<sup>A</sup></b>

A Recommendations related to program/meeting room capacity and space for the future are discussed in Section 9.

## Notes to Information Contained in the Analysis Chart

### Analysis of Space Used vs. Space Suggested by Standards

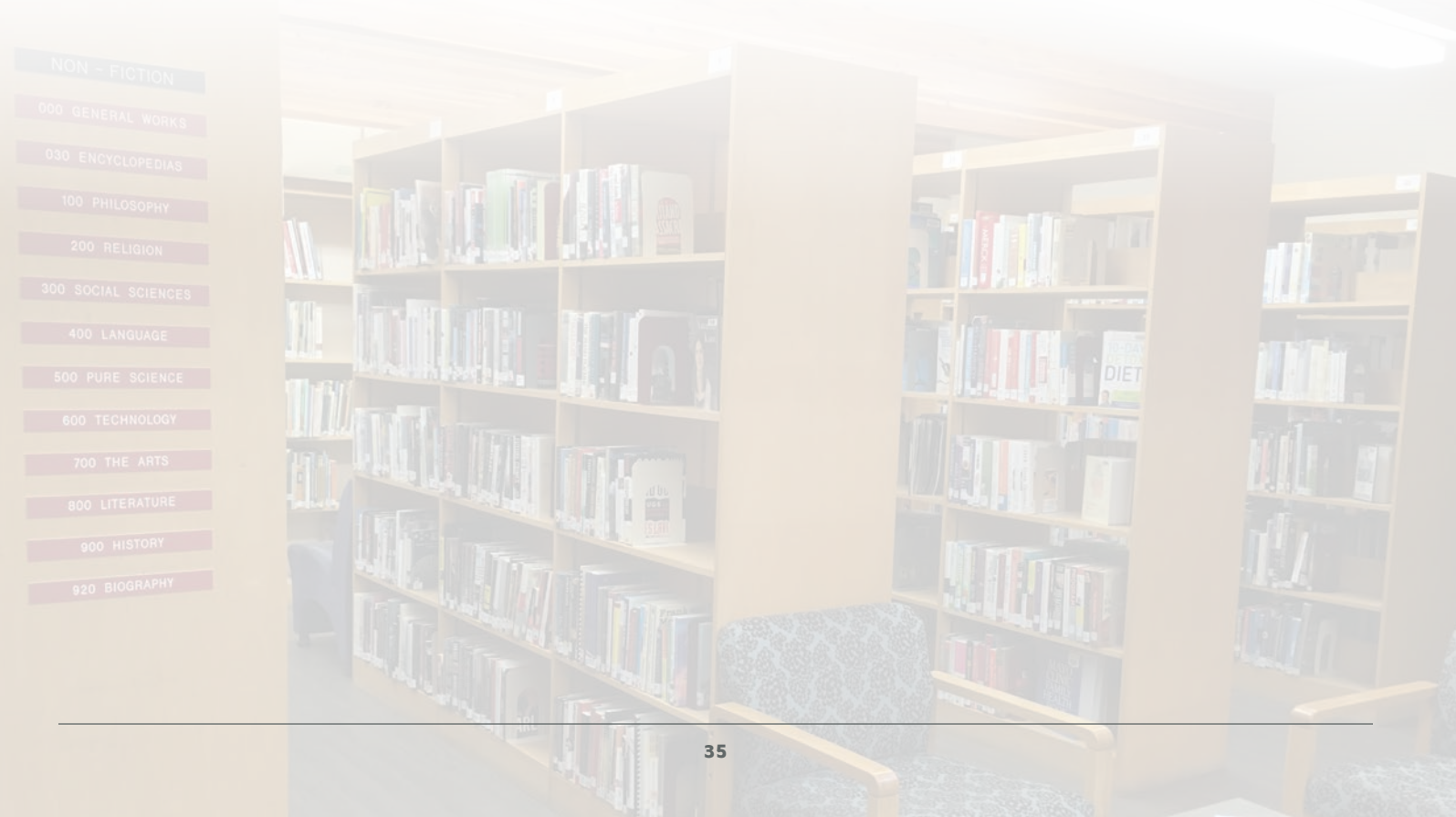
Although it is difficult to attempt to apply space standards on existing configurations, the consultant asked for and received the latest drawings done for the library and was thus able to determine the component breakout and the overall library footprint. The drawings also provided information as to usage of the rest of the building including the Bistro and the community meeting room.

The drawings show that **actual core** library services (including non-assignable spaces) now occupy ~4,778 sq.ft. The second column of the chart indicates space allocations if the standards for current population are applied and it reveals that what is now available space wise is slightly below what is recommended for the library at this time by ~150 sq.ft. It should be noted that if the appropriate sized areas for the size of the current collection and amount of user seating now in the library, the building would need to be ~1,300 sq.ft. larger to house them.

The balance of columns is determined based on the standards for core services extrapolated for projected population for the particular period.

# Applying Service and Space Standards for Population (2017 – 2037)

1. If the size of the print collection to serve the size of the community is rationalized over the twenty year window we are discussing, it should drop in size from the current high of over 5 items per capita to a more realistic 3.5. Note that the standards also call for the collection to be relevant and maintained so that 25% of the collection is less than 5 years old and the entire collection is weeded every 3 years. The space provided for collection will fall initially but will grow such that future space needs for collection will very closely match current collection parameters.
2. The non-assignable space component, at 25% of the overall core service space, is comprised of washrooms, storage areas, entry airlocks, staircases, mechanical rooms and other purposes to do with the operation of the building.
3. In addition to the essential architectural necessities above, all libraries require storage for items removed from collections but not ready for discard; accommodating incoming donations; storage of theme or other collections not on the shelves constantly and storage of holiday decorations and other temporary but annually used items. Space is also needed to house equipment and supplies not currently in use or used infrequently such as craft tables and chairs and programming materials.
4. As noted on the chart, meeting room space(s) must be added to the total core services building footprint. The size of these additional areas will vary as the community determines necessary (see Section 9 following for information on determining this factor).



# Comparators Study

Standards provide a consistent benchmark when determining levels of service, staffing, user space and funding. These are complemented by the use of comparators as a planning tool, using data from other jurisdictions which are perceived to be similar in population, demographics and/or regional affiliations or economic aspirations. Prudent use of comparators is essential. Careful comparison over a wide range of factors to achieve a high level of compatibility can produce a valuable reference to communities considering new library projects.

The following chart delineates communities that are selected because they are within range of the population base served by the Chetwynd Public Library and are independent of one of the major regional systems. The larger libraries selected (such as Fort St. John) are within the service area of the Peace River Regional District and are at least partially funded by the PRRD.

Many of the selected comparators were chosen as they in one way or another relate to the library building in terms of:

- space needed for collection,
- required staff and working/public interaction space,
- user facilities for lounge and study space,
- programming area and facilities.

The total revenue comparator relates to operating funding and is provided here for information only. It will not impact on capital costs needed for the new library premises.

Library	Population	Total Revenue	Per Capita Revenue	Total FTE Staff	Library Area (m <sup>2</sup> )	Total Collection	Total Circulation	Total Circulation Per Capita	Total In-Person Visits	Total Virtual Visits	Total Programs per Year
Beaver Valley PL	4,858	\$224,504	\$46.21	3.4	270	56,006	25,485	5.2	14,850	7,397	160
Burns Lake PL	6,213	\$173,849	\$27.98	4.5	684	84,347	50,265	8.1	29,104	6,370	191
<b>Chetwynd PL</b>	<b>5,301</b>	<b>\$625,915</b>	<b>\$118.07</b>	<b>7.2</b>	<b>724</b>	<b>62,113</b>	<b>24,536</b>	<b>4.6</b>	<b>60,473</b>	<b>5,317</b>	<b>514</b>
Dawson Creek PL	18,673	\$908,343	\$48.64	6.3	939	92,583	94,062	5.0	ND	ND	178
Fernie PL	7,331	\$391,501	\$53.40	3.6	810	71,327	55,962	7.6	53,800	22,035	595
Fort Nelson PL	6,076	\$411,530	\$67.73	5.5	655	77,952	44,694	7.4	27,838	12,505	183
Fort St. John PL	33,518	\$686,779	\$20.49	10.1	720	111,195	121,938	3.6	88,277	21,576	427
Hazelton PL	6,050	\$180,359	\$29.81	2.8	329	63,355	11,436	1.9	10,456	4,658	136
Hudson's Hope PL	1,039	\$140,249	\$134.98	2.2	210	52,509	16,410	15.8	6,436	ND	57
Pemberton PL	6,366	\$358,160	\$56.26	4.4	375	57,135	80,761	12.7	77,999	27,986	317
Smithers PL	7,601	\$390,074	\$51.32	11.1	1,280	67,011	116,179	15.3	73,004	16,173	286
Sparwood PL	4,786	\$257,346	\$53.77	3.1	433	58,268	19,135	4.0	ND	17,561	26
Trail & District PL	9,061	\$524,612	\$57.90	5.6	522	78,182	88,565	9.8	45,076	18,727	274
Tumbler Ridge PL	2,785	\$341,252	\$122.53	1.7	450	69,858	14,510	5.2	ND	25,152	376
Vanderhoof PL	7,972	\$214,421	\$26.90	3.2	616	38,352	44,902	5.6	26,832	ND	136

# Relevant Observations from Comparator Study

A total of twelve communities are included within the study and the Chetwynd Public Library is ranked as follows using a highest rating to lowest:

1. **Population Size: Ranking 11<sup>th</sup> out of 12.** Although the majority of the communities are larger or, as is the case with Fort St. John and Dawson Creek, they are within the same jurisdiction.
2. **Total Revenues: Ranking 3<sup>rd</sup> out of 12.** The only ones better supported were Fort St. John and Trail serving much larger population bases.
3. **Per Capita Support: Chetwynd is 1<sup>st</sup> of 12.**
4. **Library Area: Chetwynd ranking 4<sup>th</sup> out of 12.** Only Smithers, Fernie and Dawson Creek are larger.
5. **Collection Size: 9<sup>th</sup> smallest of 12 communities.**
6. **Circulation total: 11<sup>th</sup> smallest of 12 communities.**
7. **Circulation per capita ranking is last place.**
8. People visiting the library puts Chetwynd middle of the list at **5<sup>th</sup> highest of in-person user visitations.**
9. In **virtual visits** to the library website Chetwynd **ranks next to last in web usage.**
10. **Chetwynd ranks 2<sup>nd</sup> only to Fernie in programs offered to its constituents.**

As with all studies of this nature the subject being compared will be stronger in some areas and weaker in others compared to peers. There are reasons why this must be so:

- Community demographics and economic constraints may hinder budgets and thus offerings that the library may wish to develop at this time.
- The isolation of the community is a factor in that there are reduced numbers of activities available to the users thereby increasing attendance at library functions and in general use of the facility.
- The presence or lack of other institutional libraries affects the type of collection. The library in communities without colleges or post-secondary institutions must offer more research and development materials to users especially those engaged in online educational pursuits than perhaps those in communities where they are offered in situ allowing the public library to offer a more generalist approach. Chetwynd is fortunate to have a community college in the town which also offers library services with connections to the other Northern Lights Campuses.

There are several areas in which the Chetwynd Public Library compared most favourably especially given that Chetwynd ranked as the second smallest community in the listing.

- Per capita support and total revenues ranked high to very high overall.
- In terms of overall size the library ranked in the top six of the communities included.
- User visits were in the top half of the listings, however, the online visits as reported ranked next to last.
- In terms of the numbers of programs offered to its constituents, Chetwynd ranked second only to Fernie Public Library. There was no comparator available that involved program subjects or styles. The only breakdown offered was whether programs targeted adult or children.

The areas in which Chetwynd ranked low or very low involved the collection and circulation. The total collection size reported was low by comparison with other libraries as was circulation. The fact that population size was second lowest certainly figured into the comparison of these numbers. As discussed within the section dealing with collection, in terms of the size and items per capita the library showed as excellent in what it provides. Given the online products offered and the availability of interlibrary loan services the consultant does not see a reason for any sort of action to improve the comparators in this part of services offered by Chetwynd.

There are many more areas of comparison offered by the Government of BC Libraries Branch of the Ministry of Education. We have selected those we felt most pertinent to this project. We recommend the data collection to the Advisory Committee, if further data is required. It would certainly be prudent for the library to do its own year over year comparison to determine standing in the BC library community.



# 9

## Meeting/Program and Study Rooms

The Chetwynd Public Library has reported that they deliver in excess of 500 program offerings a year and that attendance in all of these programs over a year totals over 7,500 people. It is noted that at least two of these programs are grand events held outside the library and that these attract a large percentage of adults and families in the community. That fact understood, the number of programs held in the library itself totals 514 or averaging 10 per week. The split between children's and young people's programs versus adults is 304 sessions to 210. The programs dealing with younger children are aimed at early literacy with story time sessions and the summer reading program. Programs aimed at young adults and adults occur after school hours (especially with teens) and the proximity of the library to the two schools in town boosts attendance at these sessions. In addition to outreach programs provided to seniors, there are programs offered dealing with lifelong learning and the library does provide invigilation for online learning when asked to do so. The community room is also used for meetings and events other than those sponsored or initiated by the library.

It is an accepted fact of library service going forward that the community programming aspect of library service in conjunction with the provision of collaborative learning space(s) and meeting rooms will continue to grow and occupy an ever larger percentage of the library's staff time requiring more of as well as more flexible spaces within library facilities all over North America.

Any program or meeting facility in a library should adhere to the following general guidelines:

1. The space should be accessible from outside of the library proper as well as from within;
2. The space should provide coat and boot storage especially for winter clothing;
3. The space should provide a sink and clean-up area and perhaps a small kitchen capable of allowing snack and coffee preparation;
4. The room should be considered as a part of the community inventory of meeting facilities and should be of a quality which would allow the space to be rented to other groups in the community if appropriate.
5. Storage for chairs and folding tables as well as audiovisual program needs and video conferencing equipment is essential to maximize the flexibility and usefulness of the space.

## Multi-Purpose Room Capacity

The consultant notes that there is, in the current facility, a programming space of ±1,000 sq.ft. Some storage capacity for chairs and tables has been recently added and it does offer a kitchenette with a sink for cleanup. There is also provision for overhead projector with a large screen TV and connectivity to the Internet for programs requiring it. Dedicated coat/boot storage is limited to coat hooks provided and the space is accessible outside of library hours.

The consultant was not able to ascertain what types of programming the library may undertake in the future; however, it is clearly understood by both management and Board that space dedicated to programming is essential to the continuation of library services in the Chetwynd service area.

## Architectural Space Standards for Public Meeting Rooms

The following section examines parameters for space needed to house various types of programming functions and the necessary adjunct facilities required. As well, a provision for anticipated growth is discussed as it relates to program and meeting room facilities.

The current meeting room has capacity for 24 participants seated at tables and would accommodate up to 80 – 90 participants seated on chairs plus 100 sq.ft. provided for the speaker or session leader.

The consultant suggests that the current space is suitable for the library and or community sponsored programs that are or could be provided in the future. The space and storage facilities, however, should be flexible enough to accommodate many different meeting styles and uses. Architectural space needs for meetings suggest the following guidelines:

- A general meeting format with 100 people on chairs plus a speaker will require 1,100 square feet (10 sq.ft. per person +100 sq.ft. for the speaker);
- A conference meeting setting (people around tables) of the same size will accommodate 45 – 50 people
- Children's craft activities (children around tables) will also allow for 50 – 60 children plus a program leader.



As stated earlier, meeting and program facilities are ultimately subject to what the Town and the Library Board may agree is necessary to deal with the uses the space may be expected to satisfy. We are aware that currently there are at least five meeting rooms of variant sizes available within the Recreation Centre close by the library and this factor could be a determinant in retaining the existing format of the meeting room. Consultation with community groups, town or regional councils, schools, church groups and service clubs would be helpful in the final determination of the how the space will be used in the future.

## Ancillary Requirements for Multi-Purpose Space

The current program/community room is provided with a separate entrance, which allows it to be used when the library is not open. There should also be at least one washroom close by and not in the library which is not currently provided. Further to this, the following is a guide to ancillary spaces that should be accommodated:

Space	Area
Attached kitchen/servery facility:	100 sq.ft.(minimum regardless of room size)
Coat/boot storage for 100 people:	300 sq.ft.(±3 sq.ft. per person)
Storage for craft materials:	50 sq.ft. (minimum)
Clean-up and prep area:	60 sq.ft.
Storage for minimum 12 tables and 100 chairs:	50 sq.ft.
<b>Total Space needs for the meeting room:</b>	<b>560 sq.ft.</b>
<b>Suggested Space Allowance for Meeting Room<sup>A</sup></b>	<b>~1,670 sq.ft.</b>

A The current space is ~1,000 sq.ft. but there is not a contiguous washroom facility nor is there appropriate space to deal with event attendees coats and boots

## Flexibility and Location in the Library

Flexibility must be a primary consideration in the program/community area as it must be readily able to accommodate multiple uses even within the same day. It may also be desirable to provide for two functions to be held simultaneously. This capacity can be accomplished through the provision of a folding wall system and at least two means of egress to the space.

Although not imperative, if the space will be used for children's programs as well, it is preferable from a parent's perspective, that the program room be visible from outside the space and in close proximity or attached to the library. A preferred alternative would be to provide a dedicated children's program area in proximity to the children's library as well as the community room.

The consultant is aware that children's and pre-school reading times are currently held in the children's area of the library.

## Consideration for Coffee Service or Retail Sales Space

Many public library systems in Canada include non-traditional additional courtesies to users such as a rudimentary coffee and snack outlets within the library. The Chetwynd Library includes the Bistro space as contiguous to library operations in the current building.

The Library Board and management have recognized the positive affect the Bistro provides to library users during the days it is open and has indicated that regardless of where the final location of the library might be, a food and beverage service will need to be a part of the amenities offered to the public whether library users or not.

## Collaborative Learning Space/Video Conferencing

Within the last several years, library systems all over Canada and North America have recognized the need for separated collaborative learning spaces. This is true not only in the school, college, and university library but also applies to public systems. A minimum of two such spaces are recommended within any library and each should accommodate up to 10 people seated at tables (250 sq.ft.). The provision of laptop connections and digital projection equipment is also essential to maximize use of these spaces. Community or program spaces may provide part of this need, however, the smaller spaces are recommended in addition to the principle program area(s). It is also preferable that these spaces remain an integral part of the library and completely under library control.

Libraries have developed and are continuing to refine video conferencing services. It is likely that distance learning programs from universities and colleges could also be offered within libraries as they are becoming key locations for communities to access these services especially in more isolated and smaller communities. Although space for this function is not considered within any standards now, the consultant has been advised that sizing and equipment minimums will be developed imminently in various jurisdictions across Canada. The program room in the current library has the appropriate connectivity to provide for video conferencing for as many participants as may be required. In any new library the same equipment will be needed for either the main program area or at least one of the smaller seminar spaces. Ideally, the equipment required to offer this service would be portable and useable in either room format.

## Games Area

Another growing trend in services offered in today's public library is an online game area where dedicated computers and software are provided.

This facility is normally associated with the "Teen" area (essential in today's library) and normally consists of a table and chair set up for two players at a minimum. More elaborate facilities are of course possible but the entire set up could be on casters and thus moveable to anywhere in the library that it may be needed.

## "Maker" Spaces

The numbers of libraries that offer Maker Spaces within the library envelope are growing quickly. There are no hard rules as to how large these facilities should be at this time and they cannot be considered as essential to library services as yet. Their purpose is to help push user creativity to new levels. These creation labs are places where people are connected with tools to express their creativity in terms of the various areas of the arts. These spaces are concerned with providing opportunities for the community to explore creativity, develop a sense of discovery and form a connection with others.

Ideally, users of maker spaces should have the opportunity to engage with each other and possibly guest artists in workshops or activities that emphasize creativity. These spaces should have free access to the tools that are needed to fulfill creative endeavours including:

- **Video:** HD cameras, a green screen, tripods, lighting kits, Final Cut Pro and iMovie
- **Audio:** A complete audio recording studio with a MIDI keyboard, microphones, instrument connections and Garage Band
- **Visual:** Graphic design and photo-editing equipment and programs, 3D printers
- **Interactive:** Gaming computers and video game creation software

At this time it must remain with individual libraries, their management and their Boards as to what extent they might venture into this new area of library service. In smaller communities the library is one of the best places to make the expensive equipment available to the entire constituency served.

### Minimum Additional Area

The minimum additional area allotment for the collaborative centres of activity described in this section should be **~500 sq.ft.**

# Space Evaluation Recommendations for Library Service Through 2037

The Chetwynd Public Library has occupied the current site since the 1960's. It has had a total of three additions to the original building since then the last one occurring in 2008 with the establishment of the Bistro which was to have become the Internet café along with the meeting room space.

The current population served by the Chetwynd Public Library is 5,369 and that can be expected to grow to 6,860 through the twenty year envelope of this study. As British Columbia has not established library standards, the most recent version of the Alberta Standards as published by Alberta Municipal Affairs – Public Libraries Services Branch is the main source of information used to establish library parameters for Chetwynd. The Wisconsin Standards for Public libraries was also accessed to make a determination with regard to staffing since the Alberta Standards took into consideration staff located in a regional system which does not strictly apply to the case of Chetwynd. The consultant suggests that the combination of the two sets of relevant standards is the best option to use with the Chetwynd Library situation. It also reflects the intensive growth of technology precipitating the way in which libraries develop their collections, staff functions and the ways in which they interact with users and the physical needs users have within the library context.

The needs assessment has accommodated the ways in which libraries have changed over the past ten years and the trends anticipated to continue to affect library services in the future. We have provided growth and library space projections through 2037. The following list delineates the findings from the preceding statistical assessment:

1. The amount of space in the current library building that is strictly used for core library services is 6,069 sq.ft. Standards indicate that the core services should occupy 4,953 sq.ft. based on the current population.
2. The space required for core library services at the end of the twenty-year window stipulated for this study indicates that 6,170 sq. ft. will be needed to serve the anticipated population of 6,860. This is just 100 sq.ft. more than the space it is in now.
3. In addition to core services, a meeting room/collaborative learning/video conferencing and program space are essential to the modern library. The existing meeting room adds 928 sq.ft. to the library envelope. It is recommended that the meeting room and adjunct services for it should total 1,670 sq.ft. plus a further 500 sq.ft. for seminar/collaborative learning spaces.
4. This analysis suggests that the total library footprint in twenty years should be 8,340 sq.ft. which is 1,043 sq.ft. more than the current building.
5. The current bistro occupies 713 sq.ft. If the in-house food and beverage service is to be continued a minimum of 700 sq.ft. will be required to house it.

## Total Library Area Including Food/Beverage Service

If the bistro is to be retained within the library envelope, a minimum area of **~700 sq.ft.** will be required to satisfy all needs through the next twenty years.



# 10

## Current Status of Library Services in Chetwynd

The reason this study was commissioned is that it is accepted there is no room for further expansion at the current location and ~\$500,000 is needed to bring the building to code including all mechanical, plumbing and HVAC systems. In addition to that there is also an identified need for a refit of the current space to resolve operational issues such as the creation of quieter and noisier zones to allow for study and more physical activities to occur at the same times.

The latter half of this report will concern the identification and means of addressing concerns and issues that arise from the trends analysis, the statistical assessment in sections 5 – 10 of this report and the results of the community survey and interviews undertaken on-site in Chetwynd. From these sources, observations on the way in which services are delivered now are noted and recommendations for changes to bring the service into line with library norms going forward are developed. It is anticipated that these changes will initiate improvements to existing library services that will provide increased options to the users; better employment of the facility overall and a library that will serve the community for the next twenty years.

## Library Core Services Comment Summary

The May on-site visit performed by the consultant(s) was largely concerned with observation of the current library and practices as well as intensive collection of views from Staff, Management, Library Board and Town and Regional Administrators as well as elected officials.

Library users and other library stakeholder communities were asked to contribute their thoughts and observations relative to current services provided as well. These were detailed in the separately submitted community consultation study and summarized in Section 4 of this report. Following is a summary of comments from those groups other than the community survey compilation and are recorded as they relate to the core library services and activities as well as the building itself.

## Collection

### Management and Staff

- There is an emphasis placed on digital learning. 25% of the collection development budget is being put into digital products.
- It is recognized that the collection is becoming dated and weeding policies have been created to reconcile this problem.
- The North East Library Federation offers consortium pricing to the library towards the development of the library database collection.
- Although there are print magazines there are no journal subscriptions as these have not been sought out by users. Zinio for Libraries is the online magazine supplier of choice.
- Larger screens are needed for the computers.
- Off-site processing of materials is under consideration dependent on many factors and industry standards.
- BCLA offers World Book and other reference sources for library use at reasonable rates.
- The ebook collection is large enough and used enough both in quantity of volumes and in titles available. It also continues to grow and evolve.
- The Community Services area is a well used portion of the collection and deserves space to display its pamphlets and other information.

### Library Board

- Collection is more diverse than it was.
- There are seven book clubs in town that use the library collection.
- Older technology needs updating.
- Budget is adequate to keep collection current.

### Users

- Included with Community Survey results and in the summary in Section 4.

### Administrators and Elected Officials

- It is accepted by these groups that the collection is sufficient and its care is in good hands. These groups focused more on the building itself and its location in the community rather than what it housed as to collection or staff.

## Staff Complement and Accommodations for Staff

### Management

- There is no provision for a staff lunch or coffee break area but rather they eat lunch and take breaks in the work area or at their desks.
- There is no dedicated storage for personal items except at the desk. There is a rack for hats and coats at the entry to the staff room.
- The circulation desk area accommodates two staff people involved in more than simply circulation duties but it is too big and not really workable for this library.
- FTE staff complement is good and part time staff fill in needs to do with programming and with shelving etc..
- Board members contribute their services on circulation at least once per year.
- Staff needs more professional development opportunities.
- The BC Library Directors group is a great mentoring source.
- The processing of new materials coming into the library may someday be outsourced.
- Interlibrary loan materials
- Bistro is a good idea but it is too separate and too cluttered and dark.
- Although branding the library is recommended by province and other directors, marketing at Chetwynd for programs and the library is old style (posters mounted in various places), is haphazard and lacks consistency. Social networks must be tapped for spreading word about programs particularly. There are 1,000 library users on social and media networks.

### Staff

- Materials arrive for the library by mail as well as by courier and delivery trucks. There needs to be more shelves to put new materials on before they are accessioned and placed on the stacks.
- Once outsourcing begins there will be more room for interlibrary loan processes.
- The cramped staff quarters guarantees interruptions in individual staff workflow.
- There is no place to get away from your desk.
- Professional development is difficult to organize and carry out.
- Branding of library is essential.
- There are a lot of children's programs now and as space permits.
- Library staff look after the cultural aspects of the community and the Recreation Centre looks after the physical growth and development.

### Library Board

- Generally the staff is friendly and hardworking. There seems to be enough with volunteers occasionally and Friends of the Library working with staff to make programs happen and cleaning up after.
- The library is a hub in the community due to staff programming and activities offered to students, seniors, children and tourists who require connectivity to social networks and Internet.
- There is a need to attract qualified staff and if necessary the budget may need to increase to accommodate this need.
- More staff necessary in the bistro and possibly longer hours.
- There is a lot of care taken by the current staff to answer users' needs and they go to great lengths to provide answers.

### Administrators and Elected Officers

- There was a great deal of discussion relative to the building location, problems, possibilities and cost but there seemed to be general satisfaction with the size and makeup of the staff.
- There were no negative comments made during the group sessions with these stakeholders.



# The Current Building and Provision of Services

## Location

### Management and Staff

- The proximity to the school bus exchange is convenient for students in both of the schools just up the road from the library and many of them spend time in the library after classes while awaiting their bus.
- The present location does not offer enough parking (all staff and management commented on lack of spaces).
- The library is visible to tourists on the main highway running through town and its location by the Rec Centre adds to its profile in the community (4 mentions).
- If the Library moved closer to the Town Centre it could be a destination hub for the community.
- The library is best situated where it is rather than other areas of town due to its convenience and proximity to schools and Rec Centre (5 mentions).
- The Bistro is well used by students (the primary user group of the Bistro) and this would drop if the location moved closer to the centre of town.
- In terms of programming and services the library is known as a hub where it is.

### Administrators and Elected Officials

- The location is the best that there is available at this time and for the money a new site may cost.
- It is central and close to schools and the Rec Centre and receives traffic and users from both of these locations.
- It is perceived by some councilors that a new development is not needed at this time.
- All possible sites available would need to be purchased.
- New and possible sites have been identified: a part of the Rec Centre (north side); where the old hotel once stood; connected to the new medical clinic.
- Some thought was given to joining the library to the college.
- There is limited parking for the Rec Centre for much of the year and moving the library could free up the current space for additional and needed parking.
- Building a library on Rec Centre space on the north end of the Centre would close off the potential for future expansion of the Centre and would affect the outdoor activities the Centre provides now and planned for the future.

### Library Board

- The location is accessible and as good as it can be.
- Library is a hub in the community and would be regardless of the location.
- The library must not become a part of the Rec Centre

### User Groups

- The user group's views are reported within the context of the community survey and interviews and are included in that section of this report.

## The Current Building

### Management and Staff

The following comments represent the sum of the interviews with management and staff. There was a substantive amount of overlap from interview to interview however we have recorded the comment once unless there was an overwhelming emphasis indicated.

- The many wood beams and columns add warmth to the library.
- The building has been a part of the community fabric since the 60's and it should be recognized as such.
- The infrastructure (HVAC, plumbing, electricals) is in a state of total inadequacy for today's library environment. The temperature variations and extremes, the lack of plugs in appropriate places and the poor lighting were mentioned in most interviews.
- The stacks are in poor repair and as they are now, present barriers more than openness to users and staff alike.
- There is no space for staff to remove themselves from their day to day work.
- The building is lacking in any real accommodation for natural light entry to the space. Lack of natural light was mentioned by all staff.
- Each of the three library expansions created its own problems in terms of infrastructure and in terms of efficient and appropriate library space use but were easier to accomplish financially and politically than building a whole new library.
- There is no gallery space in the current building. The arts and cultural activities should share space in a single building.
- There is a need for specific study spaces as well as general activity and large meeting room space in a library which is not evident in the current building.
- The Bistro is a definitive asset to the library but it is dark, cluttered and in many ways cut off from library activities.
- The exterior signage for the library is not effective. The Bistro is better marked than the library. Branding of the library is essential in terms of attracting users and tourists looking for the library.
- A new library building is needed and the site close to the town centre would be best suited to the town and surrounding area.
- The only private office is the librarian's.
- Smaller and separated study room(s) are needed. Program/ Meeting room is fine for larger events and a large array of offered programs and community use but small spaces needed too.
- The building is welcoming, safe and "homey".
- There is no outdoor space available for library activities.
- Children need a contained space in the library.
- The main circulation desk is too large and in many ways unworkable.
- Storage space in the library is at a premium. This is also an issue with the Bistro service.
- Interlibrary Loan services are ever expanding and more room is needed for storage of the various components used for shipping and receiving loans. A space for bin storage or shelving would be best. As the transition to outsourcing processing comes into effect perhaps there will be more room for IL services.
- There does not seem to be a need for the "Maker Space" trend that is affecting larger libraries in the Province.
- More space and more varied space and storage is needed for library programs.
- Room to accommodate online gaming for teens and 'tweens would be good.
- Some privacy for public computer users has been requested by users.
- The friendly feel of the building is appreciated by users. It is not too modern.
- Library is too cluttered and hard to locate things as a result.
- The library has outgrown the building.
- Library is noisy especially when students in after school.
- Very crowded entry area especially when programs are happening.
- Bistro should have its own entrance.

## Library Board

The results following issued from a meeting including all of the Library Board members:

- Mechanical systems are at an end.
- There is a perceived lack of maintenance planning as relates to the position of the library within the context of the upkeep and recognized need for improvements regarding public buildings as a whole.
- There is no room for quiet study in the library. More private space is needed for users.
- The library is too full during program times.
- Teen study space would be appreciated but no room in the current library.
- There is a need for the current meeting room space for seniors, arts programs, book clubs and teen's programs but more flexible space is needed.
- There is limited storage space available in the library and the meeting room.
- The emphasis on growth of the electronic sectors of the collection could help to free up space that the physical collection is now occupying.
- The library holds four fund raisers in the year now and would do more if they could. They are well attended by the community.
- The Board has held brainstorming sessions with regard to current and future building needs.
- The Library Board has striven, and is continuing to strive, for fiscal responsibility with all public funds under its control.

## Administrators and Elected Officials

- The current library is owned by the town of Chetwynd and is maintained by the community.
- Operating dollars come from the PRRD.
- The current structure although not in keeping with the recent standards set for public buildings in Chetwynd is not ugly and could be improved. It is recognized that the entire mechanical system will need updating if the building is found to be adequate to house library services for the next twenty years.
- It is noted that there are five different program rooms available in the Rec Centre. They are on a rental basis as opposed to the free space at the library.
- There is a perception that new library development is unwelcomed by councils.
- It is understood that the results of this study will determine the best course for the community(ies) to follow. A major study was completed to determine the needs of the current building and it came in at over \$500,000 or considerably greater than was expected and which prompted the call for this study.
- When decisions on the direction to be taken are finalized, a referendum seeking the public's approval to borrow to finance a library project will be called.
- It is anticipated that there will be grants available from the province as well as dedicated grants from the area director to be added to any borrowed funds.



# Consultant's Observations of the Library Building in Chetwynd

During the site visit to Chetwynd in May 2017, the consultant toured the library building extensively; following is a listing of observations collected during that tour:

## Location of Site

- The current site offers limited parking now and there is virtually no room for growth now or in the future.
- The library is near the two schools in the community and is in close proximity to the Recreation Centre. This makes use of the facility by all students a very easy matter. The fact that the bussing pick-up point is nearby as well allows students to spend time in the library between end of classes and while they are waiting for busses to arrive.
- The Recreation Centre nearby attracts a large amount of traffic all year long. The library is a convenient place for parents to visit while waiting to pick up kids from the various sports they may be involved with.
- There is not a lot of public parking directly affiliated with the library site, however, there is parking on the street, in the school parking areas after school is out and near the Recreation Centre.
- The landscaping around the building is minimal and not well looked after. There is also no attractive approach to the library.
- The after-hours book return is at the side of the building and is not well lit nor signed appropriately.
- Although there is little useable outdoor space directly attached to the library, there are public school grounds and spaces belonging to the Rec Centre that could be used for outdoor library programs.
- The Recreation Centre Management presented a study that had been completed detailing current and future programs and plans for expansion that would end up occupying their current site. This would effectively eliminate the lot on the north side of the Centre as a possible location for a new library building. The report also determined that parking at the Centre was an issue now and that it is likely to intensify in the future as plans and programs develop and launch. One of the solutions offered to the problem was to raze the current library and turn the site into more parking for the Centre.
- The consultant examined a possible site on 50th avenue and North Road that has potential as a library location.



The front entrance is not well marked.



Looking north to schools.



The landscaping is minimal and not well tended.



- The potential site offers strong possibilities as an alternate to the existing library site and will be discussed further in this report.
- The consultant was provided a report describing various sites in the community which had been posited as a future library location as well as costs associated with each. Some were better than others but all required funding to purchase the properties. These will be discussed as suggested, later in this report.

## The Library Building

- Although there was some effort taken to unify the various additions to the building, unity is still lacking.
- The building looks its age and does not really project the solid appearance that a major public building normally does. It almost seems a temporary structure especially given the minimal exterior signage.



Back of building—minimal landscaping.

## Interior of Current Library

### Entry

- The library entry does not provide an airlock transition from the winter cold or summer heat.
- The hallway is narrow and cramped by a long bench seat, book racks and other racks. It is not an inviting space to enter.
- The ceiling (in the entry and throughout the library) is quite low for public buildings of this nature. The deep glu-lam fir beams also emphasize the lack of height.
- The lighting is at best adequate but does nothing to enhance the space and in some areas of the library does not provide enough or appropriate lighting. This fact is even more pronounced as a factor stemming from virtually no natural light penetration into any part of the building.
- Library users are confronted with two entrance/exit points located adjacent to each other. It is confusing and unnecessary. Libraries should offer one point of entrance only.



Poor library signage—the Bistro sign dominates.



Entry is narrow and constricted by furnishings.

### Circulation Desk Area

- The circulation desk is overwhelming for the size of the library. It is too dominant and too front and centre on entering the library proper. It is also confusing as it is not clear as to where books and materials are to be returned or checked out. There is little obvious signing and although there are a number of computer stations at the desk, their usage and purpose were not obvious as should be the case.
- The lighting over the desk was poor and the “decorative” theme lighting is inappropriate to library service areas.

### Staff Work Areas

- The workroom/staffroom is satisfactory in size if it was only a working space but the fixed counters limit flexibility and the tasks that can be done.
- The workroom is also the staff lounge so there is no space for staff to get away from their work. In essence, the main work table becomes the staff lunch table as well as staff meeting table.
- The Librarian’s office is the only place to hold a private meeting but given the glass walls on two sides there is not a lot of privacy afforded and sound proofing is at best modest.



Dark colours and blocked doors do not present a welcoming atmosphere to the library.



One side of circulation desk—confining and unwelcoming, no signage.



What service is offered where at this desk?



## Public Areas

- A minimum ceiling height in a public building is 10' which the walls may be but the deep beams bring the height down optically. The consultant almost felt he had to duck under the beams. The lowish ceiling and lack of natural light creates a rather oppressive and dark feeling that carries through to the entire public space.
- The fact that the lighting system is old and is located between the deep beams creates shadows and dark areas especially within the stacks.
- The numbers of columns limits the flexibility of the library in terms of layout and ease of operations.
- The placement of furnishings and the numbers of displays in all areas of the public spaces tends toward needless clutter creating a sense of claustrophobia.
- The furnishings are old and tired for the most part. Indeed many of the study tables were shaky to the point of collapse. The study tables were also too small at 5' x 3'. Most libraries are going to 4' x 6' study tables now.
- The public washrooms were not up to code in terms of numbers of stalls.
- There should never be two points of egress from a public library. The portioning and doors do nothing to smooth the flow around the circulation area.
- Stack placement is awkward and presents more of a barrier to access than an invitation to review them.
- There seem to be two areas with soft lounge style seating near the magazines and again just outside the staff workroom. There should be one and it should be clearly identifiable as reading lounge. Once again there were several styles of seating and a lot of displays in both of them creating unnecessary clutter.
- The flooring was serviceable if somewhat on the dark side reinforcing the dim interior lighting issues.
- The tile around the circulation desk does nothing to unify the space in the library.
- There is one skylight located in an area that absorbed any light penetration from the north facing fixture.
- What signage there is in the library is not particularly helpful and certainly did nothing to add to the décor or the brightness level of the library public spaces.



Fixed counters and lack of storage limit flexibility of workspace.



Fixed counters and lack of storage limit flexibility of workspace.



Librarian's office—little privacy for meetings.

- The café bistro area was overly cluttered and rather oppressive with furnishings that seemed in poor shape and slightly on the soiled and unsavory side. The lack of light in the space (both natural and artificial) and the fact that there were no windows into the library created the feeling that there was really no connection between the library and the bistro whereas the opposite is true.
- The kids area was clearly identifiable, was inviting to toddlers and parents, offered the only access to the outside with the windows on the back wall. The paint on the walls was too dark and the items on the wall seemed haphazard. A theme mural might be a better use of the wall space and would add colour to the area.
- There was no computer access in the children's area. The one machine was located near the aquarium rather too far away.
- The stacks are too high at 84". They appear as walls in the library especially in the fiction areas at the back of the library. The consultant was also advised that the stacks are not in very good condition as without warning a shelf will collapse of its own accord. This could be due to shelf overloading and cupping in the centre thus no longer catching the supports on one side or the other of the shelf.
- There is a semi-quiet and private study area behind the magazines but users' backs must face stacks that people may be using causing personal space issues.



The stacks at the back of the library literally form a demising wall. There is a soft seating area outside the workroom.



Second soft seating area near magazines. Note position of skylight does not maximize light entry



Semi-private study area. Light from overhead skylight is not optimized



## Meeting Room Space

- There is access to the meeting room facility when the library is closed
- The meeting room at close to ~900 sq.ft. can hold up to 80 people seated or up to 32 people around tables. This is very close to the maximum suggested.
- There is access to sink and counter for light snack preparation and clean-up which is also recommended for these type of library spaces.
- The storage cupboards recently installed around the perimeter of the room amply provide for chair and table storage as well as miscellaneous storage for children's craft materials, art club project work and other items not regularly out and in use.
- There is provision for Internet connection, computer projection to a large screen, large screen television or monitor use and microphone and amplification equipment if it is needed.
- Unlike most of the library, there is ample window area allowing natural light into the space making it a comfortable place to hold larger meetings or events to do with the library or other groups needing space in the town.
- It does not provide for washroom facilities when the library is closed.
- The flooring materials and other finishes in the room provide for easy cleanup.
- It is low ceilinged for a space of this purpose as is the rest of the library building thus there is a claustrophobic feeling to the room and especially when there are many people in the room. The consultant was not advised as to the maximum numbers of people using the room for programs over any given period of time. We are aware the space is in continual use.
- There is no second or fire exit from the room.
- The room is air conditioned.



The meeting room is sufficient for all types of library and community functions and group activities.



The room is equipped with a good storage system and is wired to accommodate most presentation requirements.

# Short Term Projects

Many of the items noted in the consultant's observations of the library can be addressed with a rework of the current space to maximize the available space. Other items would require more work and a substantial outlay of funds.

Regardless of the direction the stakeholders opt to pursue for the future, the library will need to remain where it is (unless that building is to be renovated to today's standards) until new premises are ready for occupancy. Even fast tracking the project would require a minimum two years to assemble funds, acquire the site, design and build the structure and finally move in. To improve services in the existing building the following short term measures are recommended:

Exhibit 6: Recommended Short Term Renovations and Purchases				
#	Recommended Project	Unit Cost	Estimated Total Cost	Priority
1.	Paint the entire interior in light tones (almost white) including beams.	—	~\$15,000	5
2.	Remove bench seating at entry and redo the underfloor if necessary.	—	\$500	1
3.	Remove ½ of circulation desk and move to location indicated on plan. Make floor good.	—	~\$1,500	7
4.	Replace all book stacks in library with new 125 complete units 72" high max. (magazine display units do not require replacement).	~\$350 (average for single or double)	~\$40,000	8
5.	Interior signage package for library.	—	~\$4,000	6
6.	Replace all study tables in library with new (6).	~\$1,000	~\$6,000	2
7.	Install reflective mirrors to maximize existing skylight natural light source.	—	~\$300	10
8.	New lounge soft seating (10 units).	~\$900	~\$9,000	3
9.	Remove fixed millwork stations in staff room and replace with modular workstations (8).	~\$1,000 per station	~\$8,000	4
10.	Replace exterior sign with lighted on building signage.	—	~\$3,000	9
11.	Repaint Bistro, install air conditioning units, replace furniture with more serviceable and easier to maintain.	—	~\$8,000	11
Total Estimated Immediate Upgrades Recommended			~\$96,300	

## Notes on Exhibit 6

1. The majority of the changes to the existing library involve furnishing purchases that should have been a part of an on-going capital replacement budget over the years. The result of not following this practice has left a need to update a large percentage of the furnishings within the current library.
2. Regardless of what decision is taken as to the final library location and building, all of the recommended new furnishings on the list should be purchased with the knowledge that they will be needed within the library for the next twenty years. If they can be in use before their final location is determined it would help to ease current problems in the library.
3. There may be federal make-work funding to accomplish the painting and minor alterations to the existing building



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## Building Options for Library Services in Chetwynd

Based on the results of the Community Survey, the comments and discussion noted during the many on-site interviews and focus groups, observation of the working of the current library and detailed analysis of library needs for the next twenty years, the consultant is lead to the finding that, of the normal possible five options communities have available to deal with expanding library service needs, there are only three currently available to Chetwynd and rural area. Following is a discussion of the alternatives based on the findings.

## Description of Library Building Requirements

1. The overall size of the library shall be comprised of three component areas:
  - » Core library services space (including non-assignable space) requiring ~6,200 sq.ft.
  - » Meeting room and adjunct space plus collaborative learning areas (or seminar rooms) will require 2,170 sq.ft. (including 500 sq.ft. of seminar room space).
  - » The bistro (if it is to remain connected to a library project) requires a minimum of ~700 sq.ft. (Note that this space is and could continue to be a revenue generator for the library).

The combined area of all of the library facilities and Bistro would be ~9,000 sq.ft.

2. Parking spaces (based on the norm of 5 spaces per 1,000 sq.ft. of building) will be required to accommodate up 45 vehicles for both staff and users either directly on site or in close proximity to the library.
3. If it is possible to include an outdoor library activity area for reading or programs it would be desirable and should accommodate up to 20 users in 250 sq.ft. of space.
4. Exterior lighting and signage must provide an appropriate library presence in the community. Lighting for user safety is essential at all times and especially in the after-hours when meetings and programs occur. An exterior book return facility will be essential and must also be well lit for safety as well as convenience purposes.
5. The building must be designed for accessibility both inside and out.
6. It is preferable that LEED building philosophy be applied especially to any new construction project.
7. To minimize staff needs and circulation of materials, it is recommended that the library core services be delivered from a single story building at ground level (although meeting facilities may be on a second or a lower level if necessary to fit a site).





# Possible Options Available For Library Services in Chetwynd

The options for any community in the process of deciding how to proceed with a library building project are universal.

## Library Building Options

1. Add to and renovate the existing library;
2. Move from the current building to rented facilities elsewhere in the community or into a new or existing commercial development;
3. Build a new stand-alone library;
4. Share space with a new school project;
5. Share space with other community partners in a multi-use complex.

Although these possibilities may all exist within the District of Chetwynd, given the status of the mechanical services in the existing building the time frame for establishing a new library space is urgent and thus some of these options must be eliminated due to time constraints. Other reasons for elimination of some options are indicated below.

### Option 2

There is no large commercial centre (such as a shopping centre or mall) in which renting appropriate space would be possible and, as far as we could determine there is not a project of this nature planned for the community in the foreseeable future.

It must be noted that the Chetwynd Construction Options Report (2016) examined possibilities for renting space in a nearby vacant location. That option was rejected as too expensive and requiring too many things needing done to the building to bring it to acceptable standards.

There was some discussion with regard to a Private Public Partnership involving the building lots available at 5000 North Access Road but to this date there has been no movement toward furthering that proposal.

Given the urgency of the work needed on the library or moving it and the lack of any viable proposals the consultant must effectively remove option 2 (above) as a viable choice.

### Option 4

Option 4 is premised upon a joint project between the library and a new (or possibly existing) school. The consultant ascertained that there are no planned new school projects with which the library could partner and there was no discussion with regard to the library occupying any part of the existing school properties. This option would inevitably be burdened with ownership problems, operating issues, parking and hours open conflicts and possible local problems politically and administratively. The very differences in funding and property ownership as well as the fundamental philosophies of how provincial schools are funded and run versus municipal buildings and services make partnerships of this type difficult to achieve. This option should be recommended as a choice only when no other option is available.

The three options remaining on the list are potentially feasible and are discussed individually in the following sections as to merits and any negative factors, cost comparisons, time lines and other details that will affect a final action plan.

# Option 1: Add To and Renovate Existing Library

The results of the Community Survey and most of the interviews and meetings held during the site visit supported the current location as a very high contender as library site. The fact that the schools are so closely located nearby and the Recreation Centre is close at hand added convenience as well as practicality to the existing site. The historical connection, in that the library has been in the same place since the 1960's was also a factor that was appreciated by some.

There are practicalities both positive and negative relative to both the site and a renovation to the existing building that must be carefully considered before adopting this option as a go forward.

## Positive Elements

- The site location near schools and the Recreation Centre make it a top contender for the library.
- It offers a prime location near the main highway and is easily recognized by potential tourist and visitor traffic
- Using the current site would not necessitate an outlay of funds to acquire and service another one in town.
- Renovation of the building to bring it to code would be the least costly option at least in the short term.

## Problem Elements

- The current building overall size at 7,372 sq.ft. will suffice for the next ten years but will need another renovation and addition at that point to take it to the 9,000 sq.ft. required by 2037.
- The existing spatial layout does not maximize available space which limits services and prevents adoption of newer library activities and ways of delivering them.
- During the period that the stipulated work is being completed the library would be closed (or moved to a temporary location) for up to three months laying off library staff and creating study issues for student users, inconvenience for other users and a possible suspension of programs that the community has come to expect.
- When all of the work is complete the core library spaces will actually be less than currently due to provision for an area of 500 sq.ft. which will have been re-purposed for the study/seminar (collaborative learning) spaces created.
- The library parking issues will not have been abated nor will they for the Recreation Centre.

- Library growth is expected to rise as the analysis in this study indicates such that the process to find more library space will need to be undertaken again only ten years from completion of the current renovations to the building.
- The current site will not allow for any expansion of the current building.

## Projected Costs

Estimates for the basic overhaul of the existing library building have already been completed within the last year and are presumed accurate to date. The list of improvements includes replacement of existing windows, exterior siding, upgrades to code of all mechanical and HVAC systems in both the library and the bistro.

Some repairs to the roof and exterior aesthetic improvements were also to be included. The total cost for this total project came in at \$478,561 (or \$65 per square foot based on the building's current footprint).

To the list of projects included in the original mechanical estimate submitted, the short term recommendations listed in section 10.3 will add \$102,300 to the previous total, increasing the cost to \$580,861 (or \$79 per square foot).

Any upgrade of the existing building must involve all of the following:

- Additional windows and or skylights to increase the natural light influx to the interior of the library.
- An airlock entry area to preserve heat in winter and cool in summer,
- A rework of the current interior library entrance area to remove at least one of the entry doors,
- The floors will need to be made to match with existing in areas where fixed furniture (such as the unworkable circulation desk, and the changes to the entry doors) have been moved or modified.
- Reworking the layout to provide at least one collaborative learning area, a maker space and creating a separate children's program space (all items suggested by users, staff, and several of the groups interviewed).

Possible solutions include skylighting (10 units) and/or a horizontal band of windows 30 feet wide and 2'-0" deep on the front and back walls of the library extending from the bottom of the existing beams. This will resolve the lack of natural light entry. Installation of partitions and making flooring match will update the library and provide the necessary spaces discussed. Basing all of this work on a total of a four man team working four forty hour weeks plus the materials would add an additional \$75,000 increasing total costs to \$655,861 (or \$89 per square foot).

Operational costs would be as they are currently as a staff re-deployment rather than increase would be expected.

Other operational items such as utilities, janitorial expenses, costs for library materials and processing and program expenses should remain much the same.

No matter how much money is put into the current building the fact that, after ten years have passed, the process of looking for another space for the library will need to be undertaken again because there is no solution for increasing the actual footprint of the building nor is there the possibility for building another story on the current structure. There is also no possibility to add additional needed parking for the library. The only solution to provide necessary space and parking is to raze the current building and build a new two story structure.

## Summary

Option 1 may well be the least costly choice however there are several factors that should eliminate this option as viable.

The best that can be said about this option is that it will maintain the status quo as far as library services are concerned for up to ten years. It would make using the library a more pleasant experience and increase the efficiency of the building but it cannot be considered far reaching or an imaginative solution to the existing library issues.

The consultant suggests that the cost of upgrading the existing building; the fact that there is absolutely no room for expansion of the building on the current site to accomplish the needed space for library services after ten years; and the upheaval and inconvenience caused by closing the library during construction mitigate against the library remaining where it is whether in a renovated existing building or a new building on the same site.

## Option 3: Build a New Stand-Alone Building

There has been discussion in the community with regard to building a new stand-alone library for at least the last year. The suggested site is one of the two sites created where the North Country Inn once stood. The viability was discussed as one of the options during the Library Options and Alternatives Workshop held in June of 2016 and a potential budget for a project on one of the two available lots was fleshed out in the Chetwynd Library Construction Options Report.

The posited building on which the budget was drawn was a library of 6,500 sq.ft. This size of building would satisfy the actual core services of the library but it would not include a community activity room, additional seminar and collaborative learning areas nor would it accommodate a food and beverage service such as the bistro offers to the library currently. Information was provided by District of Chetwynd Administrators which indicated that the site could accommodate a building of up to 10,000 sq.ft., certainly large enough build the library needed in the community for the next 20 years.

## Positive Elements

There are advantages to the site as identified at the workshop meeting that were also apparent to the consultant on touring the lot:

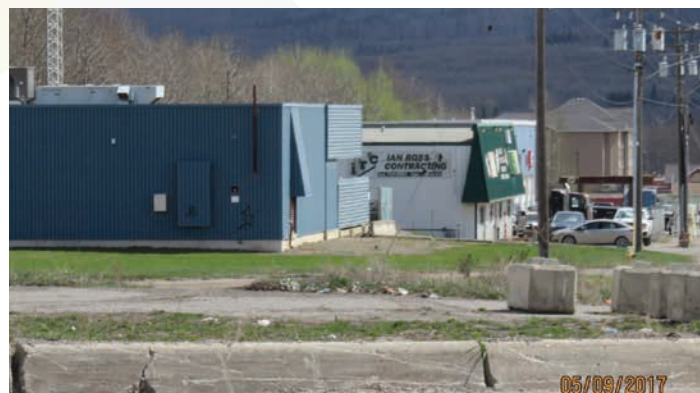
- The site would require one of the possible two lots available to accommodate the library core and extended services as well as the associated parking facilities.
- The site is visible and easily accessible from the main highway and which would make it easy for visitors to find the library as needed.
- All current parking issues including access issues would be resolved with a new structure on this site.
- The services for the lot(s) are existing (although would need to be expanded as a part of a new library).
- A library project could be the catalyst that spurs completion of the entire frontage block.
- Erecting a new library using the new façade recommendations would complement and expand on the other buildings that have followed the suggested façade improvement modifications along the North Access Road as sponsored by the Town of Chetwynd.
- A new library building would increase the attraction of the third lot and could potentially produce a sale of that property. This could create an architectural ensemble that would be a positive and dynamic entry to the District of Chetwynd.



- The concept of envisioning library use for one of the three sites on this block was mentioned in the Chetwynd and Area Economic Development report for 2015 – 2016 as a part of the Façade Improvement Program.
- A stand-alone purpose built library with the appropriate area and facilities would enable the library to initiate services to better accommodate and grow the ambitious program schedule they already offer in spaces appropriate to 21<sup>st</sup> century library activities.
- A new building provides the opportunity to include prep space to more efficiently handle and widen outreach services to the community.
- The Recreation Centre would achieve its goal of necessary increased parking facilities.
- A large municipal building project such as a library, engages the interest of the community and the larger economic business concerns in the area encouraging them to contribute for such as naming rights or other marketing opportunities which could be developed.
- The current library would not need to close during the construction period for the new structure.
- It will allow the Recreation Centre to carry on with its proposed exterior grounds unimpeded.
- All of the positive energy generated around a building project of this nature will encourage public and institutional participation in terms of donations and naming rights of overall and parts of the new building. The results of an aggressive and uplifting campaign could substantially reduce the needed local tax dollars as well as encourage provincial participation in the project.



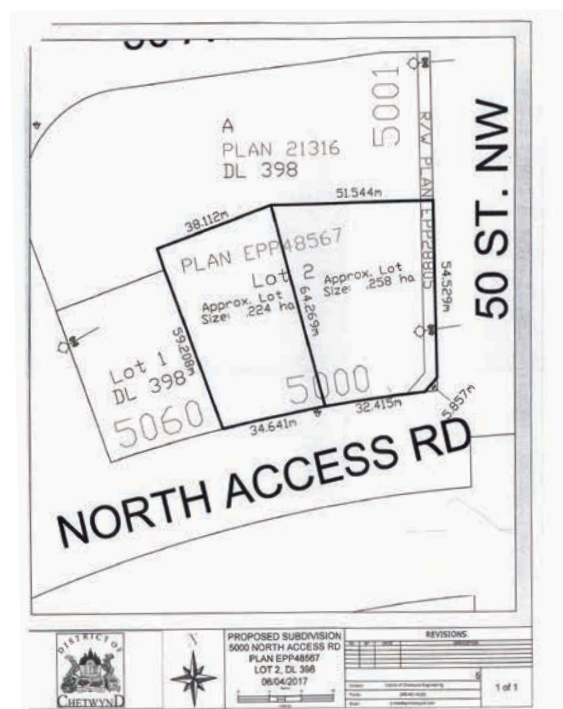
Potential building lot(s) looking towards new buildings on North Access Road.



Potential building lot(s) looking north into town centre business area.

## Problem Elements

- Costs will be higher to build a new library than to renovate the existing.
- Costs will need to include removal of the existing library from its site, grading and paving as well as drainage for the new parking spaces, lighting for the area will be needed for safety reasons as well as appropriate night driving.
- The current library will remain as it is for the construction period (with the possible exception of modest improvements to the layout of the building).
- The much discussed close proximity to the school zone as well as library visits from users of the Recreation Centre would be compromised.



Site survey of available building lot(s) under consideration for a Library Project.

## Projected Costs

It was the conclusion of the Construction Options Report that either of the two vacant commercial lots (formerly High Country Inn property) owned by the District of Chetwynd would suffice to accommodate a building of up to 10,000 sq.ft. The library would require a 9,000 sq.ft. structure to meet needs for the next twenty years. A budget was developed for a building of 6,500 sq.ft. (a little less than the current library structure) at \$1,460,000 using a cost per sq.ft. of \$225. This included landscaping and presumably parking capacity at the town standards and by-laws. It should also have included costs for furnishings and equipment that would be placed into the new building. Projecting that model to a 9,000 sq.ft. building would push the project cost to \$2,025,000.

It must be noted that the bistro services at 700 sq.ft. and the adjunct services for the meeting room space at ~600 sq.ft. could be removed from the envelope thus reducing the cost for the remaining 7,700 sq.ft. to \$1,732,500. In addition to this projection, land costs and servicing must be added to the building cost as \$200,000.

Operational costs would increase over the twenty year period by normal inflationary factors. The staff complement is anticipated to increase by two full time equivalent staff but collection costs, operating expenses and upkeep would remain at equivalent levels in terms of percentages of overall costs that they are currently.

Arranging for the purchase of the site and sale of the current library site will require negotiation between the PRRD and the District of Chetwynd as a part of the financing and ownership details.

## Summary

Option 3 offers the most costly alternative of all the options available but it is an imaginative plan for the well-being of the library and its user groups. The project offers nothing less than an inspiring vision to the community. It will see one of the vacant lots on the main access to the Town Centre occupied with a building in keeping with the architectural features the Town has chosen to promote and will match the new buildings in the area which have followed these guidelines. It could also motivate a private concern to take up the last of the lots on that block and produce a building in sympathy with the other two.

## Option 5: Share Space with Community Partners in a Multi-Use Complex

Combining a library with other facilities offering services to a community and funded by the municipality is an idea that has been tested in many communities across North America.

In smaller towns with limited resources there are many needs and typically not enough tax dollars to go around. If taxes need to be raised or funds borrowed, residents may be more willing to see a multi-use facility than a library alone as it would fulfill the needs of many and more diverse interests in the community.

Regardless of the size of the library there are definite design considerations which must be adhered to related specifically to library space in the joint facility:

- The library should be located on one floor only and preferably at grade level.
- Provision for after-hours book return must be readily visible both day and night and available at all times whether or not the complex is open.
- Appropriate lighting and accessibility is essential to the safety and convenience of all library users at entrances and throughout the library.
- The functions and the public image of the library must not be compromised within the scheme of the complex.
- The library must ensure that the common area expenses are diligently watched and that it is not asked to contribute more than its representative share as split among all of the partners.
- The library must be physically linked to the Centre rather than just on the same site if economies of building size and shared facilities are to be realized.

There will inevitably be overall savings in operating expenses for all partners in the facility as a result of economies of scale. Such things as building maintenance, landscape and snow removal costs, janitorial services, garbage, and recycling disposal should all be combined as would any other single structure and tendered on an annual basis with the library paying its share on a square footage basis.

Further to those common expense areas mentioned, there are shared areas within the structure which may also be jointly accessed. If possible, shared mechanical systems for HVAC, electricity, water, and sewage services would be advantageous to all partners.

Shared delivery areas, storage facilities, meeting room space, access to food and beverage service, washroom facilities, janitor closets, and of course all would share costs for common halls and passage ways, lifts and stairways.

The discussion surrounding the library connecting with the Recreation Centre was identified within the "Library Options and Alternatives" workshop in 2016 and was discussed in the Chetwynd Library Construction Options Report. In fact this option was the preferred choice of the participants in the 2016 workshop.

## Positive Elements

- The community survey and the individual and group discussions highlighted a desire to maintain the library close to the schools and near the existing Recreation Centre which this option would absolutely conform with.
- The library is currently considered by the entire community as a destination hub for events and activities all year round as is the Recreation Centre. It is expected that connecting the two would tend to increase use of both facilities.
- The current library parking issue (as well as that identified by the Recreation Centre Management) would be resolved.
- Shared overall mutual costs (as discussed above) can be achieved with an appropriate design for the library.
- Maintenance of the "one stop shopping" idea for users of the library and the Recreation Centre would be maintained and even strengthened.
- The overall size of a new library could be reduced. Shared meeting spaces already available in the Recreation Centre and assuming they can be accessed by the library would reduce library area by a minimum of 1,500 sq.ft. including the adjunct space needs. The café space would not be needed as there is already a facility within the Centre shaving another 700+ sq.ft. from the library footprint. Shared storage facilities, washrooms, entry areas, mechanical systems, janitorial closet space and delivery area would reduce the non-assignable space from 25% of the gross library space in a stand-alone building to possibly as low as 15% in the shared facility scheme. The total optimum space reduction of ~2,300 sq.ft. suggest that the actual library space would be ~6,700 sq.ft. rather than 9,000 sq.ft. needed for a stand-alone building.
- The existing library would not need to move until new space is complete.

## Problem Elements

- The Recreation Centre Plan as developed indicates substantive development of the land north of the existing centre. If the library was to develop that area most of the plans they have in place would need to be scrapped or at least altered to include the new library.
- The existing bistro in the current library would be unnecessary within this scheme as there is already a food service within the Recreation Centre.
- Demolition of the existing library would be essential as a part of the project given that the only locations available to connect with the Centre would entail a loss of existing parking which is already considered too little.

## Projected Costs

Provided that the library and the Recreation Centre are linked to assure that access to meeting room and food service facilities are easily accessible to users of the library, the size of additional space to be added to the Centre would be ~6,700 sq.ft. This would satisfy the space needs for library use for the next twenty years based on our findings. This is also 200 sq.ft. more than the model suggested within the Chetwynd Library Construction Options Report. There were a number of provisos that were listed in that report that would need to be negotiated and passed by various of the Peace Region Regional District and the District of Chetwynd councils as well as the Library Board. These include:

- Endorsement of the project by the PRRD Board of Directors including agreement to land ownership and project financing (i.e. greater borrowing).
- A process to solicit consent for borrowing from the taxpayers in the library catchment area of District of Chetwynd and part of Electoral District E.
- An undertaking by the Board to extend its library function to include the new capital construction costs for the new building.
- The District of Chetwynd must transfer title to the PRRD of the former library site. (Note that a letter is extant from the District of Chetwynd offering to transfer ownership of the building and land on which the current library sits to the PRRD for a sum of \$100).
- The PRRD must agree to the demolition of the former library building and turning the site into the needed parking for the expanded Recreation Centre/Library.



Total costs for a project of 6,500 sq.ft. were estimated to be \$1,460,000 plus an additional \$200,000 for removal of the existing library and conversion to parking facilities. The additional 200 sq.ft. would add \$47,000 to the budget.

As in Option 3, operational costs would increase over the twenty year period by normal inflationary factors. Also as in Option 3, the staff complement is anticipated to increase by two Full Time Equivalent staff but this could possibly be balanced by reduced operating expenses and upkeep within the shared scheme. That understood, there may need to be some compensation exchanged dependent on usage by the library of existing Recreation Centre facilities (meeting rooms, foyers, mechanical and HVAC facilities shared storage, delivery services etc.).

## Summary

Option 5 is more costly to complete than Option 1 but would satisfy all identified needs of the library through the window of this study (twenty years) and resolve issues the library must address immediately. There is also no doubt that operational expenses would be reduced for the library (and conceivably for the Recreation Centre) in that there will be partners to share costs with. There are however, some issues that should be realized and resolved prior to work commencing on the project:

- Independent Library Board Governance, as is required in the BC Library Act, can be maintained through leasing the new space back to the library.
- The Library Board should be represented in the decision-making processes with regard to selection of tenders to do with servicing of the common areas and maintenance of plant and building. This could also be resolved through a lease renewal process over whatever period of lease agreeable to all of the parties involved.
- The Recreation Centre's recently commissioned strategic plan for phased growth and extended activity offerings on the grounds of and within the existing Centre would need to be altered with the library becoming a partner in the Centre. We were advised that the development objectives of the commissioned plan have not yet been adopted by the PRRD or the District of Chetwynd (and may never be) which would allow consideration of library inclusion to the Recreation Centre.
- Affiliating the library with the Recreation Centre negates the chance to develop the visible block at the entry to the town centre.





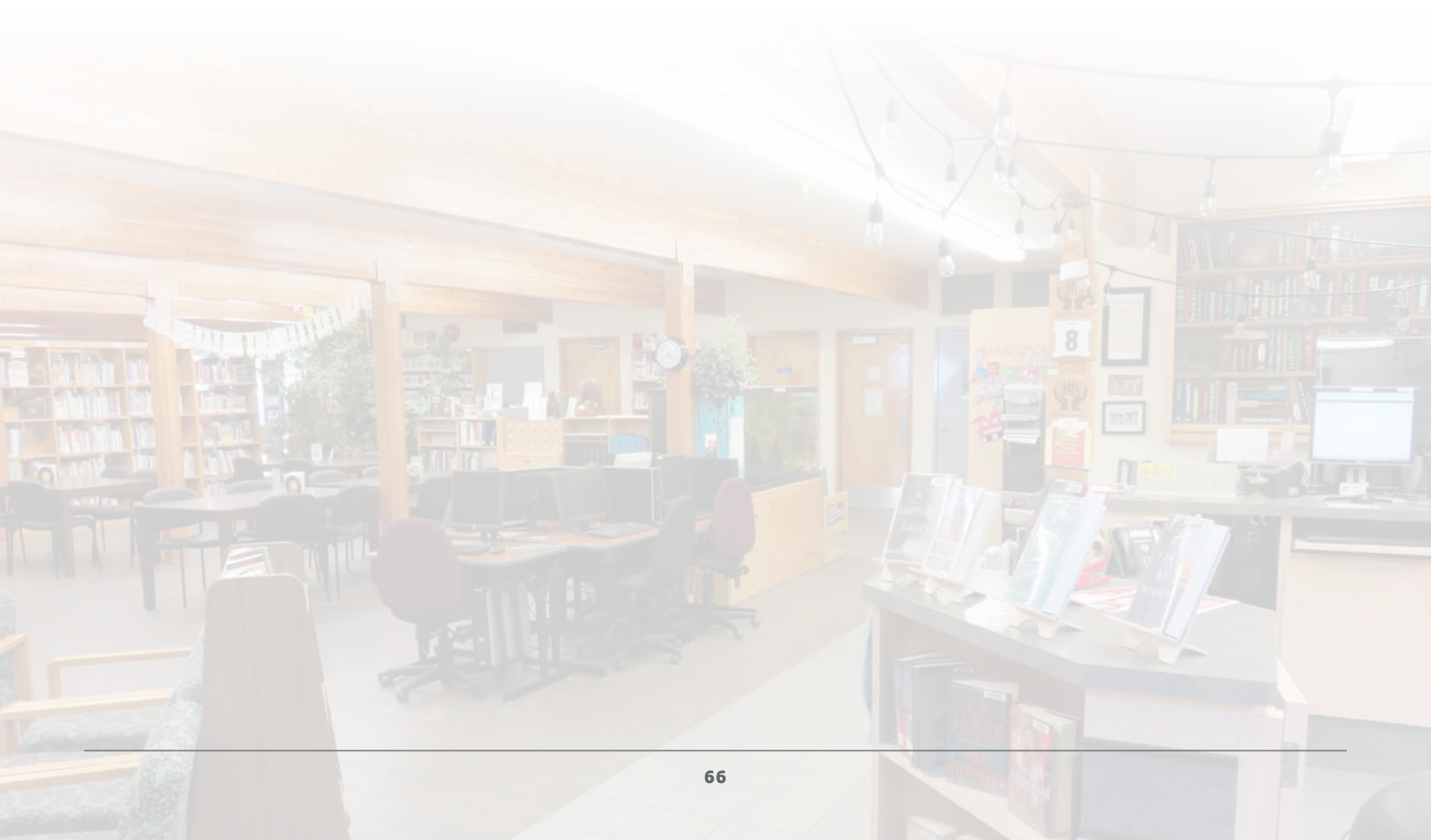
# 12

Preferred Option  
and Recommendations

The many interviews and group discussions while on site in Chetwynd, as well as the overall results of the community survey, expressed the high value placed on the library and its services. Its designation as a hub for the town and the area surrounding it was also amply demonstrated. Further to the general populace, the discussions held during the Library Options and Alternatives Workshop in 2016 and the follow-up budget document clearly indicate that there is a common acknowledgement among Library Management and Board, area, and regional administrators and elected officials that the state of the current library must be addressed as soon as possible. The previous section offered the possibilities existing for immediate action; this section examines aspects of the options to select the most viable of the three determined as actionable.

The consultant has elected to use a rating system as a method of determining the most attractive option of the three. The criteria for option selection are as follows:

1. **Project Costs—Capital and Operational:** Rating based on base capital budget below \$1,500,000 (50%) and operating on normal inflationary pressures and increases based on population growth. (50%)
2. **Readiness and Obstacles to a Project:** Rating based on immediacy of construction start (50%: +1 point per readiness factor) and numbers of obstacles to build (50%: -1 point per obstacle).
3. **Benefits to Community, Needs Fulfillment:** Rating based on 10 less the numbers of negative elements the option will encounter in bringing the option on stream.



# Projected Costs

Project Option	Estimated Capital Cost	Estimated Operating Cost	Rating (1 – 10)
<b>Option 1: Renovation of Current Building</b> Library Area at Completion: ~6,500 sq.ft.	Building Upgrades: \$500,000 Revised plan and Furnishings: ~\$250,000 Total Capital Cost: ~\$750,000 This option will not satisfy library demands past ten years and more space will then be required.	~\$575,000 (average expenditure over last three years) Add 2% inflationary costs per year plus salary additions for two additional staff over the twenty year window. Costs to operate Bistro not included.	9
<b>Option 3: Build a New Stand Alone Library</b> Library Area at Completion: ~9,000 sq.ft. Library Area Without Bistro or Meeting Room Amenities Space: ~7,800 sq.ft.	<u>Full Build-out:</u> Building Cost at ~9,000 sq.ft.: ~\$2,025,000 Land Cost at Market Value: ~\$180,000 <u>No Bistro or Meeting Room Amenities (may be removed to reduce budget)</u> Building cost at ~7,800 sq.ft.: ~\$ 1,755,000 <u>Removal of Existing Library and Conversion of Site to Parking:</u> Additional ~\$ 200,000	Operating Budget should be no greater than as shown in Option 1.	5
<b>Option 5: Library Addition to Recreation Centre</b> Actual Addition to Centre Requires: ~6,700 sq.ft. (Access to meeting rooms, food services, delivery and storage areas within existing Recreation Centre)	Addition Costs at ~6,700 sq.ft.: ~\$ 1,507,500 Conversion of Site to Parking: Additional ~\$200,000	Operating Budget should be no greater than as shown in Option 1.	9

## Assumptions

1. Cost per sq.ft. building is \$225 including landscaping, parking spaces, servicing of bare lot.
2. Land costs are not factored into the above chart. Option 3 would be the only option affected negatively if the selected lot is deemed as a "cost recoverable" necessity by the District of Chetwynd.
3. Operating costs shown were derived from financial statements for the library for 2013, 2014, and 2015. It is noted that inflation will add to costs at ~2% per year and that at some point(s) within the next twenty years two additional full time staff will be required.
4. The District of Chetwynd submitted an offer to the Peace River Regional District offering to transfer the land that the existing library occupies to the Regional District at a nominal \$100. The offer was tendered in November of 2016. That document also recognizes that Library Services are a function of the Regional Government rather than the District of Chetwynd and as such the building should be owned by that body. This factor effectively reduces the cost of the project by removing land costs from the equation if Option 5 is selected.



# Construction Readiness and Obstacles to a Project

Project Option	Readiness	Obstacles	Rating (1 – 10)
<b>Option 1: Renovation of Current Building</b> Library Area at Completion: ~6,500 sq.ft.	Relatively immediate start is possible upon acceptance of this option as the plan forward.	<b>Closing or moving library operations and materials to temporary location for a minimum of 6 months.</b> Engineering and architectural drawings needed (no point deduction). Approvals and arranging of project financing (no point deduction). Tendering and hiring of contractors (no point deduction). <b>Within 10 years more space will again be needed.</b> <b>Lack of nearby parking remains a problem at the end of the project.</b>	7
<b>Option 3: Build a New Stand Alone Library</b> Library Area at Completion: ~9,000 sq.ft. Library Area Without Bistro or Meeting Room Amenities Space: ~7,800 sq.ft.	6 months to a year is necessary before commencing project.	<b>Agreement on price of property and servicing between stakeholders is essential.</b> <b>Agreement on size of library building to construct must be achieved.</b> Engineering and architectural consultants finalization and work (no point deduction). Assembly of and finalizing funding sources and amounts (no point deduction). Tendering and hiring of contractors (no point deduction). <b>Some work on existing library HVAC will be necessary to cope through the new build period.</b> <b>Removal of existing library and site conversion to parking must be part of project.</b>	6
<b>Option 5: Library Addition to Recreation Centre</b> Actual Addition to Centre Requires: ~6,700 sq.ft. (Access to meeting rooms, food services, delivery and storage areas within existing Recreation Centre)	Upon acceptance of property transfer from District of Chetwynd and full agreement between stakeholders that this project may be undertaken. 6 – 8 months for preparation.	<b>Determination of the extent of the project and the final location on the Recreation Centre site must be agreed upon by stakeholders (0.5 point loss).</b> <b>Access to meeting rooms, food services, delivery, and storage areas within existing Recreation Centre must be agreed upon prior to project go-ahead (0.5 point loss).</b> Removal of existing library and conversion of site to parking (no loss of points as it will not hold up the project). Engineering and architectural consultants determine design and finalization and work (no point deduction). Assembly of and finalizing funding sources and amounts (no point deduction). Tendering and hiring of contractors (no point deduction). <b>Some work on existing library will be necessary to cope through the new build period (1 point loss).</b>	7

# Community Benefits and Stakeholder Needs Fulfillment

Project Option	Community Benefits	Identified Needs Fulfilled	Rating (1 – 10)
<b>Option 1: Renovation of Current Building</b> Library Area at Completion: ~6,500 sq.ft.	Maintain current location and the benefits offered as identified by stakeholders and public consultation. Rework of library layout to update services to meet current standards and needs. HVAC and other building services brought up to current code. Staff areas and equipment modernized to meet today's needs. Public areas provided with suitable and up to date equipment. Natural light entry to public spaces increased. <b>Closure of library for duration of build.</b>	Location is as requested. Pricing is within the budget range under discussion. The status quo re Bistro and library is maintained. Mechanical issues are resolved. External appearance will be enhanced. Plan changes will update library and produce a more workable area for both public and staff. More natural light influx to library and bistro. Old and worn furnishings and equipment replaced. <b>Renovation will take library through ten years after which this process may need to be undertaken again (deduct 3 points as it will not fulfill the time mandate and will cost at least twice as much over the 20 year period).</b>	6
<b>Option 3: Build a New Stand Alone Library</b> Library Area at Completion: ~9,000 sq.ft. Library Area Without Bistro or Meeting Room Amenities Space: ~7,800 sq.ft.	Major new public building project will draw attention to library and raise awareness of community. Selected site will be occupied and will present an attractive presence to the entry to the town centre. Building on the site may raise the desirability of the remaining site to possible commercial ventures.	<b>Cost is substantially over budgeted amount discussed.</b> <b>Location does not retain the advantages of the current library.</b> Twenty year timeline space needs are adequate.	6
<b>Option 5: Library Addition to Recreation Centre</b> Actual Addition to Centre Requires: ~6700 sq.ft. (Access to meeting rooms, food services, delivery and storage areas within existing Recreation Centre)	Location is maintained and may attract new library users. No closure of library. Use of Recreation Centre and library will add new users to each. New build will allow for introduction of new amenities to library users. New build will increase interest in the library and the Recreation Centre. Increased public interest may encourage donations from public and private sources.	Twenty year time line can be met. Location is where public, staff, and stakeholders have determined as optimal. Parking issues are resolved for both Library and Recreation Centre Price range is within the range of the discussion. All mechanical issues will be addressed. Need for additional study rooms and spaces in library will be answered. Increased use of meeting rooms in Recreation Centre as a result of library programs will follow. Some cross programming between the two entities may be realized increasing the profile of the facility as a whole.	10



## Summary of Option Ratings

The exercise objectively examined the pertinent factors involved with all three of the potential options for a library project in Chetwynd to establish that the optimal approach for a library project is the construction of new library space physically attached to the existing Recreation Centre.

It is expected that the new Library would share meeting space, storage facilities, delivery areas, food and beverage services, common hallways (and stairs and elevators) as required with the Rec Centre. As much as may be possible, existing mechanical systems such as HVAC, electric services, sewage systems and plumbing would also be connected to the new space and thus a proportionate share of the cost of services would fall to the library operating budget.

It is important that the profile of the Public Library is not diminished within the context of the Centre. This may be accomplished through appropriate exterior and interior signage, materials selected for the exterior of the library and of course a general media campaign to advise the users and general public of the change in status. The architectural consultants may offer additional ways to accomplish this objective.

Removal of the existing library building and conversion of the site to parking is considered an essential part of the project and has been noted within the rating system above and costs have been included within the budgeting process.

Project Option	Score
Option 1: Renovate Existing Library	22
Option 3: New Stand Alone Building	17
Option 5: Addition to Recreation Centre	26

## Stakeholder Co-operation and Option Financing

As a library building consultant, the governance of the Chetwynd Public Library in terms of operating funding and ownership is completely different from any other project we have been involved with. Overwhelmingly, project stakeholders are limited to the Library Board, the municipal administration and the elected council of the community in which the library is situated. The Chetwynd situation includes another level in the Peace River Regional District administration and elected officials who provide the operating funds for the library and have done so for a long time although the existing library building is owned and maintained by the District of Chetwynd. Throughout the term of this project we have been impressed by the levels of co-operation between all of the divergent parties involved as was evidenced by the set up and operation of the Advisory Committee to which we as consultant(s) reported. Further to the co-operative nature of relations in the entire Peace Regional District we are cognisant that the District of Chetwynd submitted an offer to the Peace River Regional District offering to transfer the land with the existing library to the Regional District for a nominal sum of \$100. The offer was tendered in November of 2016.

That document also recognizes that Library Services are a function of the Regional Government rather than the District of Chetwynd and as such the building should be owned by that body. We were advised that a decision with regard to the offer was tabled until after this report was completed.

We were pleased to receive feedback from the presentation of the preliminary draft of the report and to participate in the teleconference following the meeting of the Advisory Council August 15, 2017. The result of that meeting was overwhelmingly that there should be a new library constructed as an addition to the existing Recreation Centre in Chetwynd.

### The Preferred Option

We recommend that the Peace River Regional District build out Option 5 as the most practical and efficient solution to the current library issues. This option consists of constructing a new library facility of ~6,700 sq.ft. as an addition to the existing Recreation Centre.



# 13

Preferred Option  
Concept Development

This section will detail the preferred option selected as to where to locate within the Recreation Centre complex, a conceptual drawing for the library based on the overall square footage configured in a 5 x 7 ratio (where possible) and placing the library components as they relate to one another within the envelope determined and offering 6,700 sq.ft. (drawing A1). The conceptual layout is then shown on a proposed site plan (drawing A2).

A proposed capital budget is extrapolated for the development concept as shown in the two drawings and an operating budget taken from the current library financials has also been extrapolated. Both are in 2017 dollars.

## The Proposed Siting of the New Library Building

The consultant has examined the most recent site plan available for the Recreation Centre to determine that the only real location the library addition can be situated is abutting the northeast wall(s) of the Centre. Although it was proposed that the library be located to the southwest of the building abutting the curling rink and west entrance to the Rec Centre, the site plan indicates the following factors:

- There is a highway right of way extant immediately south of the lot line of the Centre (presumably to allow highway expansion at some future date).
- A treed area fronts the property line of the Centre.
- There are numerous underground services running directly through this area which could complicate construction and add substantively to the project budget.
- Drive lanes and parking currently occupy the area between the existing curling rink and treed area connecting the east and west entrances to the site. Of course these could be removed but it would complicate driving and parking on the site for users of the Centre (and presumably the library).

The location available abutting the northeast front does not present any of these hindrances. The library can be connected without the cost of moving or the disruption of essential services and the drive path and treed area can remain as they are. There are advantages to putting the library entrance off the central concourse rather than on the south elevation:

- Library parking would be close to this entrance increasing accessibility for seniors and users with handicaps.
- The book return area can be located near the parking and driving lanes on this side of the complex and it would be well lit.
- The multi-purpose and smaller meeting rooms that the library would be accessing are also located off the central concourse thus as close as possible to what would be the primary library entrance.
- The food service area is also in this central concourse area.

In order that the profile of the library be pronounced within the overall services provided in the Centre the consultant suggests the following:

### Signage

#### Exterior

- Lighted exterior signs indicating the library entrance are essential at the front main entrance to the complex and the north entrance nearest the library.
- Lighted exterior book return signs on north side of complex.

#### Interior

- Lighted sign over library main entrance
- Smaller signage on Central Concourse walls as a part of the general signage for the Centre.

### Exterior Materials and Finishes

The exterior finishes of the new library should be in concert with the rest of the finishes applied to the Rec Centre structure, however, there should also be an attempt to differentiate the library from the rest of the building by the use of colour or texture as well as the presence of appropriate signage.

Landscaping and walkways should complement the Centre as a whole.

## Capital Estimates: Twenty Year (Standard Finishing)

Item	Units	Quantity	Cost/Unit	Cost
<b>Construction Costs</b>				
Total collection	sq.ft.	2,026 sq.ft.	\$225	\$455,850
User seating and computers	sq.ft.	1,440 sq.ft.	\$225	\$324,000
Staff work space	sq.ft.	1,470 sq.ft.	\$225	\$330,750
In-library meeting spaces (1 small + 1 medium collaborative learning/seminar + children's program area + teens and young adult area)	sq.ft.	650 sq.ft.	\$225	\$146,250
Storage/entry/non-assignable space (20% of total space)	sq.ft.	1,117 sq.ft.	\$225	\$251,325
<b>Total Library Area and Costs</b>	—	<b>6,703 sq.ft.,</b>	—	<b>\$1,508,175</b>
<b>Site Expenses</b>				
Parking ~35 vehicles (5/1,000 sq.ft.)	—	—	Included	Existing as part of Rec Centre
Removal of Existing Library and conversion to parking	—	—	—	\$200,000
<b>Total Site Expenses</b>	—	—	—	<b>\$200,000</b>
<b>Total Building and Site</b>	—	—	—	<b>\$1,708,175</b>
<b>Other Anticipated Costs</b>				
Contingency	—	—	10 %	\$170,818
Design Fees	—	—	10%	\$170,818
Furniture, Fixtures, and Equipment	—	—	10%	\$170,818
<b>Project Total</b>	—	—	—	<b>\$2,220,629</b>

### Notes

1. The building cost figure of \$225 per square foot is derived from the Chetwynd Library Construction Options Report. That figure agreed with that given for the cost of the new Town of Chetwynd Administration building during a meeting with the Chetwynd Mayor and his Chief Administrative Officer. It is noted that this figure included the building, landscaping and paving.
2. The estimated pricing is based on standard construction practices for public buildings. If enhanced materials are selected a minimal additional cost of \$50 per sq.ft. or 20% of the overall construction costs should be added.
3. The estimated \$200,000 set aside for tear down of the current library and conversion of the site to parking may be considered as a separate project as it does not need to be done in order to complete the library addition.
4. The overall cost per square foot for the project of \$225 may be reduced somewhat by the fact that the library will not require a lot of landscaping or additional parking as an addition to the existing Recreation Centre.
5. The project would require endorsement by the Regional District Board of Directors, agreement from the Library Board to extend its function to include the construction for the new building. It would require consent from all taxpayers as everyone gets to vote, library user or not.
6. Suggested timelines for the project from inception to completion are estimated to be a minimum of two years. It is likely that some work on the existing library will be necessary to maintain the building during the period. Please refer to the chart on page 55 of this report for possible short term projects. It must be noted that of the over \$100,000 budget shown in the chart, up to \$65,000 is furniture and equipment replacement which would be carried into the new library when complete.
7. If a basement or partial basement is included within the project and it is built as suitable storage, book donations storage etc. the non-assignable space allocation could be reduced to between 10 and 15% rather than the 20% indicated on the budget and thus reduce the budgeted amount up to \$125,000.

## Operating Estimates: Twenty Year

Revenues	Amount	Assumptions
Province of British Columbia Book Grant	\$16,963	Status from 2015 financials can vary slightly per year based on inflation and population growth.
Other Provincial Grants	\$27,580	Status from 2015 financials.
Library Loan Rebate	\$1,327	
Peace River Regional District Operating Grant	\$467,317	Status from 2015 financials increases are moderate and based on inflation.
Government of Canada	\$3,000	Summer student grant. Could vary from year to year.
Other Granting Agencies	\$27,759	From 2015 financials.
English as a Second Language Tutoring	\$22,559	Varies based on numbers attending.
Library Fund Raising Efforts	\$56,703	Varies from year to year and numbers of events and attendees.
Other Miscellaneous Revenue (photocopy, fines and fees, rentals, book sales)	\$5,707	Will vary from year to year but the whole category comprises less than 1% of revenues.
<b>Total Revenues</b>	<b>\$628,915</b>	—

Expenses	Amount	Assumptions
Wages and Benefits	\$326,132	Will rise with inflation and merit increases as well as an additional 2.1 FTE over 20 years.
Books and Electronic Resources	\$40,205	Will increase somewhat with population increase over 20 years.
Telecommunications and Utilities	\$18,269	Inflationary increases but total may drop as a result of shared Rec Centre services.
Program Supplies	\$61,473	Can vary according to program offerings and participation.
Technical Support	\$23,472	Will vary with equipment and software needs.
Janitorial	\$17,249	Expected reduction as a part of Centre shared costs.
Bldg Repairs and Maintenance	\$8,717	This will drop in a new bldg. and as a part of Rec Centre.
Office Expenses	\$7,741	Will rise with annual inflation and addition of staff.
Capital Purchases	\$6,834	New furniture and equipment (see capital budget). Set up capital replacement fund for future.
Travel/Conference/Professional Fees/ Professional Development/Memberships	\$12,472	Inflationary increases and possible increase in professional staff.
Advertising and Promotion	\$4,918	Could change with more online advertising. All subject to inflation.
Fund Raising Costs	\$23,104	Will vary with events and frequency.
Photocopier Expenses	\$3,280	Inflationary increases only unless upgrade made to equipment
Insurance	\$1,990	Subject to inflation and coverage. May drop as part of Rec Centre.
<b>Total Expenses</b>	<b>\$556,608</b>	—
<b>Net Surplus</b>	<b>\$72,307</b>	—

## Notes

1. The estimated amount to be borrowed for the project within the budget specified in the Chetwynd Library Construction Options Report of 2016 was \$750,000 based on a total budget of \$1.46 million. The total capital budget as described above indicates that a total of \$2.22 million will be needed or an increase of 52% all in. A total borrowed amount of \$1.14 million of that will be borrowed. Interest costs over 25 years at 3% per year would add to the project a cost of ~\$30,000 per annum or \$760,500 over the 25 years varying with interest rate rises, the type of borrowing made (debentures or otherwise) and the length of time the loan is outstanding.
2. Costs are based on the financial statement of the library for the year end 2015.
3. As noted, some existing costs will fall based on economies of scale in the library being connected to the Recreation Centre.







# 14

## Considerations Regarding New Library Construction

There are considerations regarding architectural standards to which the stakeholders in any library project should be aware of specific to the design of library buildings. Following are general accepted guidelines which apply to most library building projects.

## Architectural Design Considerations

### Satisfy Functional Relationships

To operate the library, efficiently and with as few staff members as possible it must be able to provide the key services or functions on the main floor (circulation, collection access, children's services). Moreover, these services must be accommodated in such a way that the correct priority of functional relationships is possible.

### Satisfy Scale Relationships

A library should be in scale (bulk, height, etc) with the surrounding buildings.

### Satisfy Image Requirements

It is important that the public perceive the library to be in an appropriate environment.

It is the responsibility of the library board to specify the physical environment necessary for the effective performance of identified functions of the library. Following is a listing of architectural considerations necessary to satisfy the special environmental requirements of the modern public library:

- **Function:** Studies suggest that the most appropriate and flexible configuration for a public library is a rectangle based on a 5 x 7 ratio. Multi-level libraries should be avoided if possible.
- **Flexibility:** The changing environment of library services makes it imperative that the interior of the building has as few as possible major fixed walls or features such as atriums, mezzanines, fountains and monumental staircases.
- **Future Expansion:** The building should be planned for a life of twenty years, however, the possibility of community growth and the appropriate growth in demand for services dictates the need for a building capable of expansion preferably horizontally. The site should be selected with this in mind.

- **Control:** To ensure that the collection is protected and that staff are located in a position to answer user needs, there should not be more than one public entrance/exit from the building. Staff service points should be located to allow supervision of all public areas. Provision for an electronic security system should be made if not initially installed.
- **Access:** Conspicuous entrance at street level, easy access for handicapped and seniors, easily perceived traffic patterns, service points and communication systems should be obvious. Access to user areas and library materials must also be clear and unobstructed. Parking must be adequate and accessible.
- **Lighting:** Lighting for public libraries should achieve 70 foot candles on reading surfaces. In addition, it should be evenly distributed and avoid glare.
- **Information Technology:** The provision of services and equipment required by new technology in public library service implies careful attention to electrical and communication outlets. Flexibility is essential to allow for relocation of electrical and data line access and to service changing technology. The possibility of dimmers where screens are used must be considered.
- **Acoustics:** Sound should be controlled by careful acoustic treatment. Noisy areas such as staff work stations or photocopy machines should be isolated from quieter use areas.
- **Heating/Ventilation and Air Conditioning:** The building should be designed to meet energy conservation guidelines without compromising library requirements. Rare books and/or local history collections require special air conditioning and fire protection systems  $\pm 30\%$  to 50% relative humidity are requirements for both the preservation of materials and the comfort of users.
- **Structure:** The National Building Code requires a structural strength of 150 pounds per square foot throughout to allow the placement of book stacks in any part of the library. Compact shelving requires 250 pounds per square foot on any but a grade level. These are considered as minimums.
- **Environmental Conditions:** The board, through its building committee, should provide direction on the selection of colours, materials and furnishings. Signage should be consistent, effective, flexible and changeable.



# 15

New Library Sites and Observations

We include the following list of criteria and a possible means of evaluation for various sites, which may be identified either by the Library Board Building Committee or the Municipality of Chetwynd for a new library building.

## Site Evaluation Criteria

Four categories of evaluation criteria are suggested for any site under consideration: access, site development and availability, library use considerations and architectural design considerations.

### Access

#### **Pedestrian**

- Library users should be able to walk to the library from the major employment/commercial area without having to cross perceived barriers such as high volume or high-speed traffic.
- Security at night—spaces and activities around the site must be well lit and visible from the street.

#### **Car**

- On-site parking should be adequate for projected use and should conform to local building by-laws. Accessible parking facilities must be provided. General allowances for parking is that there should be either on the site or near by enough space to provide five parking spaces per 1,000 square feet of building.

#### **Handicapped**

- The site should allow ground level entrance for wheelchair or senior users.

#### **Service**

- Easy delivery access and a service entry for trucks and other delivery vehicles. The building will be used for twenty years and as the library grows and services develop the loading and delivery access will increase in importance.

## Site Development and Availability

### **Local Zoning Requirements**

- The site must meet local zoning regulations regarding land use.

### **Cost**

- Costs not only include the basic acquisition of a site but may also include possible demolition and site preparation.

### **Size**

- A smaller site may impose additional stories on the library causing more service points in the library thus increasing the library's operating costs.

### **Shape**

- A long narrow site with the narrow end facing the street would dictate a building in which efficient functional relationships may not be easy to attain.

### **Service Capability**

- A site that does not allow ready access to service vehicles might necessitate a wasteful use of building space or inefficient staff working conditions.

### **Sub-soil Conditions**

- Sites that have soil strata of low load bearing capacities, high water tables, underground streams, old foundations, buried utilities or geological faults will add to the cost of construction.

### **Site Obstructions**

- Existing buildings on the site or trees rocks and other natural formations may need to be removed or demolished.

### **Noise/Vibration Distractions**

- A site near noisy activities such as train, highway, or truck routes may impede the library function of quiet study.

### **Site Availability**

- The ownership of the site should be determined. Whether by the municipality, privately owned but immediately available or privately owned requiring expropriation.
- Legal restraints such as public concern, re-zoning restrictions, easements, deed restrictions, etc. must also be considered.

## Library Use Considerations

### Proximity

- Library use studies have demonstrated that a high correlation exists between library visits and other daily activities. Proximity to the following is desirable and ranked in order of importance: shopping; community space such as a square or mall which would generate pedestrian activity; office/business centres; culture or educational centres.

### Ability to Encourage Other Development

- An important factor in choosing a site for a library is its ability to encourage other attractive development or to complement municipal revitalization goals.

## Architectural Design Considerations

The following are repeated but are mentioned again because of the fact that they relate not only to the design of the building but also to the selection of the site.

### Satisfy Functional Relationships

- To operate the library efficiently and with as few staff members as possible, it must be able to provide key services or functions on the main floor (circulation, collection access, children's services). Moreover, these services must be accommodated in such a way that the correct priority of functional relationships is enabled.

### Satisfy Scale Relationships

- A library should be in scale (bulk, height, etc) with surrounding buildings.

### Satisfy Image Requirements

- It is important that the public perceive the library to be in an appropriate environment.







# 16

Rating of Sites

It is understood that the possible sites for library development in Chetwynd have been determined, however, the consultant chose to include the following information within the study to provide a vehicle which would allow the Advisory Committee (or other stakeholders) to rate the sites known or others that may end up being considered through the process now or at any point in the future.

Although all criteria are important for the site selection process, some criteria may assume more importance in a particular community and should therefore be weighted within a site evaluation scheme. The building committee should rank the criteria on a scale of 0 - 3 and the total score for the category is then determined by adding the weighting factor and the evaluation level.

Weighting		Evaluation Scale	
0	Irrelevant in the situation	0	Unacceptable
1	Of minimum importance	1	Barely adequate
2	Important	2	Satisfactory
3	Very important	3	More than satisfactory
4	Extremely important		

Example of Site Scoring Method—Criteria: Access				
Site 1	Criteria	Weighting	Evaluation	Score
		0 - 4	0 - 3	
Access	Pedestrian	4	3	7
	Car	4	2	6
	Handicapped	4	3	7
	Service	2	2	4
Total Access				24

Each of the sites under consideration should be rated for all four of the Site Evaluation Criteria listed in the previous section as well as for the specific requirements for a new library (such as overall size—the site should be able to accommodate the entire area of the library preferably all on one level or as close to this as possible).

Each member of the selection team (or other stakeholders in the library project) should complete the exercise.

Weighting of elements should be discussed by those participating before the evaluations are made but each member should be free to evaluate the site as their thoughts dictate.

Discussion of the results of each member’s totals should bring forth a clear priority rating for each of the sites under consideration.

Complete engineering data and the features or pitfalls of each site, any political issues involved relating to council, the Town of Chetwynd’s development plans (especially with regard to a shared complex) or details regarding ownership or service factors (i.e. sewer, power etc.) should be known to the committee making the ultimate recommendation. These additional factors may also need to be weighted.



# 17

## Conclusion

This document provides the groundwork for the development of the way in which library services should be provided to the citizens of the District of Chetwynd going forward. The study provides details regarding the projected physical space needed for the next twenty years as well as estimated costs for the projected facility in three differing scenarios. It also discusses the trends in library service delivery now available almost universally in the library world.

We would be pleased to answer any questions relating to the study and provide any Information we can which could help with implementation of any part of the suggested actions.

We have enjoyed working on this project and trust that the work done will facilitate the decision-making process about the future development of Chetwynd Library.

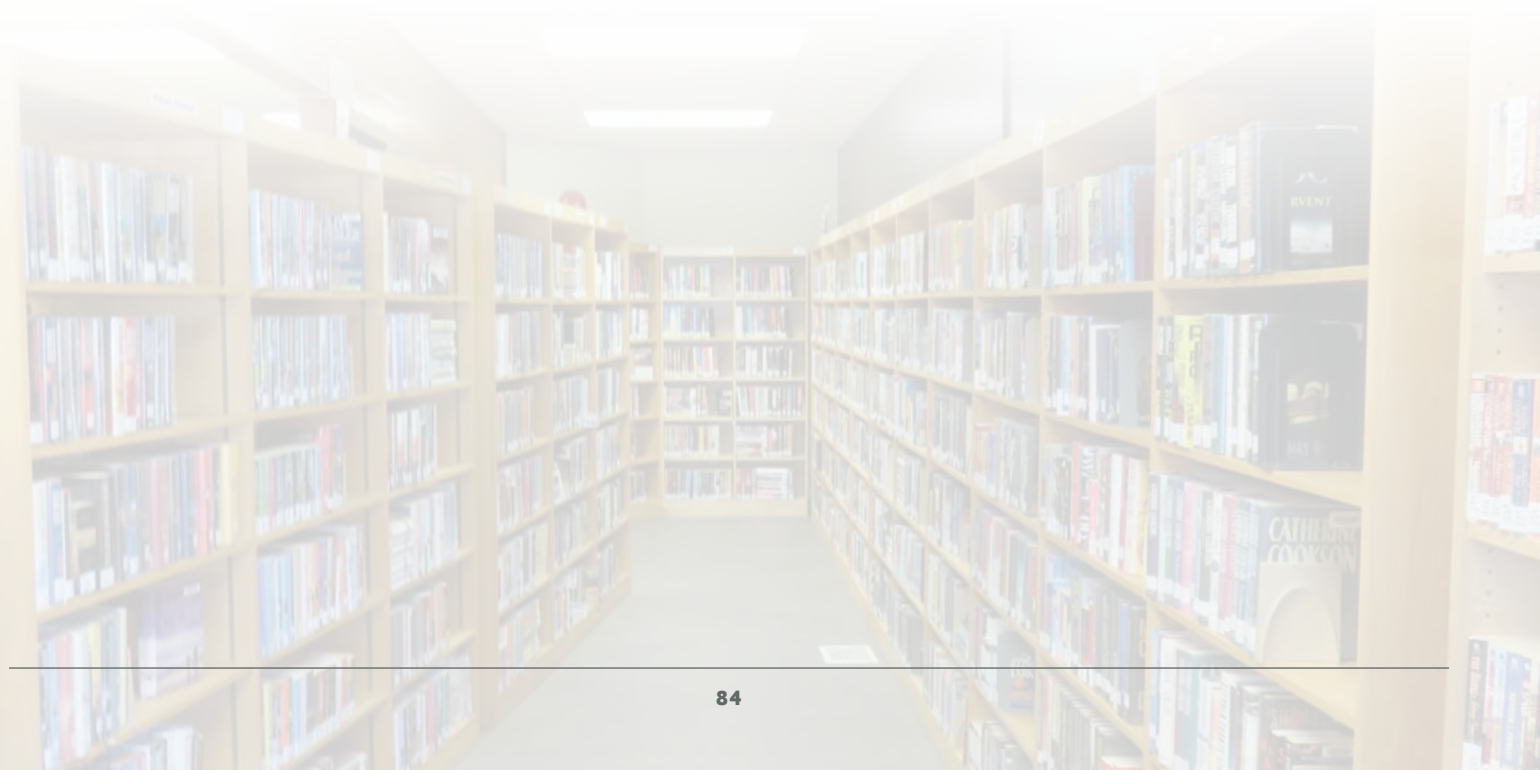
### **Respectfully Submitted By**

#### **Leighton P. McCarthy**

Library Planning Consultants  
Suite 614, 10816 MacLeod Trail S  
Calgary, Alberta  
Canada, T2J 5N8  
P: (250) 493 – 3584  
E: libplan@telusplanet.net

#### **Robert Parks**

RC Strategies+PERC  
2004 Sherwood Drive  
Sherwood Park, Alberta  
Canada, T8A 0Z1  
P: (780) 441 – 4263  
E: parks@rcstrategies.ca





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# A

## Sources Consulted

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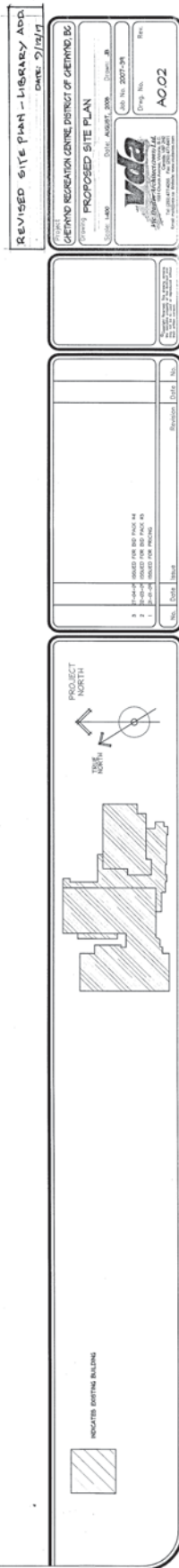
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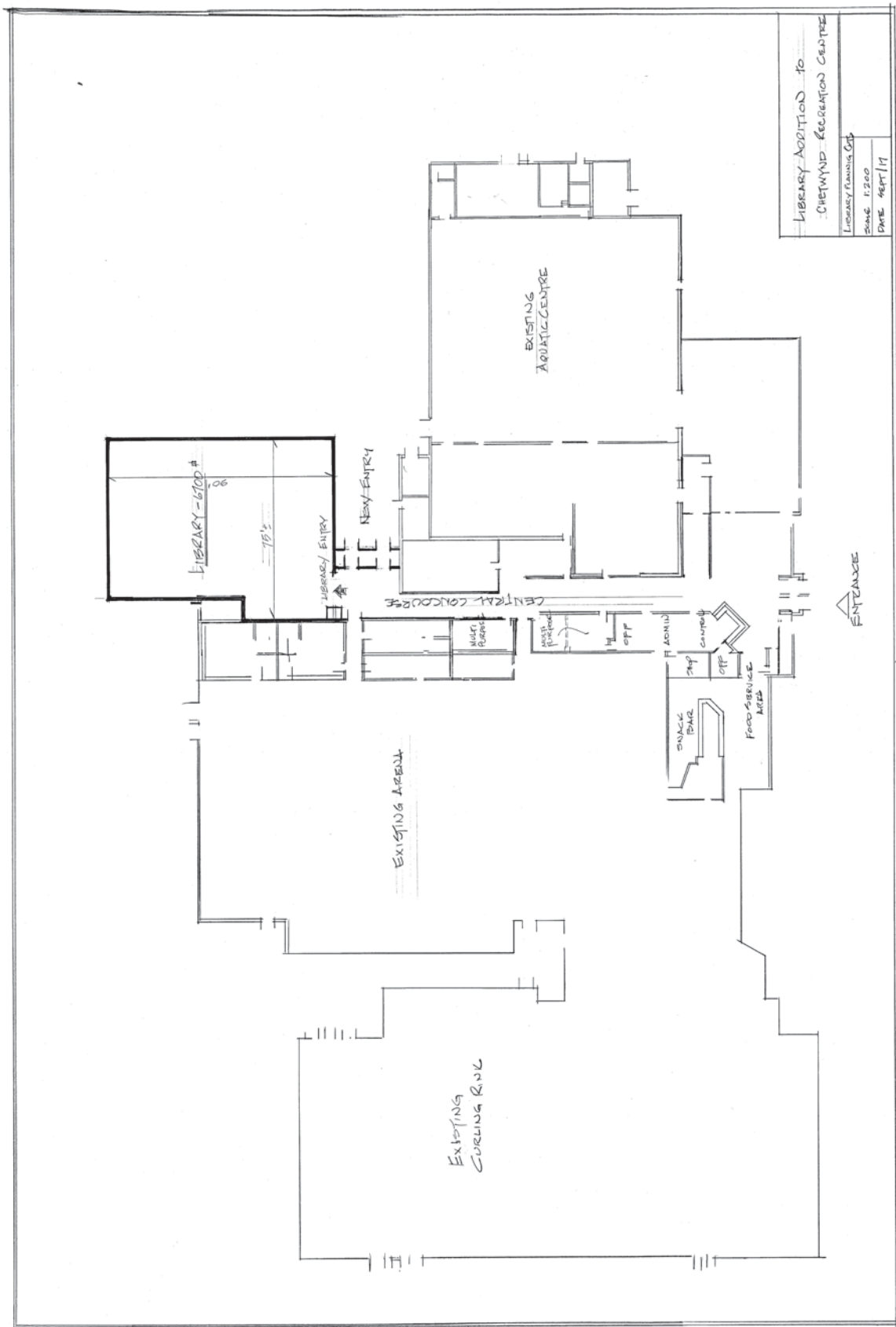
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# B

Drawings



















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