

Selwyn Public Library Board Legacy Document 2022

This document highlights the accomplishments and challenges of the Selwyn Public Library Board for the term 2019-2022.

Our Vision

Selwyn Public Library is a welcoming and inclusive place fostering a love of reading and life-long learning through access to resources and programs, while building social connections and community identity.

Our Mission

Selwyn Public Library empowers the community to read, learn, connect, and be inspired.

Our Values

- Our people including patrons, volunteers, and staff
- Service Excellence
- Inclusive and Equitable access
- Public Stewardship including fiscal, ethical and environmental responsibility
- Intellectual Freedom of thought, belief, and expression
- Community well-being and social connections
- Innovation and a focus on the future

Our Community Relationships

The Library Board is very fortunate to have a positive and supportive relationship with Council. Council has always been very receptive to the Library system and very open to exploring new endeavours that would be of benefit to the Selwyn community. It remains important that the Board continues to strive for a strong partnership with Council.

The Selwyn Public Library is regarded as a natural gathering place within our community, where people can connect, create, and explore. In addition to physical and digital collections, we offer a wide array of programs and services, electronic resources, special events, computer and internet access, and community meeting space.

We pride ourselves on developing meaningful partnerships with other community groups and organizations in order to achieve common goals that will benefit our community members. Community agencies such as Parks and Recreation, services to seniors, daycares, and preschools, as well as elementary and high schools, and various social service agencies all see the Library as a valuable partner in delivering their services throughout the Township. These partnerships in turn help the Library promote its own services to residents. As well, the two thrift shops operating in partnership with

Community Care help to generate funds that directly support Library collections and programs.

The incoming Board should explore opportunities to work in partnership with Curve Lake First Nation to develop meaningful Indigenous programs and services.

Additionally, the Makerspace will also provide various opportunities to partner with community groups and individuals, including small businesses.

Strategic Directions

We are currently two years into our new strategic plan.

It has 4 main areas of focus:

1. Develop and strengthen the library's human resources (Service Delivery)
2. Expand access to programs, services, and collections (Services)
3. Provide versatile, welcoming, and safe spaces (Facilities)
4. Engage the community in developing and promoting resources and partnership opportunities (Community)

1. Develop and Strengthen the library's human resources (Service Delivery):

Improving the sustainability of the volunteer program has been a major focus this term. With the intention of strengthening our volunteer workforce, the Library Board undertook a review of our existing volunteer model and policies, keeping in mind the recommendations from the Trent Centre for Aging and Society's "Selwyn Public Library Volunteers and Rural Community Sustainability Study" (May, 2018/Appendix B). We concluded that having a more consistent, centralized and comprehensive volunteer model with improved flexibility, along with the inclusion of shorter-term and project-based commitments would be beneficial. This review process led to new policies and procedures that changed in some key areas:

- recognition of the importance of meeting the personal goals of volunteers, as well as the needs of the Library
- enhanced commitment to recruitment of youth volunteers
- centralized and consistent recruitment, screening, and orientation across branches
- staff-led Library branch volunteer coordination and supervision
- commitment to ongoing training on at least a semi-annual basis
- ongoing commitment to formal and informal recognition of volunteers

Though it was anticipated that volunteer retention and recruitment could be a concern in the near future, the onset of the COVID pandemic placed an additional stress on our volunteer work force. Policies and procedures were developed and instituted to protect the health of the volunteers, staff and patrons, including a vaccine policy. However,

volunteer attrition and COVID related absences have led to some ongoing staffing shortages. Additionally, there is a need for recruitment of more volunteers for the Makerspace that will open in the fall of 2022. This could provide a good opportunity for youth volunteers to become involved in a different aspect of the library system.

With the COVID related social gathering limitations over the past two years, it has been a challenge to hold traditional group volunteer appreciation events, and we opted instead for gift cards to local restaurants and video messages from the staff and Board. However, this obstacle has also provided an opportunity to consider and experiment with new and creative ways of celebrating our volunteers in the future.

Staff have had to negotiate numerous challenges over the past two years, but they have also remained focused on moving forward with new projects and implementing the strategic plan. The introduction of staff-led volunteer coordination has improved the consistency of supervision and training of volunteers, but it has also increased librarian workloads, a situation that will require monitoring over time. Additionally, the Makerspace/Technology Training Coordinator is devoting more time to launching and supervising the new Makerspace, and her new time commitment will also need ongoing monitoring.

A new Board training plan and orientation package was implemented with the 2018-22 Board term. Additionally, Board packages were digitized, which eased the transition to online meetings throughout the pandemic. We also succeeded in introducing a new Board Code of Conduct and Board Succession policy, along with an anonymous annual Board self-evaluation process. A policy sub-committee was formed to review the policy collection and streamline existing library policies. The policy collection is in the process of being uploaded to the Library website to improve policy access by the Board, staff and the public.

2. Expand access to programs, services, and collections (Services)

The COVID-19 pandemic created both challenges and opportunities in providing access to our library services. Lockdowns required intermittent branch closures, and then the introduction of quarantining of materials and curbside pickup with safety measures in place. There was reduced circulation of physical resources at that time, but staff bolstered and promoted electronic resources including Hoopla and CloudLibrary, platforms that provide access to e-books, audiobooks, music, magazines, TV series and movies. These resources have remained popular even as physical library branches have re-opened. Currently the Hoopla platform is considered an enhanced service and

is supported through fundraising efforts. Offering Hoopla as a standard rather than enhanced library service may be a future consideration.

Lack of reliable and equitable internet access was evident throughout the pandemic, as some patrons and communities struggled to access services online. The Ennismore library branch had a history of unreliable connectivity and a review of these issues resulted in a new internet service that has improved the quality of connectivity. WiFi hotspots were also added to the physical collections for circulation and have helped fill a need for patrons with limited internet access.

Cancellation of in-person programming during the pandemic also led to new and creative ways to continue to offer library programs. Staff quickly and successfully pivoted to virtual programming for both children and adults. Children's programs were very popular and provided another means of support for families providing in-home education. The introduction of virtual programming also provided the opportunity to explore and experiment with various types of content and delivery options for adults, and improved accessibility for patrons unable to attend in-person programs.

With the successful grant of \$78,200 from the Trillium Foundation, the library is launching a new Makerspace. A Makerspace is a place where people can come together to learn about technology, crafts, and other kinds of making, to share knowledge and skills with others, and to apply this knowledge and skill by creating things. In a Makerspace, you can find a variety of high-tech and low-tech activities. They are spaces filled with technologies, tools, and toys, including sewing machines, 3D printers, vinyl cutting machines, photo scanning equipment and a podcasting suite. By creating the first permanent Makerspace within Peterborough County, we will be creating access to new and emerging technologies while creating opportunities for learning, fostering problem-solving skills, and creative thinking for people of all ages and abilities. Local small business start-ups within our community will also be given the opportunity to explore and utilize new equipment without the financial burden of purchasing the expensive capital themselves. Once the community has been introduced to the Makerspace, it could also serve as a new revenue stream for the Library, as there will be a charge to use or order various supplies or materials, and the potential to open a Makerspace shop. Strexor-Harrop Consulting Group, created, pro bono, an exciting logo and brand for the new Makerspace.

3. Provide versatile, welcoming, and safe spaces (Facilities)

A facility needs assessment of the Lakefield Library was completed during the previous Board's term, and Council approved the plan in principle. However, so far we have been unsuccessful at obtaining a grant to support the project. Our library CEO and Township staff remain vigilant in seeking new grant opportunities.

In 2021, a decision was made to close Renewed Classics, a New-to-You shop that provided fundraising support to the Selwyn Library system. This decision was made due to a combination of factors that included reduced revenues, volunteer attrition and the fact that this particular location was well suited to the Makerspace. If, in the future, there is a successful grant opportunity that allows Selwyn Library to move ahead with a renovation of the Lakefield Library branch, the Makerspace could be moved, possibly to the second floor of the building.

Selwyn Library has also focused attention on outdoor spaces. Two new pollinator gardens have been installed in the Lakefield and Ennismore locations. Additionally, there has been discussion regarding the installation of shade shelters on the Bridgenorth Library porch. Different options are being reviewed with Township personnel, and the intent is to have new shade shelters in place in 2023.

With the intent to improve accessibility, there has been a redesign of the Library website, and it is now AODA compliant. We have also adopted a scent-free policy for Library spaces, and the adoption of a Green Events policy is in progress.

4. Engage the community in developing and promoting resources and partnership opportunities (Community)

It has been challenging to work on increasing partnerships and establishing new community relationships throughout the pandemic. However, in a virtual event, the Board invited a representative of Curve Lake First Nation to improve awareness of the Truth and Reconciliation process and educate on the development and adoption of a meaningful Land Acknowledgement Statement that is now read at all Library meetings and events. The Library board also successfully adopted a Truth and Reconciliation Position Statement that will act as a foundational policy for the development and review of current and future policies. The creation of the new Ennismore Pollinator Garden was inspired by the First Nations Child and Family Caring Society, which provides reconciliation-based public education, research, and support to promote the well-being of First Nations children and families. The pollinator garden includes two gardens on each side of the library's main entrance: a pollinator garden and a sensory garden. It was made possible thanks to a Queen's Platinum Jubilee grant.

The Library also engaged with the community in new ways through a different approach to fundraising. With the increased financial pressures on the Library due to COVID-related closures of the New-to-You fundraising stores, and cancellation of traditional annual book sales, a fundraising committee was formed. An Online Silent Auction was held in November 2021 that not only successfully raised \$6000, but also allowed the Library to communicate with many local businesses to raise awareness regarding the Library and its important position within the community. Additionally, the Library adopted the 'Canada Helps' platform to allow online donations. Book sale shelves are now a regular fixture in each branch. The success especially in the Bridgenorth branch of the book sale table means that annual large scale book sales that require a great deal of volunteer time and labour may no longer be necessary. The Library also partnered with Community Care at the 2022 Shamrock Festival, holding a joint book/clothing/bake sale. While sales were lower than in other years, it was a good experience to partner with Community Care and should be considered again in 2023. Ongoing fundraising will likely be necessary due to potential future financial pressures in light of a possible recession and limited funding for public libraries. Recently, Selwyn Township has announced that the Library will be able to partner with them in developing a more robust fundraising strategy. We anticipate that the next Board will likely need Board volunteers for a working committee to develop a fundraising strategy.

We accomplished...

- development of a new Strategic Plan
- development and implementation of a new and streamlined volunteer model
- development and implementation of a new Board Code of Conduct, Board Succession policy and the digitization of Board meeting packages
- review and streamlining of the current policy collection, along with digitization for upload to the Library website
- creation and launching of a new Makerspace in Lakefield, the first in Peterborough County, including a new brand and logo for the space
- development and implementation of new COVID-related policies and procedures and successful maintenance of Library services and programs throughout the pandemic
- improved internet connectivity at the Ennismore branch
- adoption of a new Truth and Reconciliation Position Statement and Land Acknowledgment Statement
- creation of 2 new pollinator gardens
- AODA compliant website and a new Scent-free Policy
- Green Events policy adoption
- Developed new fundraising opportunities (Online auction, Canada Helps online donations)

We have yet to accomplish...

- increased recruitment of student volunteers- in Makerspace and consideration of a Teen Advisory Group
- assessing the impact of the COVID pandemic on physical and electronic circulation for future planning
- the impact of the Truth and Reconciliation Position Statement on the development and review of policies
- digitization of local history collections
- re-development of the Lakefield library branch facility

Future Considerations

Having seen a trend during the COVID-19 pandemic toward the increased use of e-resources and virtual programming, it will be important in the post-pandemic era to carefully monitor and accurately identify how the current virtual and physical spaces of the Library are being used by the community. In addition, it would be worthwhile to measure the subjective impact of the library system, ensuring a better understanding of how the Library improves our quality of life. It would be beneficial to consider the role of the Library as a community hub in a post-pandemic environment. This assessment could potentially include patron interviews, testimonials, and social media feedback. It could also include the reasons people visit the library that may not include the circulation of resources.

It is important to note that Lakefield South development is moving forward and future Boards should explore the renovation and expansion of the Lakefield branch to meet Lakefield's current and projected population growth. A feasibility study on this expansion was completed in 2016 and accepted in principle by Council, and is appended to this document.

Monitoring and assessing how the Makerspace is used and valued by the community is an important future consideration, but it will also be crucial to monitor how successfully it, in itself, integrates with the rest of the library system. Currently, staffing hours have not been increased to accommodate for the increased workload associated with the new Makerspace. With this increased operational demand on staff time, consideration should be given to potentially increasing staffing hours.

Prior to COVID, there had been a trend in volunteerism toward a desire for more flexibility in scheduling and shorter-term project-based commitments. During our Board

term we developed a new Volunteer Model in an attempt to address these trends. However, the pandemic has put additional strain on our volunteer system that must be closely monitored.

Our Board Leadership

We believe that our current Board demonstrates some diversity of gender, age and life experience and represents all areas of the Township, though there is room for improvement. We would welcome representation from under-represented groups such as BIPOC, 2SLGBTQ + and younger community members. If a Teen Advisory Group was developed, regular feedback from this group would help the Board to understand youth needs and strengthen youth services in our library system. Board members first and foremost need to be engaged advocates for the library system and our community, with strong communication skills, a willingness to become involved, and a need to be prepared to set aside personal motives to represent the community as a whole.

Our Wishes for your Success

We encourage you to take advantage of available training materials through Learn HQ, SOLS and the annual library conferences to familiarize yourself with Board governance and trends. Ensure that your voice is heard in meetings, have open discussions, and ask many questions. We wish you an enjoyable and rewarding experience!

Attached Documents

Appendix A: Strategic Plan with updates

Appendix B: Selwyn Public Library Volunteers and Rural Community Sustainability Study Summary, May 2018

Appendix C: Lakefield Branch Feasibility Study on Expansion, September 2016

Strategic Direction: Develop and strengthen the library's human resources (Service Delivery)

1. Ensure that our staffing structure and training supports our current and future system needs.

- Review and assign staff roles and responsibilities to enhance the delivery of excellent customer service
- Evaluate and ensure the investment of time and resources for staff training and self-directed learning opportunities meet the changing needs of the workplace
- Implement regular staff training sessions for emerging technological needs

2. Retain, support, and develop a foundation of strong volunteers.

- Evaluate findings from the Trent Volunteer Study and the Volunteer Engagement Workshop to determine which recommendations could be applied to our new volunteer model
- Develop a centralized and comprehensive volunteer recruitment and retention model that addresses both the current and future impacts of COVID-19 and includes volunteer coordination
- Evaluate and refine current volunteer policies to ensure they are in alignment with the new volunteer model
- Develop regular training opportunities for volunteers that focus on advancing knowledge, expertise and health and safety within our library system
- Identify additional opportunities to recognize the hard work and dedication of our volunteer base
- Enhance communication and involvement with new to you store volunteers and the Community Care Coordinator

3. Build Board competencies to optimize good governance.

- Ensure policies are current and consistent with Ontario Public Library guidelines
- Digitize public library policies to improve efficiency and availability for public access
- Develop a Board Code of Conduct
- Develop a continuity of service policy which clearly details the procedures for the ongoing operation of the Library throughout a major emergency.
- Review of Board training and succession strategies and consider opportunities for additional ongoing Board education and development

4. Advocate for the Selwyn Public Library through effective communication with the community, Municipal Council, and other governing bodies.

- Continue to explore and enhance collaborative opportunities with Selwyn Township departments and services
- Identify and build relationships with community organizations that might share common goals in order to increase awareness of the library's role in the community
- Develop a system for sharing stories and testimonials that highlight the essential role that our library plays within the community

Strategic Direction: Expand access to programs, services, and collections (Services)

1. Respond to the evolving technology needs of our community.

- Improve internet/wifi connectivity at the Ennismore Branch
- Increase the base budget funding for technology equipment and electronic resources
- Introduce and create access to new and emerging technologies for Library patrons
- Continue to expand digital literacy programs

2. Provide accessible, innovative and essential programming for all.

- Identify and develop programs and services based on community feedback
- Develop a more innovative and flexible programming strategy for adults and seniors
- Increase the level of involvement of young adults within the library
- Continue to develop innovative virtual programming opportunities for all ages
- Explore opportunities to develop programming that builds awareness of social justice issues

3. Develop collections that support diverse needs and interests of our community.

- Maintain and strengthen a specialized collection that celebrates local culture and history
- Ensure that collections represent diversity of culture and demographics
- Digitize local history collections and develop effective marketing of these materials
- Ensure a balanced collection of traditional and emerging materials available in multiple formats that supports patron interest, life-long learning and literacy

4. Expand and explore new methods to measure the impact and usage of the library system.

- Provide library users with various ways to provide feedback on library programs and services
- Explore additional qualitative ways to measure the use of the library: Wi-fi, time spent, program attendance
- Measure additional library usage statistics outside of our typical fall survey week
- *Record and report on the impact and usage of library services throughout the COVID-19 pandemic*

Strategic Direction: Provide versatile, welcoming, and safe spaces (Facilities)

1. Increase availability and appeal of both indoor and outdoor spaces.

- Evaluate the current utilization of our library spaces, and ensure they are meeting the usage needs within our community
- Explore the demand for more gathering and training space, within the context of a review of available space within the community
- Evaluate the feasibility of increasing library operating hours, particularly in the Lakefield branch
- Improve and refresh current indoor and outdoor library spaces to improve comfort, functionality and safety

2. Provide welcoming, safe, and accessible physical and virtual environments.

- Continue to develop an accessibility plan for each library that reduces physical barriers that limit library access
- Identify and implement measures that prioritize the health and safety of staff, volunteers and our community
- Undertake a Website enhancement which ensures that our website meets AODA accessibility standards
- Develop and implement a scent-free policy for the Library
- Identify potential cultural and social barriers that impede accessibility and reduce inclusivity within our library system

3. Actively collaborate with the Municipality in the design and expansion of the Lakefield Branch.

- Continue to explore grant and funding opportunities for future improvement and expansion of the Lakefield branch

4. Support and implement environmentally sustainable practices

- Explore and implement new operational practices that result in the reduction of energy and waste and are economically viable
- Adopt and implement the Township of Selwyn's Green Events Policy
- Ensure environmental sustainability is a consideration in future builds and renovations of library facilities
- Improve usage of outdoor library spaces

Strategic Direction: Engage the community in developing and promoting resources and partnership opportunities (Community)

1. Revitalize and implement a robust marketing and communications strategy to promote Selwyn Public Library.

- Identify new opportunities and methods to communicate with non-users of our Library system
- Introduce mailed paper communication to patrons without virtual access and to those who are homebound
- Provide accessible and inclusive communications to raise awareness of our programs and services

2. Identify and engage in new partnership and fundraising opportunities.

- Collaboratively design and deliver programs and services with community groups and organizations
- Explore new and innovative fundraising opportunities (live music, wine tasting, art shows)
- Develop and implement an online donations strategy
- Explore opportunities to expand our brand awareness

3. Respond to the Truth and Reconciliation Commission's Calls to Action.

- Develop a position statement that reflects Selwyn Public Library's response to the Truth and Reconciliation Commission's Calls to Action
- In collaboration with Indigenous communities, develop programs and services to support, educate, and inform
- Provide inclusive spaces and resources to promote sharing of information, ideas, culture, and stories
- Develop and maintain literature and history written by and about Indigenous peoples
- Incorporate land acknowledgments at Board meetings
- Provide staff, volunteer, and Board education and training to support the Calls to Action

4. Enrich and expand the reach of the library into the community.

- Increase programming and services to the community outside of the library branches: pop-up library and story walks
- Expand the use of existing and potential outreach spaces
- Continue to develop and offer innovative programming and outreach opportunities to local schools and daycares
- Increase the number of active library card holders



Selwyn Public Library Board

- Julie Dillon, Chair
- Kerri Davies, Vice-Chair
- Rosellen Hickey
- Donna Ballantyne, Councillor
- Judy Hyland
- Barb Jinkerson
- Andy Mitchell, Mayor
- Anna Thompson
- Kathie Whiteley

Strategic Planning Committee

- Julie Dillon, Chair
- Kerri Davies, Vice-Chair
- Donna Ballantyne, Councillor
- Rosellen Hickey
- Sarah Hennessey, CEO

**Read, learn,
connect, be inspired!**

Our Mission

Selwyn Public Library empowers the community to read, learn, connect, and be inspired.



Our Values

- Our people including patrons, volunteers, and staff
- Service Excellence
- Inclusive and Equitable access
- Public Stewardship including fiscal, ethical and environmental responsibility
- Intellectual Freedom of thought, belief, and expression
- Community well-being and social connections
- Innovation and a focus on the future



Vision: Selwyn Public Library is a welcoming and inclusive place fostering a love of reading and life-long learning through access to resources and programs, while building social connections and community identity.

Strategic Direction 1

Develop and strengthen the library's human resources (Service Delivery)



1. Ensure that our staffing structure and training supports our current and future system needs.
2. Retain, support, and develop a foundation of strong volunteers.
3. Build Board competencies to optimize good governance.
4. Advocate for the Selwyn Public Library through effective communication with the community, Municipal Council, and other governing bodies.

Strategic Direction 2

Expand access to programs, services, and collections (Services)



1. Respond to the evolving technology needs of our community.
2. Provide accessible, innovative and essential programming for all.
3. Develop collections that support diverse needs and interests of our community.
4. Expand and explore new methods to measure the impact and usage of the library system.

Strategic Direction 3

Provide versatile, welcoming, and safe spaces (Facilities)



1. Increase availability and appeal of both indoor and outdoor spaces.
2. Provide welcoming, safe, and accessible physical and virtual environments.
3. Actively collaborate with the Municipality in the design and expansion of the Lakefield Branch.
4. Support and implement environmentally sustainable practices.

Strategic Direction 4

Engage the community in developing and promoting resources and partnership opportunities (Community)



1. Revitalize and implement a robust marketing and communications strategy to promote Selwyn Public Library.
2. Identify and engage in new partnership and fundraising opportunities.
3. Respond to the Truth and Reconciliation Commission's Calls to Action.
4. Enrich and expand the reach of the library into the community.



Lakefield Branch

Feasibility Study on Expansion

Final Report

Background

As outlined in the 2016 Library Services work plan, staff were directed to:

Undertake an architectural facility review of Memorial Hall/Lakefield Library to:

- Determine strengths, weaknesses, possibilities for existing facility to meet short-term & long-term needs

Group GSA Toronto, and Principal David Warne, were engaged to complete a study on the feasibility of the Lakefield Library Branch expansion into Memorial Hall should additional library space be required in the future.

Library growth estimates project the need to expand from the current 900 square feet up to 4,000 square feet in the future. The study established a set of benchmark categories to evaluate the appropriateness of this expansion: civic import, library trends accommodation, a building audit and cost estimate.

With public libraries in a constant state of evolution, smaller branches like Lakefield need to manage limited space in creative ways. Maintaining flexibility is a key factor in being prepared for the future. The Memorial Hall is a prime example of adaptability - first a community hall, then a Town Hall, then a community organization space - but is it appropriate for a future library?

The feasibility study uses needs and trends to evaluate the opportunities and constraints of the expansion; a building audit considers phasing and incremental costs ;and phased Architectural Design Options outline how it can be achieved.

Strategic Plan Reference

Extend the reach of Library programs and services - the final feasibility study provides the Board with an important baseline for future expansion possibilities at the existing Lakefield site.

Annual monitoring of population, library statistics and functionality of the existing space will impact the Board's decision making on when to proceed with library space expansion.

Feasibility Study & Concept Design for: Selwyn Public Library - Lakefield Branch

8 Queen Street, Lakefield, Ontario

Prepared by Studio Canoo/Group GSA Architects
September 2016



Selwyn Public Library

Feasibility Study & Concept Design

8 Queen Street

Aug 2016

Executive Summary

In May 2016, Studio Canoo/GroupGSA was engaged by the Selwyn Public Library to undertake a Design Study to evaluate whether the current location of the Lakefield branch is an appropriate location to consider for renovation and expansion to meet Lakefield's projected population growth over the next 5 to 10 years. The study looks at transforming the building into a contemporary library and includes a Space Analysis, Concept Design and Cost Estimate.

Process: The Consultant undertook a Building Analysis, Consultation Process, Design Collaboration and Cost Estimate in order to determine a cost-effective approach to solving current issues while transforming the Library into a modern facility. The recommended renovation/alteration not only rectifies the current issues but improves the overall usable space, security and circulation while creating the opportunity for an inspirational space at the heart of the library.

Concept: The study identified that the "transition space" between the current Library and Memorial Hall is the primary impediment to the Library expansion because this zone has a 2'-8" higher floor level, is enclosed by thick brick walls and includes washrooms, a basement stair and offices that impede circulation and a visual connection between spaces. Our Concept approach focused on clearing this zone so that the Library could open and flow into Memorial Hall.

Phasing: The Phasing of Construction was considered, which would allow the Library to remain open while construction progressed on the Memorial Hall side. This approach (described in more detail below) is an option for the Board but will have a premium cost and add time to the schedule.

Cost Estimate: Concept drawings were prepared to illustrate the approach to this transformation and outline the work and costs in order to achieve the transformation. Our estimate, which includes Construction Costs, Escalation for 5 years and Contingencies is \$1.1M + HST, or \$230/sf. Additional Optional items evaluated include Phasing, Second Floor renovations, Raised floor and Window Replacement.

Recommendation: The Study reaches the conclusion that a renovation can indeed meet the future space requirements of the Library as well as maintaining the library as a key community hub in the historic downtown core. The content of this study outlines the process and detailed design strategy to arrive at this conclusion.

Future Benefits and Savings: This study finds that the proposed renovation would have long-term benefits and cost savings to the library. Capital investments in the short term will generate operating savings in the long term. Insulating the existing walls will reduce heating and cooling costs and allow for smaller mechanical units. Also, by providing abundant natural light in an open and flexible floor plan now, future renovation needs can be accommodated without major renovation.

Green Building: LEED suggests that renovating an existing building is the most sustainable approach. Not only can we retrofit high insulation and reduce energy needs, but repurposing the use of an important Town asset reduces material use and energy in construction. Further, renovation is typically 2/3 cost of new construction.

Transformation: The proposed renovation will transform the Library to a contemporary building, a real community hub with a physical presence in the downtown core. Similar renovations are being undertaken by libraries across Ontario, and we believe that the proposed project is an appropriate and timely investment in the future of the Library and the downtown core. The study also provides a benchmark against which other possible options may be evaluated in the future, including the possibility of relocating to other school board properties that may become available within the next 5 to 10 years.



Satellite View of Lakefield Library and Memorial Hall

Study Process:

The study was a collaborative process between the Selwyn Library Board, Selwyn Library Staff and the Consultants and was undertaken to arrive at a proposal that would suit both the vision for the organization and the detailed program needs. The study followed these detailed steps:

- 1. Building Analysis** - site review and assessment of current operations and building issues
- 2. Consultation** - understanding current operations and the future needs and vision
- 3. Optional Schemes** - review of optional design schemes and identify best approach
- 4. Final Concept** - illustrate the main design concept to achieve the desired goals
- 5. Outline Spec** - to outline building systems and requirements
- 6. Cost Estimate** - to develop a preliminary costing and review the feasibility of the approach
- 7. Final Report** - to develop a brief cost/benefit analysis and identify key issues
- 8. Conclusions** - to provide expert recommendations and identify next steps



Lakefield Library - Fire Hall and Memorial Hall along Queen Street

1 BUILDING ANALYSIS

The building analysis was based on three site visits to the library, a visual inspection and input and reports from the Township.

The Lakefield Branch is one of three branches for the Selwyn Public Library. The building is composed of two buildings; the original Memorial Hall built in 1920 by the Village of Lakefield to house the Village Administration on the Ground Floor and a Dance Hall on the second floor, with a partial mechanical basement; a single-storey Fire Hall was added to the south of the building in 1960. During the 1980s, the Lakefield Library was operated on the second floor of Memorial Hall but then moved to the Fire Hall to be more accessible in 1995.

Historic adaptive reuse

Memorial Hall is occupied by Renewed Classics (used clothing retail) and the Centennial Room (a public meeting space). The upstairs is currently unoccupied. The building was the location of the Town Hall for decades, before the amalgamation into Selwyn Township. Adaptive Reuse is a cornerstone principle of sustainable design. Memorial Hall was built to be strong and durable; it is an excellent example of Green Building Design in its proven ability to adapt to many various functions over the years.

The building is located in a unique position in town: at the axial end of Queen Street where the Bridge Street bridge enters the downtown core. The architecture evokes civic pride with a heavy Italianate stone base, Ontario red brick, detailed wood cornice and trim, and restored Baroque-like cupola/lantern. The main double doors face the downtown but have been somewhat visually compromised by the need for accessibility ramp.

Libraries are part of the Knowledge Infrastructure of the township. Libraries are the hub of public learning space and part of the cultural network. Library use has increased in Canada since the advent of the internet because they provide reliable free access to information and information experts. Libraries remain an indispensable public node in the infrastructure of communities.

Memorial Hall is metaphorically and architecturally an ideal fit for the Lakefield Library Branch. Its central location reinforces the downtown core. Its strong historic design reinforces civic pride and positive branding for the library. Any renovation work needed to incorporate the Library expansion can be undertaken in a modern vocabulary to heighten the information-age look and feel, while differentiating and heightening the beauty of the historic envelope.



Memorial Hall Front Elevation facing Downtown

Memorial Hall & Fire Hall from Park

Building Audit

Overall the building structure was found to be in excellent condition and in need of only minor repair. The roof was replaced in 2012, along with a detailed historic reconstruction of the distinctive cupula/lantern which lends the building its landmark civic presence. Key repair recommendations include the following:

- repair exterior ramp guards to comply with building code at the front of Memorial Hall
- optional replacement of existing windows, in compliance with the historic designation and heritage committee requirements, to increase their energy efficiency and air tightness.
- optional improved energy efficiency: R20 exterior insulation including continuous air/vapour barrier

Building Code

Applicable building code and regulations were reviewed by consultants. The following items were found to be deficient and should be addressed in the proposed renovation:

- Washroom Requirement Current washrooms do not meet code.
Revised washroom count based on occupancy load and OBC Assembly Areas - Table 3.7.4.3.A:
2 WC for females, 2 WC for males, 1 BF WC (Unisex), 1 staff WC; Total 6 WC required.
- Based on the following occupant load calculations:

| Occupancy | Area(sf) | Area/Person | Total Persons |
|--------------|--------------|-------------|---------------|
| Library | 1512 | 9.30 | 15 |
| Meeting | 1080 | 0.95 | 106** |
| Reading | 1080 | 4.60 | 22 |
| Staff | 540 | 9.30 | 5 |
| Total | 4725* | | 148 |

 - * Total Ground Floor area including stairs.
 - ** Signage limiting to 75 persons will reduce WC requirement by 1 WC
- Various parts of the building do not meet the current 2012 Building Code accessibility requirements. A new lift should be provided to address the elevation difference of 2'-8" on the main level. Alternatively, a new raised floor can be introduced into the area occupied by the old fire hall addition. Code and AODA (Accessibility for Ontarians with Disabilities Act) recommends 4' book aisle widths, 3'-6" corridor widths and power doors operators on entry and washroom doors.
- The existing building area is within the allowable 1,000 m² building area (facing 2 streets) and therefore can be built of combustible construction. The building area is the existing lower level footprint of 4,750 sf or 441m² (as per O.B.C. Table 3.2.2.25, Maximum Building Area, Group A, Division 2, up to 2 Storeys).
- Fire escape can remain with some adjustments to improve safety as per Building Department.
- Ground floor ceiling/second floor assembly requires a 45 minute Fire Rating, typically using drywall.

Photos of Existing Library Space



Entry & Circulation Desk



Computer Table & Washroom



Front Reading Room & PAC



Stacks with aisles facing windows



Children's Area



Stacks for teen, Fiction & Non-fiction collections

2 CONSULTATION

The library working group identified the goals and visions of the library through a series of meetings.

Chief Librarian Joan MacDonald and Branch Librarian Jill Warren undertook a review of the current library space and identified these main deficiencies (summarized here but full outline is attached in **Appendix A**):

- to increase the amount of area dedicated to reading and Wi-Fi use (especially in the summer as use spikes)
- eliminate patron circulation through the staff workroom to access other program areas
- children's area is also deficient in collection size and accessibility of program room
- the collection space is tight but more reading and study space would be advantageous

The renovated Library should represent the purpose, vision and values of the library in a contemporary architectural expression:

1. complex, multi-service information providers
2. civic infrastructure providing cultural capital
3. community for partnerships and gathering
4. life-long learning
5. technology and innovation
6. sustainable efficient design
7. accessible and self-serve/directed
8. increased shelf space (based on 10 books per foot metric)

The consultants reviewed suggestions put forward by the working group to improve the interior layout.

Summary of program requirements and collection size is noted in the **Functional Area Space Allocation Table**.

- a. **Entry** –possibly relocate to more central location to improve entry sequence and access to various program areas. Program proximities to entry include:
 - i. reception/info/help desk with a volunteer greeter
 - ii. book returns
 - iii. marketing/mechanizing of collections
 - iv. sightlines to all main programs for easy orientation including physical collection
 - v. exterior book drop accessible 24/7
 - vi. new lift to Memorial Hall
- b. **Staff work area** - to be consolidated centrally beside reception desk so that staff can be easily accessible to volunteers and have direct oversight of all key program areas. (Note that in the future books may be equipped with RFID, which would decrease need to locate staff directly behind the Circulation Desk.)
- c. **Collections** - total 280 feet of shelves. 5 foot shelf height desired with lower shelves for display/merchandizing. Reference is generally declining as internet searches replace need for hard copies. AODA recommends 4' aisles and elimination of the lowest shelf for accessibility.
- d. **Children's area** - safety and containment are to be balanced with increased open and flexible space. The Program Room for 30-50 children needs to be directly adjacent.
- e. **Teen area** - the library does not currently attract a lot of teens, so the goal is to be more amenable. Teen area should be complementary to front desk to provide ongoing development. The teen collection should ideally expand although the area should remain flexible to deal with unknown demand. The library might serve as a homework spot for teens as the high school relocates outside of the community.
- f. **Program Room** - a space at least as large as the current Centennial Room with Seryery and access to Entry and Washrooms after hours. Stroller access and parking is desirable.
- g. **Partner Space** - separate entrance through existing entry doors at north end of building. Partner space would be relocated to second floor. Vintage clothing shop would be displaced in these scenarios in order to secure adequate square footage on ground floor for additional program requirements and therefore, need an alternate location in which to operate.

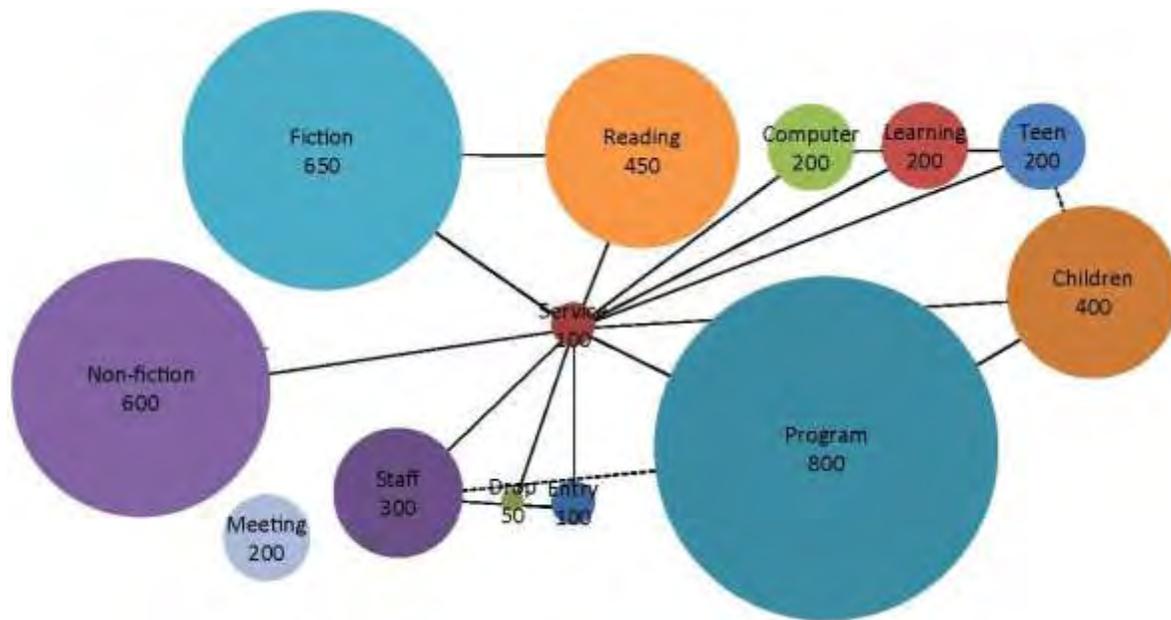


| | Length | Shelves | Books/Shelf | Total |
|-----------------|--------|---------|-------------|-------|
| Childrens | 28 | 3 | 12 | 1008 |
| Junior | 12 | 5 | 10 | 600 |
| Fiction | 108 | 5 | 10 | 5400 |
| Non-fiction | 84 | 5 | 10 | 4200 |
| Reference/Large | 12 | 5 | 10 | 600 |
| Books on Tape | 12 | 5 | 10 | 600 |
| New | 6 | 5 | 10 | 300 |
| Vinyl | 6 | 5 | 20 | 600 |
| Magazine | 12 | 5 | 15 | 900 |
| | 280 | | | 14208 |

Current Layout Analysis

The current layout of space is shown above. The goal of the study is to determine if the library can expand into the "Partner" space while resolving the main issues and impediments of the current layout, including:

- Staff space that divides Library from Centennial Room and needs to be cleared and/or rearranged
- Centennial Room is 2'-8" above the Library level and requires an accessible path of travel
- Washrooms are not consolidated in a way to service both the Library and Centennial Room



Layout Principles

The following ideal layout principles were discussed in the design charrette, based on the above diagram:

- Entry needs to be central and mid-way across the length of a rectangular footprint
- Circulation desk is centrally located in the plan, with sightlines to the remaining programs
- Children and Adult collections are on either end of plan
- Reading room with Computers and Teen space centrally located
- Program room needs immediate access to Children’s area and an after-hours door
- Washrooms need to service all the areas, and their location is often the key to a working design

Summary of Options

Four expansion design options were explored in order to achieve the program goals and resolve access to Memorial Hall, as illustrated in the attached diagrams below and in Appendix A.

Front Door Location

The option to relocate the main library entrance back to the original location at the north end facing the downtown was examined. However, this approach for a library program is problematic since it requires the staff to also be at that end of the building, reducing sightlines to the public areas and thereby requiring additional staff. Instead, all of the subsequent working options are characterized by an entry from Queen Street, either in the current location of the vestibule or shifted slightly north to the old stable doors. This allows for a centralized location for circulation desk, staff work room and other administrative functions. The location of the washrooms in each option is one of the main differentiations.

Raised Floor option

In resolving the height difference between the Fire Hall and Memorial Hall, any of the options could introduce a raised floor in the old fire hall area so that the main floor was at one level (the higher Memorial Hall level). While eliminating the need for steps and a barrier-free lift, this sub-option has drawbacks. In general, raising the floor inside would necessitate a new exterior ramp, a reworking of all the existing windows at the south end of the building, another ramp to a future exterior patio to the west side and a significant increase in cost as the raised floor system must be designed to carry the weight of book stacks. The ceiling height throughout the south half of the building would be compromised and, in our opinion, would not be high enough for a public room of this nature. Notwithstanding, we have shown an optional cost for a raised floor for comparison.



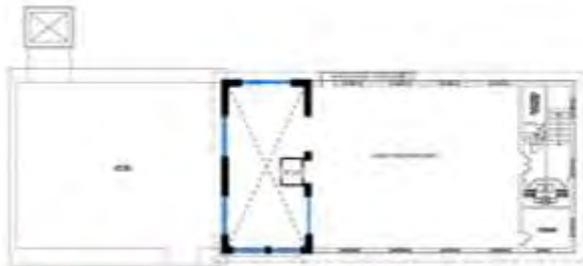
Option #1 (See Appendix D for larger Plan)

The **Entry Vestibule** remains in its current location, along with the **Circulation Desk** and **Staff Room**, while the **Librarian Office** is relocated to open up a large central **Reading Room**. The Reading Room connects through to the new **Children's Library** and exits to a **Reading Courtyard** on the West by cutting openings in the existing masonry walls. This arrangement solves the circulation problem, increases Reading areas and introduces a new central space and natural light. Further, the Reading Room could be a large two-storey atrium space by removing the second floor above, adding to the dramatic effect.

The new expanded **Program Room** is located at the north side, immediately accessible to Children, the original **Front Doors** (for after-hours use) and the central **Washrooms**. The program area includes an operable wall which could subdivide the room into two smaller meeting rooms if desired. The existing Kitchenette and vault/storage room could either remain or be demolished to provide additional program space. If removed, a new **Servery** would be incorporated at the end wall of the room and new storage wall cupboard units. **Storage** for Book Sales and Program Room supplies is located in Cabinets, with shovels and ladders in Basement.

The new **Washroom** area is conceived as a series of unisex rooms and is accessible to the whole library. A new corridor links the Adult Library to the Program Room and Washrooms. The children's area would be divided from the washrooms via a glazed screen and a rolling security gate or door at the south end to allow for after hours use of the program space.

The **Adult Collection** would remain in its current location with study areas along the Queen St. windows. A barrier free lift would be introduced beside the circulation desk to allow for barrier-free access through the main level for wheelchairs, strollers and book carts. Stairs between these levels are generous and could be used as informal seating between the reading area and the children's area. The stairs to the basement would be relocated under the existing main stairs at the north end, requiring minor excavation and footing.



Option #2

Option #2 has many of the same characteristics as the first option. The main difference is that the new **Washrooms** are clustered to create a corridor between the children's area and the administrative space. This would reduce the children's program area but create a grand **2-storey Atrium** across the building, as the Entry and Staff area shifts north. There would be views directly to the new exterior patio space allowing a better and more intuitive connection.



Option #3

Option #3 experimented with relocating the washrooms to a small addition through one of the existing exterior walls off the main stacks. This has the advantage of allowing more space for the rest of the program, but the adjacencies pose problems for after hours security as well as proximity to the children's area that the option was not pursued further.



Option #4

Option #4 examines the option to flip the Program Room and Children's area to the south end. The washroom cluster would move to the west wall in order to provide the correct adjacency relationship. The adult area would be located on the upper level (again accessed via a barrier-free lift). The main rationale for adopting this approach is that the children's area would be located at the level of the main entry to the building eliminating the need to use the lift for multiple stroller access on days when young children's programming is being provided. However, the drawback is that the glazing along Queen St looks into the Program Room which is not always active. Instead the street windows should display a lot of activity to illustrate the exciting space and draw in casual patrons



Options Assessment

Based on the review and analysis, Options 1 and 2 meet the goals of the library staff in terms of increasing the amount of program area available to meet the projected population growth in coming years. Option 1 appears to best respond to all the criteria. It also better lays out the various program elements to eliminate undesirable aspects of the current plan including:

- New expanded Reading Room area
- New expanded Program Room, accessible to children, adults, after hours and washrooms
- New expanded Children's Library
- Consolidate and improved Washrooms
- Accessibility throughout

The other options are included for future reference. The costing is based on Option #1 but would equally represent the others, since the cost estimate is +/- 10% accurate.

FLOOR PLAN HIGHLIGHTS

Exterior Development

- Site Plan New exterior patio at the west side, including patio, optional fence, lighting, furnishing
- Zoning This study did not review Zoning because the renovations are minor.
- Parking Noted potential for additional on street parking in the future.

Main Level

- Renovate "Transition Space" to improve connection between Fire Hall & Memorial Hall
- New Teen and Children's Program Area expansion
- New Barrier-free lift up to Memorial Hall
- Revised and consolidated Staff/Admin Area
- Expanded Reading Room
- New Public washrooms centrally located
- Exterior patio for additional reading areas in summer months

Second Floor

- Available for Partner space, Business Incubator or eventual additional growth for library if required
- Atrium space over Reading Area with glass guards to allow light and view to the Reading Room



Diagrammatic View of open Atrium

Other Considerations

Phasing

Phasing of construction is a possibility should the library be unable to find an alternate temporary location from which to operate the library or be unwilling to close the operation of the branch for a 6 to 8 month construction period. Phasing would most likely make sense by creating a construction separation at the south of the original exterior wall of the historic building. The main collection space could then remain operational. Offices and staff work areas would need to be relocated and temporary washroom facilities would have to be provided. Once work was completed in Memorial Hall, the library could relocate to this side, while the minor renovations to the Fire Hall were undertaken. We anticipate this would add 6 to 8 weeks to the overall schedule. A cost has been provided in the optional line items.

Given the scale of the work, it is recommended that the entire library be relocated to a temporary location in the downtown core so the construction can proceed without phasing.

Future Expansion

The above four options fulfill the need for an expanded branch required in 5-10 years. It is also conceivable that Lakefield will continue to grow and will have needs for future expansion. There are three immediate possibilities for future expansion.

1. Existing Second Floor of Memorial Hall
2. Second Floor Addition over Fire Hall (subject to contract for FIT program with 17 years to run)
3. Addition to South end of Fire Hall

1. Currently the second floor of Memorial Hall is unoccupied, but it remains an impressive space with high ceilings and an unobstructed floor plate. This space is appropriate for an expanded Learning Centre and/or "MakerSpace" in the future. This is the most cost-effective solution but requires an Elevator for accessibility and additional washrooms to meet code.

The other options are new builds and are only options if, in the future, the second floor of Memorial Hall is occupied by a Partner.



Glass addition over Fire Hall

Functional Area Space Allocation Table

| Functional Area | Area | Comment |
|---|-----------------|--|
| Fire Hall Library | 1950 | Existing Library space, minor renovations |
| 1 Entry Vestibule & Foyer | 50 | |
| 2 Circulation Desk & Book Drop | 50 | New circulation desk |
| 3 Adult Fiction | 650 | |
| 4 Adult Non-Fiction | 600 | |
| 5 Teen | 200 | |
| 6 Computers | 200 | |
| 7 Meeting Room | 200 | Revise existing Children's Space into meeting room |
| Memorial Hall Ground Floor | 2975 | |
| 8 Reading Room | 450 | Lower existing floor |
| 9 Staff Work Room | 250 | Existing space with alterations |
| 10 Librarian Office | 150 | New space |
| 11 Children's Library | 400 | Existing Centennial Room, with alterations |
| 12 Program Room | 800 | Existing Retail Space, with alterations |
| 13 Meeting Room #1/Storage | 200 | Existing Office Space, with storage |
| 14 Main Stair | 325 | Existing Stair, with new Basement extension |
| 15 Washrooms | 250 | New Washroom space, near existing plumbing |
| 16 Gallery/Corridor | 150 | New Corridor |
| TOTAL Ground Floor Area | 4,925 sf | |



Cross Section showing 2'-8" level difference between buildings

OUTLINE SPECIFICATIONS

Based on the selected option, this Outline Specifications details the scope of materials, equipment and labour required to construct the proposed renovation/alteration. The outline spec includes an assessment of the existing building systems (architectural, structural, mechanical and electrical) to determine the degree to which existing systems may be maintained and to define the degree of renovation required. (See Appendix C for floor plan notes)

Highlights:

Structure:

- Demolish existing masonry walls in key areas to provide one continuous space on main level. Provide associated structure to support new openings
- New pit and footings for barrier-free lift
- New excavation for relocated stairs to basement level and possible future elevator to second floor
- Remove and replace existing floor in Transition zone
- Remove second floor over Reading Room (optional)

Architectural:

- Demolish designated interior partitions and finishes in the existing building.
- Provide new partitions, flooring, ceilings, doors & glass screens as noted.
- Replace existing windows as noted
- Provide new curtain wall glazing at new front entry and rear access to patio
- Provide new public and staff washrooms, as noted.
- Building elevations allow for brick repairs at new openings.
- New millwork for service desks, display cases, book drops, kitchenettes, vanities, etc.
- New integrated glass over custom bookshelf at Children's area/Corridor
- New sliding wall in Program Room
- Insulate exterior walls perimeter and finish with new drywall - option
- New Barrier-free Lift
- New Stairs at Reading Room and Staff Room
- New Basement Stair below existing Main Stair
- New Elevator to Second Floor (included as an Option Price)
- Signage on Tower

Landscape:

- Grade and pave patio area with new concrete patio stones
- 6' Steel fence with exit doors - Optional
- New exterior aluminum doors at Reading Room

Plumbing:

- Assume all new plumbing fixtures, and sanitary and water distribution on Ground Floor
- Assume existing site connections for water and sanitary are adequate
- New plumbing and drainage to new washrooms at main and lower level

Mechanical:

- New exhaust fans, AC units to be replaced
- Perimeter heating radiators to be relocated or added around new glazing

Electrical:

- Main distribution panel to remain. Assume it is satisfactory - no current issues
- All New lighting throughout to be LED
- New Fire Alarm Panel to be relocated to new entrance
- Increased IT and WIFI
- Button in Circulation Desk to authorize Lift

ORDER OF MAGNITUDE COSTING

Based on the above Schematic Design, Outline Specifications and various discussions, **Group GSA** generated a detailed Order of Magnitude Costing. An Order of Magnitude costing is typically prepared during the conceptual phase of a project in order to estimate construction cost during the formative stages of a project for the purpose of initial evaluation and funding. It is based primarily on the area of work and proposed use. The accuracy of these estimates is in the range of plus or minus 15%. In subsequent phases of the project, cost estimates are further refined and reflect a higher degree of accuracy. This costing provides cost escalation at 4% per annum assuming a construction start date in 2021.

SUMMARY OF PROPOSED BUILDING CONSTRUCTION COSTS

| | | | | | |
|--------------------------|--------------------|---------------------------------|-------|----|---------------------|
| NET BUILDING COST | \$ 730,950 | Excluding Contingencies and HST | | | 730,950 |
| CONTRACTOR | \$ 109,643 | General Conditions (O/P) 10% | 10% | | 73,095 |
| | | Contractor Fee | 5% | | 36,548 |
| CONTINGENCIES | \$ 432,191 | Design Contingency 15% | 15% | | 126,089 |
| | | Construction Contingency, 10% | 10% | | 96,668 |
| | | Escalation at 4% per annum | 5 yr | 4% | 209,434 |
| TOTAL BUDGET | \$1,272,784 | | | | \$ 1,272,784 |
| SQUARE FOOT COST | | | 4,925 | sf | \$/sf 258 |
| OPTIONAL PRICES | | 70% Recommendation | | | |
| Raised Floor & Ramp | \$ 130,900 | No | | | |
| Mechanical Screen | \$ 11,475 | No | | | |
| Exterior Windows | \$ 140,250 | Yes | | | |
| Remove Atrium Floor | \$ 12,750 | Option | | | |
| Insulate Exterior | \$ 130,050 | Yes | | | |
| Phased Construction | \$ 62,131 | No | | | |
| Second Floor Reno | \$ 593,385 | If Partner is found | | | |
| Furniture | \$ 36,125 | \$7.34/sf | | | |
| Office Furniture | \$ 21,505 | \$4.37/sf | | | |
| Operable wall | \$ 20,400 | | | | |

This Costing assumes 2016 dollars with escalation costs to 2021 start date

Inclusions/Exclusions:

The following items are **included** in the above cost estimate:

- All items noted in Architectural, Structural, Mechanical and Electrical Outlines
- Loose furniture and furnishings
- 15% Design contingency to cover price & design unknowns
- 10% Construction contingency to cover construction unknowns
- 4% Escalation contingency for a construction start date of Spring 2021

The following are **excluded** from the cost estimate. These are items typically found in a *Project Budget*, which will be an appropriate next step for the Working Group:

- HST
- Legal & Professional Design fees
- Land, Development, Right-of-way fees and/or building permits
- Fundraising costs
- Staff management costs related to design/construction
- Relocation of facilities during construction, Premium costs due to Phasing of work – optional price
- Cost of remediation of designated substances (only Vinyl Asbestos Tile is currently expected.)
- Furniture, Fixtures & Equipment: Kitchen, Maintenance Equipment, Special Audio/Visual, Security or Computer Equipment



Sketch up Model of Existing Building (provided to Township for future use)

CONCLUSION

The Selwyn Public Library, Lakefield Branch requires an extensive renovation in order to meet the projected population growth and to transform the library into a contemporary Learning Centre to meet the needs of Lakefield. This study was undertaken in order to allow the Board and elected officials to evaluate the option of leaving the library in its current location in the event that other viable options are presented to the township.

Exterior renovations are relatively minor and include the replacement of the glazing and spandrel panels in the two central bays and new glazing and doors leading to a new exterior patio space for increased reading/browsing area during peak summer periods.

Interior renovations include complete demolition of interior, non-load bearing partitions and cutting new structurally reinforced openings into existing masonry walls, followed by new finishes, program areas, public washrooms, new electrical and mechanical systems (as these systems are already quite old and will need replacement by the time work is undertaken).

This study optimizes the use of the current building and provides a generous floor plan for public programming with great flexibility for future program changes.

The study concludes that the Lakefield branch can remain in its current location with the appropriate renovations and alterations, and recommends Design Option #1 as a way to successfully meet the immediate and future goals of this Library and the public.

Written by David Warne, OAA and Greg Latimer, OAA

Lakefield Public Library

Square footage of Current Library = 2,960 sq. ft) or 275 square metres

Addition of Centennial room measures 22' x 26.5 = 583 sq ft. Or 25.5 sq. m.

Total: 3,543 sq. ft.

Centennial Room Capacity

According to Ontario Building Code

Non-fixed seating the room will hold 72 people

With non-fixed seating and tables it will hold 57 people and standing space allows 135 people.

Children's Programmer indicates the Centennial room is ideal for a maximum of 50 people, 35 children and some adults. Using table decreases the available space.

This limits the number of participants that we can accept for certain programs – Silver Birch, Homeschooling program, PA Day

Challenges in Lakefield as Identified by Staff

- 1) Storage space – book sale items in particular
- 2) Seating availability in general but for laptop users in particular; trend away from using library computers
- 3) Quiet areas for study
- 4) Area for small group meeting
- 5) Easy and convenient access between program room and library without passing through staff work areas.
- 6) Clearly defined children's area

Appendix B

Selwyn Township Library, Lakefield Branch Feasibility Study Cost Estimate

| Category | Total | Description | Qty | Unit | Rate | Sub-Total |
|---------------------|--------------|--|---|--|--|--|
| Demolition | \$ 23,625 | Demolition as noted in drawings and outline spec | 4,725 | sf | 5 | 23,625 |
| Foundations | \$ 10,000 | Column footing (assume existing can support new cols at Excavation at new stair to basement | 0 1 | No LS | 1,500 5,000 | 0 5,000 |
| | | Excavation at optional new elevator | 1 | LS | 5,000 | 5,000 |
| Floor | \$ 14,200 | Reinforced concrete floor patching or rebuilt areas Rebuild Wood-frame floor at existing office & stair | 700 500 | sf sf | 6 20 | 4,200 10,000 |
| | | Reinforce existing floor assembly beneath stacks with new sheathing | 1,750 | sf | 3 | 5,250 |
| Structure | \$ 20,500 | Structural steel columns - Provision for lintels, supports, in new openings at exist walls Stair Construction | 10 5 6,500 | No LS No | 800 1,200 1 | 8,000 6,000 6,500 |
| Exterior Façade | \$ 93,500 | Masonry patching (allowance for areas at new openings) Masonry patching at old fire hose tower (Allowance 25% of wall) | 500 500 | sf sf | 25 25 | 12,500 12,500 |
| | | Glass curtainwall (including glazing at doors) | 700 | sf | 75 | 52,500 |
| | | Glass door in curtainwall | 4 | No | 1,500 | 6,000 |
| | | Hollow Metal Door | 0 | No | 800 | 0 |
| | | Door Hardware | 1 | LS | 10,000 | 10,000 |
| | | Building Signage | 0 | No | 0 | 0 |
| Roof | \$ 0 | Roof assumed the roof is ok for 20 years | 0 | sf | 5,000 | 0 |
| Interior | \$ 54,200 | Wall Concrete masonry block wall -190mm Wall Interior Stud Wall GWB Wall GWB furring on existing walls Glass Interior screens Doors Solid core wood door | 25 1,700 1,500 300 10 | sf sf sf sf No | 20 11 6 45 1,250 | 500 18,700 9,000 13,500 12,500 |
| Finishes | \$ 106,775 | Floor Ceramic tile flooring (porcelain - washrooms) Floor Carpet tile flooring Floor Vinyl composite tile Floor Rubber - Floor Rubber - (Stairs) Floor Recessed Metal Grilles Floor Rubber base; 100mm high Floor Ceramic tile base; 100mm high porcelain base in WR Ceiling Composite acoustic ceiling - 600x1200 grid Ceiling Gypsum board ceilings and bulkheads Ceiling Exposed ceiling (at old fire hall addition?) Wall Paint - General Wall Ceramic tiles to washrooms and backsplash | 500 4,000 500 150 150 20 500 150 950 1,500 1,750 25,000 500 | sf sf sf sf sf sf ft ft sf sf sf sf sf | 13 7 5 7 4 10 3 4 7 9 3 2 10 | 6,500 28,000 2,250 1,050 600 200 1,375 525 6,650 12,750 4,375 37,500 5,000 |
| Millwork | \$ 58,000 | Tackboards Work room Custom Stacks Library Women's washroom Men's washroom Barrier free washroom Janitor Allowance for steel structure for interior millwork items Window coverings at perimeter windows only -Allowance Security Grille | 2 1 15 0 3 2 1 1 1 1 1 1 | rm rm Stack rm rm rm rm rm LS LS | 5,000 5,500 1,000 2,500 1,500 1,500 500 500 4,000 10,000 5,000 | 10,000 5,500 15,000 0 4,500 3,000 500 500 4,000 10,000 5,000 |
| Elevators | \$ 25,000 | BF Lifts | 1 | LS | 25,000 | 25,000 |
| Mechanical | \$ 111,038 | Plumbing & Drainage Fire Protection HVAC - heating Controls (BAS) | 10 0 10 4 | sf sf sf sf | 4,725 4,725 4,725 4,725 | 47,250 0 47,250 16,538 |
| Electrical | \$ 144,113 | Service & Distribution Lighting, Devices & Heating Systems & Ancillaries | 8 14 10 | sf sf sf | 4,725 4,725 4,725 | 35,438 63,788 44,888 |
| Site Works | \$ 30,000 | Site Clearance, Preparation and Grading Soft Landscaping Site Structures, Fittings, etc Mech Site Services Storm, Sanitary, Water - assuming sufficient Elect Site Services - assuming existing service is sufficient | 1 1 1 0 0 | LS LS LS LS LS | 15,000 7,500 7,500 0 0 | 15,000 7,500 7,500 0 0 |
| Cash Allowance | \$ 40,000 | Inspections \$25K, Signage \$15K | | lump | | 40,000 |
| Net Building Cost | \$ 730,950 | Excluding Contingencies and HST | | | | 730,950 |
| Contractor | \$ 1 09,643 | General Conditions (O/P) 10% Contractor Fee | | | 10% 5% | 73,095 36,548 |
| Contingencies | \$ 432,191 | Design Contingency 15% Construction Contingency, 10% Escalation at 4% per annum | | | 15% 10% 4% | 126,089 96,668 209,434 |
| Total Budget | \$ 1,272,784 | | | | | \$ 1,272,784 |
| Square Foot Cost | | | 4,925 | sf | \$/sf | 258 |
| Optional Prices | 70% | Gross up from Net | | | | |
| Raised Floor & Ramp | \$ 130,900 | Exterior ramp to new Raised Floor Raised Floor Option | 100 2,950 | lin ft sf | 180 20 | 18,000 59,000 |
| Mechanical Screen | \$ 11,475 | Metal Mechanical screen for new RTU's on flat roof (optional) | 150 | sf | 45 | 6,750 |
| Exterior Windows | \$ 140,250 | Exterior Windows replacement; optional replacement of historic | 1,100 | sf | 75 | 82,500 |
| Remove Atrium Floor | \$ 12,750 | Remove partial second floor (to create double height lobby) | 1 | LS | 7,500 | 7,500 |
| Insulate Exterior | \$ 130,050 | Ground floor insulation at exterior walls | 5,100 | sf | 15 | 76,500 |
| Phased Construction | \$ 62,131 | Phased construction (5% of total cost) | 5% | % | 730,950 | 36,548 |
| Second Floor Reno | \$ 593,385 | Demolition Mechanical Electrical Wall finishes Washrooms New Elevator - full 3 stop New Foundation at elevator New CMU walls at elevator shaft Miscellaneous tie in work | 2,975 2,975 2,975 3,600 2 1 1 1,000 1 | sf sf sf sf LS LS LS SF LS | 4 24 31 15 5,000 75,000 7,500 20 10,000 | 11,900 69,913 90,738 54,000 10,000 75,000 7,500 20,000 10,000 |
| Furniture | \$ 36,125 | lounge chairs, adults tables with set of 4 chairs stools lounge chairs, children floor cushions, set of 4 play tables, set of chairs, children periodical displays | 10 7 6 6 8 4 6 | ea ea ea ea ea ea ea | 450 750 175 300 100 650 875 | 4,500 5,250 1,050 1,800 800 2,600 5,250 |
| Office Furniture | \$ 21,505 | Work Stations cabinets book carts | 3 6 4 | ea ea ea | 2,500 425 650 | 7,500 2,550 2,600 |
| Operable wall | \$ 20,400 | at Program Room (includes steel beam and columns) | 1 | LS | 12,000 | 12,000 |

Appendix C Selwyn Township Library, Lakefield Branch - Outline Specification

Updated 7/28/2016

| Element | Building Area | Comments |
|-------------------|--|---|
| 010000 | Instructions | <p><u>Exclusions:</u> The following is <i>excluded</i> from the cost estimate. These are items typically found in a Project Budget. 1.76%</p> <ul style="list-style-type: none"> - HST - Legal & Professional fees - Land, Development, Right-of-way fees and/or building permits - Fundraising costs - Staff management costs related to design/construction - Relocation of facilities during construction - Cost of remediation of designated substances - Furniture, Fixtures & Equipment: (except as noted below) <p><u>Inclusions:</u> The following items are <i>included</i> in the above cost estimate: Architectural, Structural, Mechanical, Electrical, Civil, Landscape Loose furniture and furnishings 15% Design contingency to cover price & design unknowns 10% Construction contingency to cover construction unknowns 4% Escalation contingency for a construction start in 2021 Premium costs due to Phasing of work - listed as optional</p> |
| 010000 | General Conditions | <p>Procurement Construction Date Phasing</p> <p>Assume Design-Bid-Build Tender CCDC2 Assume Construction start 2021 Assume 2-phases Occupied during Construction - optional price</p> |
| 020000 | Exterior Site | <p>Rear patio area Ramp Repair Other:</p> <p>Regrade and provide enclosure Ramp</p> <p>Courtyard w/trees, fence/gate, terrace, stone patio, lighting, existing front entry ramp to remain. Repair concrete as required. Bicycle parking - 5 rings on sidewalk Remove cedar trees at base of old fire hall tower Benches</p> |
| 003000 | Foundations | <p>pad footings Other:</p> <p>under new steel columns</p> <p>Assume existing foundation can support loads at opening in existing masonry walls Waterproofing - exclude</p> |
| 040000 | Exterior Wall | <p>General</p> <p>Sealant Brick</p> <p>New sealant Repair mortar</p> <p>Allow for New sealant/windows in areas noted - Option to replace historical windows with new double glazed replacements to match. Allow for repointing brick around new exterior wall openings</p> |
| 005000 | Metal Structure | <p>Other:</p> <p>New steel lintel and columns at openings in existing masonry walls</p> |
| 060000 | Wood | <p>Floor structure</p> <p>Millwork New millwork as noted in plans: New Washroom vanities: wall mounted solid surface counter with under mounted sink and wall-mounted mirror New Reference Desk/Hub - Corian top with wood veneer face / door fronts New Children's Desk/Hub - Corian top with wood veneer face / door fronts Servery at program room for catering: 3/4 MDF c/w P/lam finish, counter & lowers Bookshelf millwork - reclad existing shelves</p> |
| 070000 | Exterior Doors Windows | <p>Doors</p> <p>At new front entrance, access to patio. Replace windows at new front entrance. Provide new windows at rear patio access. Option to replace the rest of existing windows</p> |
| | Existing Roofing | <p>Flat area and sloped roof</p> <p>work done on sloped area in last couple of year</p> <p>No significant roofing work contemplated at this time</p> |
| | Insulation | <p>3 1/2" steel studs with 3" spray foam insulation; finish with 1/2" drywall. @ interior face of exterior wall - Optional price</p> |
| 080000 | Curtain wall glazing Interior glass partitions New Interior Doors | <p>Front Entry Children's area</p> <p>Double-pane glazing in thermal CW frame Aluminum frame with 8mm glass Solid Core wood with Hardware (as noted on plan in red) 1/2" tempered glass doors with hardware (as noted on plan in blue) Interior sliding glass doors to office (manual) - 1 pair</p> |
| 090000 | Existing Partitions New Partitions Ceilings Painting | <p>Various</p> <p>Remove & replace as noted New partitions: 1/2" GWB, on stud c/w Baseboard Remove & replace as noted New painting throughout Sandblast heavy timber roof structure at old fire hall. Clear sealant as noted - provide carpet tile</p> |
| | Carpet Entry Tile Floor Tile @ washrooms | <p>stone ceramic tile</p> <p>stone tiles. including main stair All new washrooms</p> |
| 100000 | WR Accessories Book drop Wayfinding Signage Window Blinds Entry foot grill | <p>New washrooms only New book drop Allowance: Entry Signage, Building Signage, Doors, Historic Plaque All windows At front entrance</p> |
| 140000 | Elevator | <p>BF lift from entry level at grade to Children's area level New elevator serving second floor and possibly basement as an option</p> |
| 150000 | Furniture | <p>New furniture as noted: Stacks, reuse and reclad end in new millwork Merchandising Furniture with wheels</p> |
| 160000 | Equipment | <p>Book trucks (4) Security equipment: key pads (1 door) Building Security: Fire Alarm Panel connection to fire department A/V equipment rough-in - RFID equipment - not anticipated in next 5 years Tackboards (8), whiteboards (4) Mtg. room equipment - bar fridge Servery equipment - 30" refrigerator, microwave, additional outlets Additional A/V & audio by allowance</p> |
| Electrical | | <p>Cable outlets WIFI Data drops additional drops by allowance Maker Space - Maker Space - 220V plug (3) Feature lighting - Allowance @ entry/reading room New lighting - All new washrooms including vanity lights all areas Exterior lights at new courtyard</p> |
| Mechanical | | <p>All new systems contemplated and costed as existing systems will be reaching end of useful life cycle within next 5 to 10 years and electrical baseboards are already</p> |



Selwyn Public Library Volunteers and Rural Community Sustainability Project

Community Report



TRENT CENTRE FOR AGING & SOCIETY



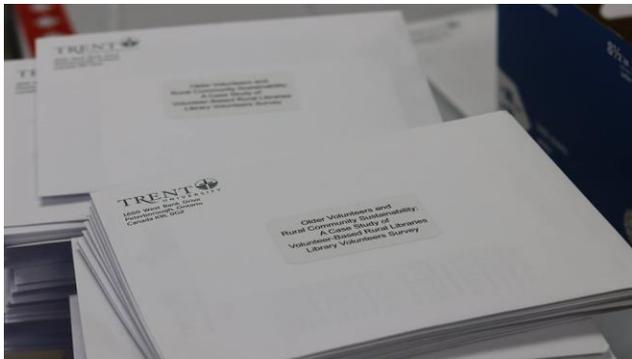
AMBER COLIBABA, M.A.

Trent Centre for Aging & Society, Trent University

June, 2018

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For More Information

If you would like to learn more about the *Older Voluntarism and Rural Community Sustainability: A Case Study of a Volunteer-based Rural Library* project, copies of the thesis are available in the following formats.

Electronically

Copies are available to read online at Theses Canada Portal (www.bac.lac.gc.ca/eng/services/theses) and the Trent Centre for Aging & Society website (www.trentu.ca/aging).

Paper Copy

A copy will be available at Trent University, Bata Library and a copy will be delivered to each of the Selwyn Public Library branches.

Contact Information

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Conclusion

“It’s not just about books. It’s everything else that we give to the community.”

Selwyn Public Library Volunteer

With the help and engagement of the research participants, the *Selwyn Public Library Volunteers and Rural Community Sustainability* project contributes to understanding the experiences of older library volunteers, the challenges of sustaining a rural library volunteer program and the contributions of older library volunteers and the library volunteer program in the sustainability of aging rural communities.

In addition, the project has produced eight recommendations for the Selwyn Public Library to ensure the sustainability of the library and the volunteer program, as well as an M.A. thesis for the Sustainability Studies graduate program at Trent University. It is the first published thesis in the Collaborative Specialization in Aging Studies program at Trent.

The findings from the project will be presented at the International Federation on Ageing’s Global Conference (www.ifa2018.com) in Toronto, Ontario in August 2018.

The Project

A Case Study of the Selwyn Public Library

As part of an ongoing partnership between the Selwyn Public Library and Trent University, this project featured a case study of the library’s volunteers.

Goal and Objectives

The goal of the project is to explore how older voluntarism contributes to the sustainability of aging rural communities.

Objectives:

- 1) To understand the experiences of older library volunteers
- 2) To examine the challenges of sustaining a rural library volunteer program
- 3) To explore how older library volunteers and library volunteer programs contribute to rural community sustainability

Data Collection

Surveys

Surveys from 87 respondents were used to create a demographic profile of the current Selwyn Public Library volunteers.

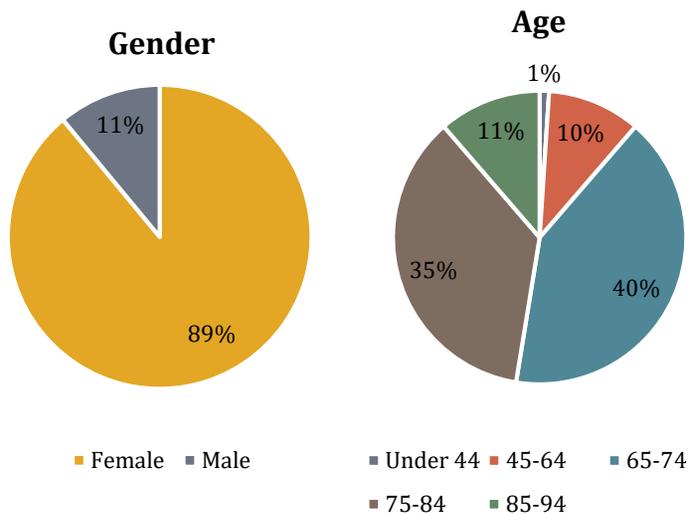
Interviews

Interviews with 48 Selwyn Public Library volunteers, staff, board members and township stakeholders to discuss experiences, challenges and contributions.

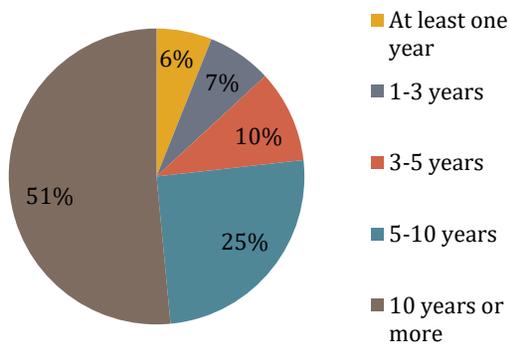
Focus Groups

Six focus groups with Selwyn Public Library volunteers, staff board members to validate interview findings.

Selwyn Public Library Volunteers



Length of time volunteering at Selwyn Public Library



Recommendations

5. Standardizing policies and procedures across all branches

To ensure consistency of customer service and volunteer training across library branches.

6. Clarity of connection between thrift stores and library

To ensure mutual respect and understanding of both volunteering roles. This can be continued through the recognition of both sets of volunteers at the annual Volunteer Appreciation Dinner.

7. Accreditation with the Ontario Public Library Guidelines

Using the guidelines to audit the governance, policy development, operations and services the library provides, the Selwyn Public Library could become an accredited public library. This will ensure consistency of services with public libraries across Ontario and will allow the library to become aware of changes needed to be made and appropriate development plans to be implemented.

8. Create a full-time volunteer coordinator position

Creating a full-time volunteer coordinator position (volunteer or paid staff) allows the preceding recommendations to be addressed.

Recommendations

The following actions are recommended for changes to the library volunteer program on how to sustain the program and to ensure the success of both the program and the library.

1. Continue the positive interaction with library volunteers

Positive interactions in the form of ongoing technology training and workshops as well as volunteer recognition. Ensuring these positive interactions increases the comfort level of volunteers and ensures they feel valued.

2. Enhancing communication between board/staff and volunteers

A formal mode of communication allows for open communication regarding comments, concerns and feedback. Suggestions include an anonymous suggestion box located at each branch, and regular check-in meetings between branch librarian and individual volunteers.

3. Creating a more unified library system

To combat the polarization felt between branches and to increase usership across the township and the movement of volunteers.

4. Revise volunteer model to increase flexibility

The volunteer model needs to adapt to meet the changing needs of the volunteers. A more flexible volunteer model will allow for volunteers to choose a more committed role, or a shorter-term role within the library, such as reading programs or book sales.

Experiences of Older Library Volunteers

"I'm proud to say I'm a volunteer at the library."

Selwyn Public Library Volunteer

The experiences of older library volunteers can be categorized into three lived experiences; emotions, relationships and health and well-being.

Emotions

The burden of care and frustration were emotions felt by the volunteers. Burden of care refers to the responsibility to commit to the library and frustration refers to the challenge of keeping up with technology.

Relationships

The relationships the volunteers create presented themselves as community relationships between themselves, the library and community residents, as well as relationships within the library between all library personnel.

Health and Well-being

The health and well-being of volunteers was impacted through the social opportunities volunteering at the Selwyn Public Library provides. In addition, through volunteering at the Selwyn Public Library, volunteers experienced feelings of burnout and boredom due to increased commitment to other personal responsibilities and the monotony of some tasks performed at the library.

Challenges of Sustaining the Library Volunteer Program

“Our volunteers are aging. They are going to eventually age out of doing these jobs that we rely on them to do...It’s hard to say what’s going to happen for us in the future.”

Selwyn Public Library staff member

The challenges of sustaining the volunteer program at the Selwyn Public Library are categorized into interpersonal, operational and structural challenges.

Interpersonal Challenges

Interpersonal challenges to the sustainability of the volunteer program is the aging demographic of the volunteer base, as the individual’s willingness and ability to volunteer may begin to decrease with age. In addition, there is a lack of a relationship and mutual understanding between the thrift store volunteers and the library volunteers.

Operational Challenges

Recruitment of new volunteers and training for new and seasoned volunteers pose operational challenges to the sustainability of the volunteer program. Issues such as the word of mouth recruitment method in place and the lack of training consistency were raised.

Structural Challenges

Structural challenges include the relationship between the thrift stores and Community Care Peterborough and the policy implemented within the libraries.

Contributions to Rural Community Sustainability

“This is how our volunteer model works and it does work, but I’m not sure how sustainable that is in the long term.”

Selwyn Public Library board member

The contributions of the volunteers can be classified under the four pillars of sustainability; cultural, social, economic and environmental.

Cultural Sustainability

There is concern regarding the lack of diversity within the library volunteers and the library programs offered. Increasing the diversity will allow the library to be representative of the township.

Social Sustainability

Volunteers work for many other voluntary organizations in order to provide services to the community. Other organizations include Community Care Peterborough, the Lakefield Community Food Bank, and the Ennismore and District Horticultural Society.

Economic Sustainability

The commitment of the volunteers provides an economically feasible way to meet the needs of the community.

Environmental Sustainability

The thrift stores contribute to the environmental sustainability of Selwyn Township by providing a location for residents to recycle their used clothing and household items.