

WINNIPEG PUBLIC LIBRARY BOARD
LIBRARY SERVICES DIVISION

BUILDING ON SYNERGIES
LIBRARY FACILITIES STUDY
REPORT

Prepared for
Winnipeg Public Library Board

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EXECUTIVE SUMMARY

The Library Facilities Study Report was commissioned by the Winnipeg Public Library Board to assist the City of Winnipeg's Public Use Facilities Study, scheduled to begin in June 2003. The intent of the City's study is to provide a blueprint for future recreation and library service delivery that identifies long-term, sustainable investment strategies for managing the City of Winnipeg's 270 public use facilities, of which 20 are libraries.

The Library Facilities Study Report includes:

- A review of recent public facility trends including:
 - Universal design
 - Energy efficient design, green facilities and sustainable development
 - Current trends in library facilities
 - Joint-use and shared-facilities
- An overview of the state of current Winnipeg branch library facilities (excluding engineering analysis of state of infrastructure)
- A comparative review of new branch library facilities
- A comparative review of the current service delivery model in use in the Winnipeg library system with other library systems.
- A preliminary review of recent developments in library services for urban Aboriginal populations
- A series of directions put forward for the consideration of the Winnipeg Public Library

Universal Design

Universal design focuses on the importance of accessibility and its role in making life more equitable, safe, comfortable and affordable for everyone including people with disabilities. Everybody, regardless of diverse sizes, ages, abilities and backgrounds, must be afforded the opportunity to participate on an equal level. The City of Winnipeg has adopted a universal design policy and all new construction and/or major renovations to buildings' exterior environments that are funded in whole or part by The City are expected to follow Universal Design criteria.

Universal Design - Direction for the Winnipeg Public Library

Site visits to the branch libraries of the Winnipeg Public Library verified that many of the branch libraries are not fully accessible. The Winnipeg Public Library should develop a detailed plan on how barrier-free access will be achieved at all branches and how universal design criteria will be used in future branch library development. All new branch library facilities and services must be developed so that they are fully accessible and follow universal design criteria.

As a first step the Winnipeg Public Library should consider conducting a detailed audit of the branch libraries in order to determine what needs to be changed so that all branch libraries are housed in fully accessible buildings.

Energy Efficiency and Sustainable Development

There is an increased interest in developing energy efficient models, 'green' buildings and sustainable development at the federal, provincial and municipal level. LEED (Leadership in Energy and Environmental Design) is an initiative of the U.S. Green Building Council that is intended to provide a national standard for what constitutes a "green building." LEED provides a framework for assessing building performance and meeting sustainability goals. LEED is becoming a 'de facto' standard for sustainable development.

Energy Efficiency and Sustainable Development - Direction for the Winnipeg Public Library

Based on a review of energy efficient models and 'green' buildings, Winnipeg Public Library should consider adopting the following strategies and become a community leader and model for a 'green' approach to branch facility development and management. A 'green' strategy framework could include the following.

- A clearly stated commitment from library governance and management to environmental and social responsibility.
- Use of the C-2000 standards for facility development, including the C-2000 integrated design process (IDP) in the planning and design phase of the branch facility development process.
- Use of the LEED rating system to assess the branch library facilities against a green standard according to the LEED 'life-cycle value'.

Joint-Use Library Facilities

There is a clear trend in library facility development to locate branch libraries in shared facilities with community centres, city halls, schools, university libraries and senior centres. *Plan Winnipeg 2020 Vision* states that “The City shall provide sound municipal management by managing facilities to achieve strategic fit, flexibility and affordability in support of the physical consolidation of civic departments and the promotion of cross dependencies and innovative workplace strategies”.

It is very likely that the City of Winnipeg's Public Use Facilities Study will recommend the development of joint-use public facilities to serve the residents of Winnipeg. This will provide an excellent opportunity and vehicle for the upgrading of many of the branches of the Winnipeg Public Library by placing some of them in the new joint facilities.

Joint-Use Library Facilities - Direction for the Winnipeg Public Library

In the future the Winnipeg Public Library will establish more of its branches in joint or shared facilities. The success of these facilities will depend on the development of a clear public library position, expressed through a policy and guidelines, that will guide library involvement in the planning and development of the facility. The policy statement developed by the Toronto Public Library provides an excellent model for the development of a Winnipeg policy.

Review of Winnipeg Branch Library Facilities

ASM conducted an overall review of the state of current Winnipeg library facilities in terms of functionality, spatial requirements and public amenities. The review is based on a literature review, a survey that was completed by the 19 branch libraries and on site visits to each of the branch libraries.

According to *Service Strategies 2002-2003* produced by the Community Services Department, Library Services Division “the present configuration of branch libraries resulted from the amalgamation of the various independent public library systems at the time of Unicity”. “Many of the older branches are not universally accessible, are crowded, lack sufficient parking and have inadequate program and meeting room facilities”.

Our report provides no surprises and confirms the findings of earlier reports. Although there have been a lot of recent, small improvements in the branch libraries, the overall reality of an inadequate branch library system remains. There are major problems concerning an overall lack of space, use of basement space, limited office facilities, crowded conditions in many key functional areas, inaccessibility, lack of energy-efficiency measures, parking problems, limited meeting space and lack of comfortable seating.

Branch Library Facilities - Direction for the Winnipeg Public Library

The branch library facilities of the Winnipeg Public Library are clearly inadequate and prevent the library system from meeting current library facility requirements and expectations. A major overhaul of the branch library system is required. This should include the construction of new replacement facilities for some branches, major renovations to other branches and branch mergers if appropriate. The Winnipeg Public Library should develop a detailed system-wide facilities plan.

The Sir William Stephenson Branch, the result of the merger of two smaller branches, was constructed in 1997 and has several model features for design, services, hours of opening, accessibility and technology. For example, it has a drive-up window, wiring race ways and consists of 12,000 sq. ft. The Sir William Stephenson Branch can serve as a model for what a new branch of the Winnipeg Public Library should offer.

The City of Winnipeg's Public Use Facilities Study should serve as the next step in developing the detailed system-wide facilities plan. Consideration should be given as part of the City Study to placing new, replacement branch libraries in any joint facility developments that are identified in the City Study.

Comparative Review of New Branch Library Facilities

ASM conducted a comparative review of newer branch library facilities across the country including multiuse facility models and school/library partnerships. Based on the new library facility projects reviewed in this report, a profile of a new average branch facility was developed. The branch library profile includes the elements listed below. Of course there are exceptions to this profile and ultimately each library facility must be adjusted to meet community needs:

- A range from 5,900 sq. ft. to 28,000 sq. ft. with an average (15 branches) of 13,870 sq. ft. The average 'Current Area in Use' of a Winnipeg branch library is 8,931 sq. ft. which indicates the small scale of Winnipeg branch libraries.
- A neighbourhood focus with a sense of community; the branch reflects the unique character of the community and is an essential community resource
- A shared or multiple-use facility, although some of the new branches are stand-alone facilities
- Increased collections, with some of the collections tailored to the demographics of the community
- Comfortable seating areas (The two most common words in the descriptions of new facilities are comfortable and neighbourhood)
- Increased programming capacity for groups ranging from seniors to young families
- Increased access to public computer workstations with access to electronic databases and office software; A technology training room may also be included.
- Children's space with space for preschoolers, children's area with moveable tables and children's program area
- Teen area, with music, magazines, paperbacks, computers, and study space
- Study tables in a separate area well distanced from the children's area
- Multi-purpose rooms for community use and library programs

When planning and designing new branch facilities the Winnipeg Public Library should use this profile of a new branch library as a guide.

Winnipeg Public Library – Current Branch Distribution System

The present physical location of libraries resulted from the amalgamation of various public library systems in 1979. The current branch distribution planning model is referred to as a four tier system and has been in place since the early 1980's. The four levels of library service are:

- Level 1: Central Service Libraries (Centennial and St. Boniface)
- Level 2: District or Area Libraries (Five Area Libraries)
- Level 3: Community Libraries
- Level 4: Neighbourhood Libraries

Under this model the larger central and area libraries are intended to offer more materials and service than the smaller neighbourhood/ community facilities.

In 1995, as part of a departmental reorganization, the library began to move away from the district (area) concept model by dividing the system (excluding central services) into two districts: North and South, with an area manager in charge of each. In 1997, another reorganization of City staff and services occurred. The library became a division of the

Community Services department. The Administrative Coordinator for Branch Services has 18 Branch Heads reporting to this position.

Today, the 4 tier approach is used to set hours of opening, and to a lesser extent to establish materials and staffing levels. The 'district or area' has largely disappeared. The demise of the district library, largely due to natural causes, suggests that consideration should be given to eliminating this tier in developing a future service delivery model.

Neighbourhoods

Plan Winnipeg 2020 Vision speaks of the importance of creating healthy and safe neighbourhoods with a sound infrastructure. 'Creating healthy neighbourhoods' is dependent on "coordinating the delivery of services and programs... through community-based facilities" and by developing "community-based programs". Branch libraries are part of the neighbourhood infrastructure, and provide a community-based facility that strengthens community.

The report, *Service Strategies 2002-2004* developed by the Community Services Department of the City of Winnipeg emphasizes the need to deliver "integrated neighbourhood services".

Forward Thinking, The Winnipeg Public Library Plan of 1996 states that "Branch libraries are viewed as an integral part of the community. They establish a sense of space and create neighbourhood stability... It is clear that the Library must maintain its physical presence within the city's communities and neighbourhoods...Most Winnipeggers feel that there is the right number of facilities in the city at present".

It is clear from previous reports that Winnipeggers feel that branch libraries are important, that none of them should be closed and the number is just about right to serve city needs. Of course, new branch libraries will be needed as new suburbs and neighbourhoods are created as the city continues to grow, and old branches will need to be replaced or remodeled and refurbished as neighbourhood service requirements change and as facilities go through the natural aging process. No facility will last for ever.

Profile of Branch Library Distribution Systems in Canada

Based on a detailed review of branch library distribution systems in Canada, a profile of the current branch distribution system in Canada was developed. The profile includes the following elements.

- A central library and branch library system in which the central library provides services to the entire city and the branch libraries provide services to meet the needs of residents within the local neighbourhood or community.
- The prime purpose of the branch library is clearly to serve the local neighbourhood. A branch library is an essential community resource. Because of the importance of planning branch services to meet the specific needs of each community, most library systems recognize that every branch library should be directed by a professional librarian.
- An electronic online library catalogue, access to electronic resources, an automated 'holds' system that enables a patron to request a book located in one branch to be delivered to another branch, and a van delivery service provide the mechanisms for sharing materials across the library system.
- Library branch siting and location are based on a set of criteria which include population to be served by the branch and a service radius or number of kilometers separating each branch.

- A tiered system or taxonomy is used to classify the branch libraries. The tiers can include up to four layers consisting of a central, library district or area libraries, community libraries and neighbourhood libraries. Branch hours of opening, collection size, staffing levels and size of collection and branch size are generally tied to the branch classification within this tiered system. In many systems the differentiation between the tiers is not precise and there is often considerable overlap. There seems to be little service or programmatic distinction between a neighbourhood and community branch.
- An administrative system that generally consists of district managers who report to a head of branch services or equivalent. The preferred number of district managers tends to be two. In some cases the district manager is also in charge of a larger branch.
- The library web site and electronic library services are increasingly viewed as a major service delivery point and are being given branch library status.
- The average size of a branch library is increasing. A district or area library now ranges from a minimum of 12,000 to a maximum of 28,000 sq. ft. New neighbourhood and community branches tend to exceed 5,000 sq. ft. at a minimum.

When reviewing and designing a branch library distribution system the Winnipeg Public Library should use this profile of branch library distribution systems in Canada as a guide.

Service Delivery Directions – Winnipeg Public Library

In diverse socio-economic environments, decentralized service is best at meeting specialized community needs. The diversity that defines Winnipeg suggests that a decentralized model for service delivery is the optimum model for service delivery.

The Winnipeg Public Library should adopt a decentralized model for their branch distribution system. Such a model would be in perfect alignment with the City's vision as described in *Plan Winnipeg 2020 Vision*.

An analysis of the different library service distribution models currently favoured by Canadian libraries indicates that a decentralized approach to neighbourhood and community-based service drives current library thinking when it comes to branch services. The value and wonder of neighbourhoods is that they are all unique. Branch libraries reflect this uniqueness and should provide resources and services aimed specifically at the needs and interests of the distinct neighbourhoods they serve. Therefore, the branch librarians should have considerable autonomy in collection development and program offerings. In support of this autonomy, each branch library should have the staff complement that has the training and skills to exercise this autonomy. Each branch library should be staffed by at least one professional librarian.

Branch Coordination

Although the unique nature of neighbourhoods should be celebrated and although branch libraries should reflect the uniqueness of these branches in their service offerings, efficiency, effectiveness and the need to maximize resources and resource sharing opportunities requires that considerable coordination takes place. The most common model for coordinating branch library systems is based on a geographic division. Most systems divide their branch libraries into groups of two or four based on simple north-south or north-south-east-west models. The Winnipeg Public Library could re-consider this model for coordinating decentralized development however there is another coordination model that should be considered – the branch cluster model.

Branch Cluster Model – Building on Synergy

Clusters can be developed around:

- Common user relationships

- Common services
- Use of common technology
- Common workforce needs (Effective sharing of staff)
- A common centre, such as a central library or district library
- Spatial proximity

It is the interaction - idea exchange and collective learning - between synergistic branch libraries that will support new skill development, enhance program and service development and delivery and stimulate creative thinking. It is this potential for synergy that makes the branch cluster model superior to a simple geographic distribution.

The branch cluster model is focused on service delivery and face-to-face interaction and collaboration, whereas traditional hierarchical or strictly geographic branch distribution systems are focused on management administrative requirements, such as supervision, staffing and hours of opening. A branch cluster makes sense when there is a clear advantage in grouping the branches in a particular way. The cluster should facilitate the sharing of information and resources and staff, enhance inter-library communication, and support the joint development and planning of programs.

Cluster Staffing

The branch cluster model consists of clusters of branch libraries that have been placed in the cluster because there is a certain synergy between the branches in the cluster. The clusters should be grouped and assigned a Branch Cluster Coordinators (two cluster coordinators), plus a Francophone Cluster and Francophone Cluster Coordinator. The Cluster Coordinators must be professional librarians and would report to the Head of Branch Services. The Cluster Coordinator would be responsible for coordinating branch budgets, staffing, resources, programs and services in the area.

There is also not sufficient staffing in place to support children's services in a library system the size of Winnipeg's and to support the cluster model. Therefore, each cluster, including the Francophone Cluster would also require a children's librarian, responsible for coordinating children's services and providing program support, selecting materials, training and outreach within the cluster. These three children's librarians would report to the Cluster Coordinator, but would work with the Administrative Coordinator of Youth Services on any program planning committees. These three children's librarians would be above and beyond the Children's Librarians and Youth Services Librarians that are already within the system.

The Winnipeg Public Library should consider establishing the following clusters.

- Urban Centre (Inner-City) Cluster (Cornish, Osborne, St. John's, Sir William Stephenson and West End)
- North Neighbourhood Cluster (Henderson, Munroe, St. James Assiniboia, Transcona, West Kildonan and Westwood)
- South Neighbourhood Cluster (Charleswood, Fort Garry, Pembina Trail, River Heights, Louis Riel, St. Vital and Windsor Park.
- Francophone Cluster
The role of the St Boniface Library in its role as Central French language library should be more clearly defined and the library should be involved in coordinating branch library activities in the cluster of branch libraries that serve the larger French speaking populations in Winnipeg. The Francophone Cluster should function in tandem with the other clusters with considerable overlap. This cluster could include: St. Boniface, Louis Riel, Pembina Trail, St. Vital and Windsor Park)

Administrative Structure

With the branch cluster model there is no need to create taxonomies of branch library types. It is suggested that the libraries that make up the Winnipeg Public Library system be divided into two types – central libraries and neighbourhood libraries. The central libraries should include the

Centennial Library and the St. Boniface Library. All other branches should be classified as neighbourhood libraries.

Hours of Operation

Under the neighbourhood model recommended in this report, hours of operation at the branches should be based on a standard formula based on use, location, size and not on a four-tier-system of branch classification. For the benefit of the public, branch hours should be standardized and aside from the two central libraries only two categories of branch hours should be considered. As indicated in the results of the branch library survey, Wednesday hours should be re-instated at all branches.

Winnipeg Public Library Web Site

<http://winnipeg.ca/library/>

The Web is now an important part of people's information searching and using behavior. Public library web sites have become an essential component of library service offerings. Any review of library service delivery models must consider the library web site as an integral component of this model. Several of the library distribution systems analyzed as part of this report have given the library web site and digital library services the same status as a branch library.

The Winnipeg Public Library should classify the library web site at the same level as a branch library and assign the appropriate level and number of staff to manage it. The head of this virtual branch should be a professional librarian.

Conclusion

The distribution of the branch libraries are primarily a result of the 'Unicity' process. The design of most of the branch libraries predates 'Unicity'. The designs are based on a service model that has long been superceded by actual events, in particular the impact of information and communications technology, the evolving concepts of neighbourhood and community, and the super bookstore model. Many of the branches are not designed for today's library service requirements.

The Winnipeg Public Library needs a detailed and comprehensive plan that will provide a model for branch library development that reflects today's library service requirements. This report provides general directions for the development of a branch library development plan based on the concepts of neighbourhood and synergy. The next challenge is for the City of Winnipeg's Public Use Facilities Study to build on these directions and produce a library facility plan that will support a state-of-the-art branch library facility infrastructure.

1. INTRODUCTION

The Library Facilities Study Report was commissioned by the Winnipeg Public Library Board to assist the City of Winnipeg's Public Use Facilities Study, scheduled to begin in June 2003. The intent of the City's study is to provide a blueprint for future recreation and library service delivery that identifies long-term, sustainable investment strategies for managing the City of Winnipeg's 270 public use facilities, of which 20 are libraries. The majority of the public use facilities were built in the 1960's and 1970's.

This report is intended as a preliminary review of the branch library facilities in the City of Winnipeg and a review of branch library facility trends that will provide library-focused information to assist and guide the City's Public Use Facility Study.

The Library Facilities Study Report includes:

- A review of recent public facility trends including:
 - Universal design
 - Energy efficient design, green facilities and sustainable development
 - Current trends in library facilities
 - Joint-use and shared-facilities
- An overview of the state of current Winnipeg branch library facilities (excluding engineering analysis of state of infrastructure)
- A comparative review of new branch library facilities
- A comparative review of the current service delivery model in use in the Winnipeg library system with other library systems.
- A preliminary review of recent developments in library services for urban Aboriginal populations

The report also includes a series of directions put forward for the consideration of the Winnipeg Public Library based on an analysis of the data collected as part of this project.

2. PUBLIC FACILITY TRENDS

This section includes a review of some the major trends affecting public facility development and the impact of these trends on branch library facilities.

2.1 Universal Design

Winnipeg Councillor Jenny Gerbasi in the *Access Advisory Committee Annual Report 2002* defines universal design as “a philosophy that refers to considering accessibility for a range of different people while in the planning process. Language, culture, age, size and ability are factors that this philosophy incorporates to include as many people as possible in the design process”.

Universal design focuses on the importance of accessibility and its role in making life more equitable, safe, comfortable and affordable for everyone including people with disabilities. Everybody, regardless of diverse sizes, ages, abilities and backgrounds, must be afforded the opportunity to participate on an equal level.

Plan Winnipeg 2020 Vision states that “The City shall promote equitable access to facilities and services by eliminating physical barriers to municipal structures and promoting universal design”.

Universal design integrates all aspects of the facility including:

- Urban design
- Architecture
- Interior Design
- Technology
- Flexible layout and interior design

Universal design focuses on accessibility and includes elements such as:

- Elevators
- Simplified floor design
- Generous aisle widths and travel routes (must accommodate wheelchairs)
- Enlarged washrooms (must accommodate wheelchairs)
- Wide doors: All door widths (36") should accommodate wheelchairs
- Wide aisles:
 - a) 48" wide aisle between rows of shelving units
 - b) 60" wide cross aisles

The City of Winnipeg has adopted a universal design policy and all new construction and/or major renovations to buildings' exterior environments that are funded in whole or part by the City are expected to follow Universal Design criteria.

The goals of Winnipeg's universal design policy are:

- To accept that the population in Winnipeg has a variety of different abilities, strengths, heights, etc. and that this should not exclude or segregate anyone from participating in community life and accessing and using municipal services.
- To reduce the need and costs associated with providing disability specific solutions by providing a generalized approach to design that accommodates a wider range of people.
- To ensure that new civic buildings, environments, products, services and programs are designed to be useable by a wide range of citizens.
- To promote a city that is comfortable, attractive, and inclusive.

The Universal Design criteria include:

- Designs should be marketable: the same for all, cost viable, and saleable
- Designs should be flexible: accommodate a wide range of preferences and capacities
- Designs should be uncomplicated and understandable: easy to understand regardless of the user's experience, knowledge, skills, or concentration level
- Designs should be safe: minimize hazards and provides fail-safe features
- Designs should require only reasonable effort: can be used efficiently and comfortably
- Designs should be easy to access and use: provide for easily getting to, getting at, reaching, using, and handling objects and spaces.
- Designs should be sustainable: provides an appropriate use of resources and consideration of environmental issues, as well as user's sensitivity to particular materials

A "Universal Design Checklist" is to be used as an assessment tool to evaluate how well the design of a building or product or service meets the criteria of Universal Design. A copy of the Universal Design Checklist is included in Appendix B.

Gail Finkel of Gail Finkel Consultants has been hired to perform a detailed audit of the Centennial Library redesign in order to ensure that the new library is a fully accessible building.

Although the concept of barrier-free access has been generally endorsed by the public library community in Canada there is little evidence of the concepts of universal design having a major impact on library development in Canada. The following represent some of the information on accessible and universal design in public libraries that was gathered as part of this study.

Ontario Public Libraries

Regarding barrier-free access, Ontario public libraries are governed by provincial legislation, in particular the Ontarians with Disabilities Act, 2001 (ODA). The purpose of this Act is to improve opportunities for persons with disabilities and to provide for their involvement in the identification, removal and prevention of barriers to their full participation in the life of the province. Under the legislation, municipalities and public libraries are legally required to develop annual plans to make their services and programs more accessible, inclusive and barrier-free. These plans have to be made public.

The annual accessibility plan is intended to address the identification, removal and prevention of barriers to people with disabilities. Plans will identify barriers in policies, programs, practices and services that affect people with disabilities and steps to be taken over time to remove identified barriers and prevent new ones.

ODA relates primarily to barrier-free access and does not tend to take the holistic approach outlined in universal design methodologies. Ontario public libraries have made important strides in providing accessibility but the evidence does not suggest that they have moved towards universal design. For example, *Creating the Future, Treasuring the Past* the Toronto Public Library Strategic Plan 2000-2003, includes the following objective “*Improve the accessibility of all our branches through barrier-free design*”, but there is no reference to universal design.

Vancouver Public Library - Accessibility Policy

The Vancouver Public Library has developed a detailed accessibility policy that is intended to provide direction in planning for special needs populations. A copy of the policy is included in Appendix C. The policy focuses on:

- Making library premises barrier-free
- Making facilities and collections more accessibility

Direction for the Winnipeg Public Library

Site visits (See Section 4 in Appendix G) to the branch libraries of the Winnipeg Public Library verified that many of the branch libraries are not fully accessible. Given current public awareness about the obligation to provide full access to library facilities, resources and services, and given the commitment of the City of Winnipeg to “promote equitable access to facilities and services by eliminating physical barriers to municipal structures and promoting universal design”, the Winnipeg Public Library should develop a detailed plan on how barrier-free access will be achieved at all branches and how universal design criteria will be used in future branch library development. All new branch library facilities and services must be developed so that they are fully accessible and follow universal design criteria.

As a first step the Winnipeg Public Library should consider conducting a detailed audit of the branch libraries in order to determine what needs to be changed so that all branch libraries are housed in fully accessible buildings.

2.2 Energy Efficiency and Sustainable Development

Planning for the implementation of the Kyoto Protocol has lead to an increased interest in developing energy efficient models, ‘green’ buildings and sustainable development at the federal, provincial and municipal level.

Examples of the type of new programs related to energy efficiency are the Green Municipal Funds (GMF) administered by the Federation of Canadian Municipalities. The Government of Canada has endowed \$250 million to the Federation of Canadian Municipalities to establish and manage the GMF and support municipal government action to cut pollution, reduce greenhouse gas emissions and improve quality of life. The Green Municipal Funds support partnerships and

leveraging of both public and private sector funding to reach higher standards of air, soil and water quality and to achieve green house gas emissions targets under the Kyoto Protocol.

The Federation of Canadian Municipalities has also become a major clearing house for information on 'green' development and energy efficiency. For example, the FCM web site provides the *Alternative Funding Programs and Resources Guide 2003*, which has been prepared by The Centre for Sustainable Community Development and the Federation of Canadian Municipalities. This guide provides information on a wide variety of programs such as the Manitoba Climate Change Action Fund.

Municipal governments are also heavily involved in 'green' planning. ***Plan Winnipeg 2020 Vision*** states that the "City shall promote environmentally-responsible decision-making by...implementing an energy management plan to improve energy efficiency, lower utility operating costs, and decrease emissions from civic buildings... and by encouraging energy efficient design".

The Millennium Library Project has been granted funding from the Green Municipal Funds to look at ways to improve the energy and environmental performance of the renovated and expanded library. The funding will allow the assessment of design improvements to reduce energy use and greenhouse gas emissions.

"Green Building" and "Sustainable Design" elements include energy-efficient technologies and practices in designs for new buildings, such as:

- Maximum use of available natural light, such as glass walls that provide passive solar heating
- Raised pedestal floor for ventilation
- Maximum use of available passive solar energy
- Motion sensitive lighting controls
- Computer-driven heating, ventilating and air conditioning systems
- Glare resistant window coatings or blinds
- Use of energy-efficient and environmentally friendly windows, lighting, HVAC, and electrical systems
- Co-efficiency initiatives
- Inner city revitalization, with an emphasis on partnerships with Aboriginal peoples and youth
- C-2000 standards: C-2000 buildings include energy efficiency, environmental impact and indoor air quality and comfort targets. The standard also includes the C-2000 integrated design process (IDP) to be used in the planning and design phase of the facility development process.
- The use of EE4.CBIP energy performance simulation software to demonstrate that the proposed design will meet a 25 percent qualifying level. EE4 estimates annual energy costs for the building as designed and the same building constructed to the meet the requirements of the *Model National Energy Code for Buildings* (MNECB).

The new Mountain Equipment Co-op building in Winnipeg provides a model approach to energy efficiency and to developing 'green' facility. The facility won a Canada Energy Efficiency Award in the retrofit or renovation category. The Mountain Equipment Cooperative (MEC) is clearly committed to environmental and social responsibility, and this commitment is obvious in the design and construction of the outlet in Winnipeg. The first step of any public library system wishing to adopt a 'green' approach to facility design and operations should start with a clearly stated commitment to environmental and social responsibility.

MEC's approach to the new facility project in Winnipeg included the following elements:

- Rather than demolish three derelict buildings on the site of the proposed new store and increase landfill, MEC deconstructed two of the structures and used 95 percent of the

materials to create the new building. The demolished buildings provided more than \$200,000 worth of brick, wood and other building materials.

- The building was designed for energy efficiency and was the second retail outlet in Canada built to C-2000 standards. Planning of the facility also made use of the C-2000 integrated design process (IDP).
- The use of innovative heating and cooling systems. To heat the building, a heat pump extracts energy from water in an on-site well and uses the energy to warm a network of pipes encased in the concrete and brick floor slab. The floor acts as a heat sink and radiates heat slowly. During the summer, the water from the well is further cooled in a rooftop chiller and circulated through fins in the open ceiling. As the warmer surrounding air cools, it falls through the rest of the building without the help of energy-using fans.
- The use of high-efficiency light fixtures, motion sensors to control lighting in public areas. A central skylight provides daylight to the centre of the building, which also reduces the need for artificial light during the day. Other conservation features include composting toilets and high-efficiency fixtures that reduce water consumption by 72 percent.
- A rooftop garden, planted with prairie grasses which acts as a cooling mechanism. The roof system features an irrigation system powered by a photovoltaic cell. As the sun rises in the sky, the cell generates more power and pumps more water, spraying it on the garden and cooling the roof. A drainage system leads to a basement tank with a storage capacity of 9 500 litres (2 500 gallons) of rain water.

'Green' Library Models

Research for this project identified several model library branches, in Canada and in the USA, that are on the leading edge of 'green' facility development. A brief description of these models follows.

Carnegie Library of Pittsburg

The Carnegie Library of Pittsburgh (CLP) has announced plans to renovate or replace all its neighborhood libraries. Each project will include a review to consider incorporating green and sustainable elements into the design. Some projects may pursue LEED (Leadership in Energy and Environmental Design) certification. A conscious effort is being made to ensure that each of the project design teams has significant experience in green and sustainable design practices.

Note on LEED (Leadership in Energy and Environmental Design)

LEED is an initiative of the U.S. Green Building Council that is intended to provide a national standard for what constitutes a "green building." Through design guidelines, a rating system and third-party certification tools, it aims to improve occupant well-being, environmental performance and economic returns of buildings using established and innovative practices, standards and technologies.

LEED provides a framework for assessing building performance and meeting sustainability goals. LEED emphasizes state of the art strategies for sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality.

According to a recent article in the Globe and Mail ("Mies van der Rohe, tree-hugger?" by Eric Enno Tamm, May 10, 2003 F4) the LEED rating system is being adapted as a green standard for Canada to certify buildings according to the LEED 'life-cycle value'. The LEED scores a building's sustainable site planning, water and energy efficiency, conservation of materials and indoor environmental quality. Some municipalities in North America (e.g. Seattle) have adopted a LEED rating for all new construction.

Evansville Vanderburgh County Public Library - Oaklyn Branch, Evansville, Indiana

The latest in 'green building' design can be found at the Oaklyn Branch of the Evansville Vanderburgh County Public Library (EVCPL), Evansville, Indiana. The new 18,500 square foot facility is earth sheltered on three sides, has a natural meadow roof, and features a light monitor that allows the sky to become part of the ceiling. The youth area has a unique feature in meandering rainbow lights that energize the space with a programmable light show.

Another innovation in the facility is the cloud gate. The 20' by 22' kinetic sculpture in aluminum and stainless steel serves to diffuse daylight over the circulation desk by day and swings 90 degrees at night to shut off the library collection, allowing access only to the meeting rooms.

Lincoln City Libraries, Lincoln, Nebraska

Two new branches designed for the Lincoln City Libraries are based on sustainable design. The Loren Corey Eiseley Branch Library in northwest Lincoln and Bess Dodson Walt Branch Library in southwest Lincoln are constructed using materials that are environmentally sustainable. These materials generate less waste, contribute to better indoor air quality, and replace environmentally-unfriendly building products.

A description of some of the sustainable elements and the materials used in these branches is provided in an article by Lowell S. Berg and Kent A. Munster writing in the *Nebraska Library Association Quarterly* (Summer 2000):

“Some of the sustainable building materials that will be used include brick that is composed of locally fired Nebraska clay, all-natural linoleum hard surface flooring, no-VOC (volatile organic compound) paints, and anti-foot fatigue flooring made from post-consumer tire rubber.

Instead of using plywood or particleboard as the base material for cabinets and casework, a new material made from wheat straw fiber--harder and stronger than particleboard--will be used. Rather than using petroleum-based plastic laminate or solid surfacing countertops, the Eiseley and Walt libraries will be outfitted with countertops made of recycled concrete tinted to achieve a variety of colors.

The new libraries have been designed to allow natural daylight to provide a large amount of ambient light in the interiors. The majority of artificial light will be provided with highly efficient indirect T5 fluorescent lighting. In addition, heating and cooling will be provided by ground source heat pumps that use the underground soil temperature to pre-heat or pre-cool liquid in a closed loop piping system. This system will help to reduce energy consumption.

In order to promote sustainability in public buildings and help educate users of these libraries, sign panels illustrating the variety of sustainable materials and systems in the buildings will be placed in public spaces. By making this commitment to green architecture, Lincoln City Libraries will be providing safe, long-term facilities for its patrons as well as making a strong statement in support of sustainable design”.

A further description of the environmentally friendly materials used in these branches is provided in Appendix D.

Ottawa Public Library – City of Ottawa

The City of Ottawa has a policy for energy conservation and sustainable design. The City's Keen to be Green Program is intended to increase corporate environmental awareness and initiatives. The City's Energy Conservation Measures are aimed at achieving significant savings in terms of energy and water conservation. The City is in the midst of implementing energy efficiency measures in 49 City buildings, including library branches. This includes upgrading the lighting,

converting to high efficiency boilers, and shifting to automated equipment controls and water flow control devices.

Saskatoon Public Library - Alice Turner Branch Library

The Alice Turner Branch was opened in December 1998. It is the first library in North America to be built to the standards of C-2000 construction, Canada's environmental building code. Features include large, south-facing windows, radiant heat flooring and lighting that automatically adjusts to the amount of natural light coming from the outside.

According to the fact sheet provided on the Natural Resources Canada web site, technical criteria and guidelines for C-2000 buildings include energy efficiency, environmental impact and indoor air quality and comfort targets for C-2000 buildings. C-2000 buildings are expected to consume less than half the energy of a commercial building built to the energy efficiency design standard (ASHRAE 90.1), developed by the American Society of Heating, Refrigerating and Air Conditioning Engineers.

C-2000 buildings will adhere to strict indoor environment guidelines on air quality, room-by-room ventilation, noise, humidity control and occupant comfort. Other environmental impact criteria will include limits on solid waste, emissions and water consumption.

In an interview, Chief Librarian, Zenon Zuzak said that the initial motivation for building a 'green' facility came about because of a grant from the Green Municipal Fund that is administered by the Federation of Canadian Municipalities and because the library board had the political will to pursue it. The grant of approximately \$75,000 was used to fund the initial planning. The Alice Turner Branch Library became the first public building in western Canada to qualify as 'green'. It is not fully 'green' because upon the insistence of library staff, the windows in the building do open. According to our research it remains the only 'green' library facility in Canada. Zuzak also pointed out that it is still not clear whether the 'green' facility has resulted in lower energy costs.

Toronto Public Library

Creating the Future, Treasuring the Past, the Toronto Public Library Strategic Plan 2000-2003, includes the following objective: *Extend the energy management program to more branches to increase energy efficiency.*

The Energy Management Program is intended to realize annual cost avoidances, upgrade HVAC and lighting systems, and reduce total energy consumption by the Toronto Public Library. As part of the development of this program DukeSolutions Canada was hired to complete a feasibility of all TPL facilities, to determine the complete Energy Management Program and to identify possible cost avoidances.

The feasibility study estimated that TPL could realize an annual cost avoidance of approximately \$300,000 (out of a total gas and hydro budget of \$3,000,000 annually) through an energy and facilities improvement program, including Building Automation Systems (BAS), heating and ventilation, air conditioning equipment, lighting and building envelope measures. The total cost of the program was estimated at approximately \$3.2 million. Total repayments of the associated costs are planned over a fifteen year period based on the projected cost avoidances.

In 2003, TPL was awarded the City of Toronto's Better Buildings Partnership Award in recognition of the effectiveness of the Energy Management Program.

In terms of new library buildings, TPL provides specifications to architects to ensure energy efficiency.

Direction for the Winnipeg Public Library

Based on the review of energy efficient models and 'green' buildings presented in this section of the report, Winnipeg Public Library should consider adopting the following strategies and become

a community leader and model for a 'green' approach to branch facility development and management. A 'green' strategy framework could include the following.

- A clearly stated commitment from library governance and management to environmental and social responsibility.
- Use of the C-2000 standards for facility development, including the C-2000 integrated design process (IDP) in the planning and design phase of the branch facility development process.
- Use of the LEED rating system to assess the branch library facilities against a green standard according to the LEED 'life-cycle value'.

2.3 Public Library Facility Trends

There is a boom in library construction and renovation in the United States and there is a corresponding echo in Canada. A review of these new library facilities indicates several common trends in library facility development. This section presents a brief description of some of the major library facility trends that should be considered in any future library developments in the City of Winnipeg.

Public Spaces

New branch libraries are seen as unique and vital public meeting spaces that are open to all. The trend-setting Benton Foundation Report stated that "The library will become more of a civic integrator and a locus of community information on health, education, government, and other local services". The social role of libraries is growing. In the midst of consumerism, the importance of libraries as an aesthetic refuge and as a hallowed space where minds are uplifted is growing. The public library is becoming a prime community gathering place, which explains some of the new functional roles of libraries, including, gallery, conference center, courtyard, coffee shop and computer classroom.

Branch libraries should be designed with "place-making" and community-building in mind. Two recent and interesting examples of 'place making' are:

- The gossip corner at the Detroit Lakes Public Library, Minnesota: a space for local citizens to meet informally
- The computer free zone of the Carmel Clay Public Library, Indiana: a space to get away from the computer and read

Information and Communication technology

The increase in use of ICT in libraries is transforming some library functions that will require different spatial allocations and relationships. Online public access catalogues have already eliminated the need for traditional card catalogues. The new storage technologies, such as, CD-ROMs and electronic databases are:

- Reducing the need for storage space for items such as back issues of magazines, government documents and reference materials;
- Increasing access to these materials through public access computers.

Reduced spatial needs for some traditional library functions will be balanced by increased needs for space for the new technologies. For example:

- The space formerly occupied by card catalogues has been taken up by public access terminals. In many cases the space required for the terminals is greater than that required for the card catalogue. Terminals are now required at all staffed stations so that the staff can check the catalogue records as required. This has also led to greater space requirements per staff member.

- The space freed up by the reduction in storage space required for paper products has been taken up by both user and staff computer workstations that provide access to new media and digital information in the library.
- Many branch libraries did not house many back issues of magazines or large reference collections, but the new technologies will necessitate space being made available in branch libraries for computer workstations.

In order to accommodate the changes brought about by the new technologies branch libraries will require the following:

- Space for workstations that provide:
 - online databases
 - new media
 - access to the Internet and the World Wide Web
- Flexible wiring systems that can accommodate ongoing technological change
- Training facilities, including space for training workstations
- A decentralized system of branch libraries which will allow for maximum access to public access terminals for people who do not own computers and do not have Internet access.

The new technologies will not only increase the need for space in branch libraries, they will also increase the need for 'smart space' and 'community space'.

The Super Bookstore Look

Super bookstores have introduced library users to the possibilities of having popular books on view and in stock, in a welcoming and fun atmosphere that includes comfortable chairs, cappuccino and public performances.

In response to the popularity of the super bookstore model, many public libraries are adopting the following approaches.

- Creative use of display space.
- Multiple copies of bestsellers displayed with front covers facing out
- 'What's New' space – new books, books recommended by staff, popular reading collections
- State-of-the-art, attractive hardwood display carts with listening stations and hundreds of music CDs
- Electronic displays (large viewing screen) for new multimedia, A/V and online products
- Book store shelving: lower, marquee-type shelving (reduced shelving capacity)
- Inscribed quotes (literary, inspirational or otherwise) on the walls
- Flooring and lighting techniques to lead patrons to specific areas
- Ample comfortable seating (lounge chairs and sofas)
- Accent fireplace
- Lots of natural light; window glass filters if required
- Landscapes, or views of nature from the inside
- The use of wood in new library buildings for warmth and as a balance to the plastic, concrete and metal of high tech
- Open spaces distributed throughout the building
- Café/ Coffee Shop with tables and chairs, windows and an atmosphere that invites patrons to linger
- Public author readings, concerts and live theater

Other significant facility trends include:

- Private Study/Reading Areas

There is a tendency for today's library users to seek out private places to read and study. This has resulted in an increase in quiet nooks and individual study spaces in libraries with less emphasis on the traditional library study/ reading table.

- **Collaborative Study Rooms**
There is a trend in education and among students towards collaborative or team study. Many new libraries feature both larger study rooms and smaller study rooms for groups of four to six students, wired for personal laptop use. These smaller rooms also provide social space for people who want to meet and talk with one another.
- **Learning and Teaching Space**
Libraries are incorporating formal computer training labs into their floor plans. Teaching spaces can also incorporate network applications such as videoconferencing.
- **Multi-Purpose Meeting Rooms – emphasis on community space**
There is an increased demand for multipurpose meeting rooms, including spaces for Internet classes, distance education programs, library programs, and conversations and for study rooms. Meeting rooms are what make a library part of the community it serves. Many meeting rooms are intended to facilitate small gatherings (5-10 people) for small clubs, tutoring or literacy programs and other activities
- **Expanded Historical and Genealogy Collections – Local Archives**
- **Enhanced Children's Space**
Children's library services generally receive the highest rating in public library polls. As a result, new public library facilities include unique, distinctive and often whimsical interior spaces for children's areas, differentiated by structure (e.g., unique shapes, areas and art decor).
- **Teen Centres**
The recent report by the Benton Foundation on library services noted that "those between the ages of 18 and 24 are the least enthusiastic boosters of maintaining and building library buildings. They are also the least enthusiastic of any age group about the importance of libraries in a digital future". In response public libraries have adopted a more pro-active response to this demographic group. Many new library facilities now include specifically designed 'teen areas'.

For example, the Phoenix Public Library recently opened "Teen Central" in its central library. The major features of Teen Central are:

- 5000 sq. ft
 - a library within a library
 - includes a "living room" that can be turned into a performance space
 - a café with drinks and snacks
 - music through surround-sound speakers
 - 20 Internet access computers
 - videos playing on a large screen
 - a teen art gallery
- **Coffee Shops**
Many public library facilities now include a coffee outlet, including space for tables and chairs. The coffee facilities often generate a small cash flow for the library. The coffee shops also often provide limited catering services for events held in library facilities.

2.4 Joint-Use Library Facilities

There is a clear trend in library facility development to locate branch libraries in shared facilities with community centres, city halls, schools, university libraries and senior centres.

Plan Winnipeg 2020 Vision states that “The City shall provide sound municipal management by managing facilities to achieve strategic fit, flexibility and affordability in support of the physical consolidation of civic departments and the promotion of cross dependencies and innovative workplace strategies”.

Forward Thinking, The Winnipeg Public Library Plan of 1996 states that the public has identified “coordinated facilities (libraries, community centres, and schools)” as offering an opportunity to improve convenient access to facilities.

Today, most of the 270 public use facilities within the City of Winnipeg are single function buildings that provide services on a neighbourhood or community level.

It is very likely that the City of Winnipeg's Public Use Facilities Study, scheduled to begin in June 2003 will recommend the development of joint-use public facilities to serve the residents of Winnipeg. This will provide an excellent opportunity and vehicle for the upgrading of many of the branches of the Winnipeg Public Library by placing some of them in the new joint facilities. For all concerned parties the success of joint facilities depends on the involvement of the parties in the planning and designing of the facility and in the relationships that are established between the parties.

A review of recent joint facility development involving public libraries is instructive in helping to define successful relationships.

Kitchener Public Library – Grand River Stanley Park Community Library

The Kitchener Public Library and Waterloo Region District School Board jointly constructed an integrated Community Library / Learning Resource Centre at the Grand River Collegiate Institute. Through a partnership between the Waterloo Region District School Board and Kitchener Public Library the two parties plan to work together to educate and inform the community, to meet the literacy challenge in the community, and to promote life long learning. For more detail on the facility see Section 3.2.

The library is a shared public library branch and high school library. The collections are integrated. There are approximately 73,000 items in the joint collection. The library is in a brand new building that is attached to the existing high school.

The public library staff (6 full-time, including one professional librarian, 4 part-time, 3 shelvers) works collaboratively with 2 teacher-librarians who share one job. The teacher-librarians are employed by the School Board. The teacher-librarians teach classes in the library as well as monitor student behaviour. They also teach English classes in the school. The teacher-librarians have been trained to use the public library circulation system and online catalogue. The teacher-librarians also serve public library customers. The public library staff also serves the high school students. When the teacher-librarians are not in the library (over the lunch hour), there is always a teacher supervisor in the library to supervise the students.

In addition to the public library computers, there is a computer lab with 20 terminals. This lab belongs to the School Board. High school students use this lab during school hours. Members of the public can apply for a computer lab password, which is issued through the School Board. The lab may be used by the public outside of school hours. The public library plans to offer computer classes using this lab, although this has not taken place to date.

The library includes a group study area that seats 32 students (8 square tables with 4 chairs at each). The library can accommodate one class of students in the computer lab and one class of students at the group study area at a time. Members of the public use the group study area when school is not in session as well.

The hours of operation at the library are:

- Monday – Thursday 9:30 – 9:00 pm
- Friday 9:30 – 5:30 pm
- Saturday 9:00 – 5:30 pm

The teacher-librarians open the library to the high school students at 8:00 am. The public library staff arrives for work at 9:00 am and opens the doors to the general public at 9:30 am. When the teacher-librarians leave for the day at 3:00 pm, they lock the doors that join the library to the high school. The library is a public building from that time on. After 3:00pm students must enter the library through the public doors and they are not able to enter the library through the high school.

Oakville Public Library

The Iroquois Ridge Library, the newest branch of the Oakville Public Library, is part of a community centre which also houses two swimming pools, a gym, a fitness centre, and a seniors' centre and many meeting rooms. The library occupies 1,091 sq. metres which is about 20 per cent of the total community centre area (56,000 sq. ft.).

The new Iroquois Ridge branch library offers a state of the art technology training lab, 19 Internet workstations, 3 CD-ROM workstations, a separate quiet study room, a program room, a sunlit reading area and an attractive children's section.

The description of the multi-use arrangement provided on the library web site provides the following description:

“Notably, what differentiates this facility from other municipal recreation centres is the integration of the various user elements - a trend that maximizes the relationship between human, technology and financial resources. The library, fitness centre and community rooms will share programs and be cross functional for all users. An example of this is accommodation and use by seniors. While there are currently two designated seniors' facilities in Oakville, the Parks and Recreation Department has determined on the basis of cost effectiveness, and potential joint programming opportunities, that it would not build another seniors' facility. Therefore, the new community centre will boast traditional, senior related amenities such as a designated social activity room for use primarily by older adults, but also accessible to youth and other facility patrons”.

The Oakville Public Library has developed a policy position in favour of multi-purpose facilities based on safety and security (female staff, particularly in the evening feel safer in a multi-purpose facility) and on the greater traffic brought about by multi-use facilities. Eleanor James, Oakville's CEO suggested that public libraries do best when they partner with their municipality on joint-use facilities, since both parties operate on the same political levels and serve the same constituency. Ms. James pointed out that sharing facilities with other organizations, such as school boards, can lead to difficulties because they each serve a different clientele and may have conflicting priorities.

City of Ottawa and Ottawa Public Library: Private-Public Partnerships

The City of Ottawa has identified a partnership process described as 'P3', or a community space in partnership with an outside agency, if access is consistent with City policy for facilities. The City of Ottawa recently completed a facility study - *City of Ottawa Facility Study* that identifies a hierarchy of facility provision that is then used to determine whether a joint-use facility is appropriate.

The study places facilities in one of five levels of a hierarchy defined by the typical population range required to support facilities and an acceptable commuting time. Different commuting times are specified for urban and rural residents, reflecting the unique geographic character of the City of Ottawa. The population thresholds and the commuting times are intended as general guidelines that attempt to strike a balance between reasonable levels of access and the population required to maximize the use and therefore the investment in community recreation facilities.

The hierarchy of levels is:

- Citywide Level: highly specialized facilities, often serving competitive level athletes or unique interests. In most cases, these facilities would serve the entire City and this is reflected in the population threshold (500,000 or over) and the urban/rural commuting times (45-60 minutes).
- District Level: facilities serve targeted activity and interest areas, including more advanced levels. The services provided in these facilities may require more specialized instruction and customized facilities, and may only be offered at a limited number of locations across the City. In a City the size of Ottawa, more than one facility of this type may be required to adequately serve the population. Population thresholds of 150-300,000 would be reasonable with commuting times of 30-45 minutes.
- Community Level: traditional major indoor recreation facilities found in larger Ontario communities are in the hierarchy. These tend to be facilities that have higher capital and operating costs and consequently require a larger population to support the investment. These facilities would generally serve populations in the 25-50,000 range and would be within 15-30 minute commuting time.
- Neighbourhood 1: facilities are found in virtually all Ontario municipalities. These support the basic recreation interests of residents and are generally required for organized or league activities. These facilities would serve both children and adults. These facilities might serve populations in the 10-15,000 range and within 10-30 minutes of the user.
- Neighbourhood 2: facilities are likely to be child-focused and/or for unscheduled use. These facilities might be within walking distance in urban areas and ideally would be within a 5-15 minute commuting time for most rural residents. The facilities would typically serve populations of 5,000 or less.

Based on this hierarchy of levels, Facility Delivery/Development Principles were developed to provide guidance for public facilities including the following principles related to joint-use facilities.

- At Community and Neighbourhood 1 Levels of the Hierarchy, facilities of the same type (e.g., 2 arenas), and intended to serve the same level (e.g., Neighbourhood 1 Level arenas), will be located together if this contributes to significant cost efficiencies and/or programming advantages.
- Except in cases where the resulting accessibility levels would be unacceptable, facilities that are dissimilar (e.g., a pool and an arena) will be located together when there are significant cost advantages and users and uses are compatible.
- Except in cases where the resulting accessibility levels would be unacceptable, facilities of the same type but intended to serve different levels in the facility hierarchy will be located together.
- Wherever possible, City recreation and culture facilities will be located in complexes with other social and community services to increase the opportunities for integrated and coordinated programming.

- Non-municipal management and financing of culture and recreation facilities is encouraged assuming that the City's approved mandates, service delivery models and standards of service are achieved and there are significant financial or other reasons to opt for non-municipal management.

Toronto Public Library

Creating the Future, Treasuring the Past the Toronto Public Library Strategic Plan 2000-2003, includes the following objective:

- *To pursue opportunities for joint facilities – Build libraries in joint facilities where it is beneficial for all parties.*

To support this objective the Toronto Public Library Board established a policy on joint facilities and joint-use facilities that will guide staff in the planning and operation of joint facilities. The policy also provides a framework for negotiating a formal agreement between the partners of joint-use facilities. A copy of the policy is included in Appendix E.

The policy statement includes criteria for determining whether a joint-use facility will provide better service. TPL will consider a joint-use facility, when the new facility:

- Is established in a highly desirable location that would be unavailable to a stand-alone facility thereby having a greater community impact;
- Contains services and/or amenities that enhance library services for all users;
- Allows for expansion of the user base through attracting clients of partnering facilities;
- Provides convenience to the user;
- Realizes environmental benefits in minimizing travel to different locations;
- Promotes greater community interaction;
- Provides the opportunity for joint programming by participating institutions;
- Provides the opportunity for partnerships with public service institutions that have a similar mandate to the Library and serve as broad a demographic group as possible;
- There is a potential savings in capital costs;
- Shared operating and maintenance costs, based on an agreed upon formula.

As part of the research in preparation for developing the policy, the staff at TPL developed lists of the advantages and disadvantages of developing joint-use facilities. These lists included the following:

Advantages

- *Convenience to the use and the related environmental benefits in minimizing travel to different locations;*
- *Expansion of the user base through attracting clients of partnering facilities;*
- *Promotion of greater community interaction;*
- *The opportunity for joint programming or complimentary programs by participating institutions which fulfill unique community needs;*
- *A highly desirable location providing a community focal point that would be unavailable as a stand alone facility;*
- *The potential to reduce capital costs;*
- *The potential maintenance and operating cost savings if a formal maintenance agreement is in place; and*
- *Opportunities for joint promotion and advertising.*

Disadvantages

- *Libraries often become tenants in a joint facility arrangement and are subject to the landlord's maintenance standards;*
- *Potential savings may be lost if the library is held liable for both capital and operating costs for parts of the facility not directly related to library service provision;*

- *Difficulty in expanding the library in later years and coming to agreement on how it is to be done and who is to pay for what;*
- *Should one of the partners experience labour unrest, it could mean the closure of the entire facility even though library workers are not on strike;*
- *Conflicting demands on the space for deliveries between partners; and*
- *In a joint-use library, strict access control at schools acts as a barrier to the public utilizing the library.*

The Toronto Public Library will open a new branch in St. James Town in the summer of 2004 that will be located in a multi-use facility that will include recreational, library and daycare services.

Vancouver Public Library

The Vancouver Public Library has several branches in multi-use facilities including two joint school library/public libraries, two community centre/public library combinations, and one more being planned and one firehall/public library. A description of several of these joint use facilities follows:

Britannia Branch

The Britannia Branch is located in the Britannia Centre, consists of approximately 9,600 square feet and consists of a combined school library (elementary and secondary) and a public library. Funding is provided by both the Vancouver School Board and the Vancouver Public Library. The branch is located on a 16 acre site with a secondary school, an elementary school, swimming pool, ice rink and recreation centre.

Strathcona Branch

The Strathcona Branch is located within the Lord Strathcona Elementary School/Community Centre. The branch is a 3,416 sq. ft. facility operated under a joint mandate of the Vancouver Public Library and the Vancouver School Board. The joint mandate is to work together co-operatively to provide children of the Strathcona community with the best library service possible provided by a professional staff.

Firehall Branch

The Firehall Branch shares a facility with the Vancouver Fire Department #4. The library is on the second floor and consists of 6,629 sq. ft. The branch includes a community meeting room which holds 25 theatre style and has a collection of 40,000 volumes.

A “Strategic Planning Summary” prepared in the 90’s for the VPL concludes that “branches would not be combined with schools in future planning and development”. The summary notes that:

- *Branches located in schools may be inappropriate due to administrative ambiguity, collections profile and the barriers presented to certain members of the community.*
- *Branches may be successfully located in community centres or private developments. However, they require appropriate functional layouts, related amenities and a carefully developed sense of civic presence in order to achieve the desired level of service and visibility.*

The VPL does not have an overall multi-use facility policy. VPL has received direction from the City of Vancouver to plan for joint facilities whenever possible. The use of the joint facilities is governed by individual written agreements done at the time when the arrangements were made. These agreements outline responsibilities for both parties. Depending on the physical arrangements, they vary considerably from facility to facility.

Direction for the Winnipeg Public Library

It appears inevitable that in the future the Winnipeg Public Library will establish more of its branches in joint or shared facilities. The success of these facilities will depend on the development of a clear public library position, expressed through a policy and guidelines, that will guide library involvement in the planning and development of the facility. The policy statement developed by the Toronto Public Library provides an excellent model for the development of a Winnipeg policy.

The policy should also state that WPL will only consider sharing facilities with schools when issues relating to administrative responsibility, collection development, public access, functional relationships and public visibility are clearly and satisfactorily resolved in a contractual arrangement.

3. REVIEW OF WINNIPEG BRANCH LIBRARY FACILITIES

ASM conducted an overall review of the state of current Winnipeg library facilities in terms of functionality, spatial requirements and public amenities. The review is based on a literature review, a survey that was completed by the 19 branch libraries and on site visits to each of the branch libraries, including the French language Central Library St. Boniface. Detailed replies to the survey, together with some of the consultants' observations are included in Appendix G.

The ***Service/Facilities Needs Study (1989)*** states that "The Winnipeg library facilities, particularly the pre 1980 branches, are not designed or equipped to meet current patron demand and could in fact use extensive retrofit to meet current library facility standards".

According to ***Service Strategies 2002-2003*** produced by the Community Services Department, Library Services Division "the present configuration of branch libraries resulted from the amalgamation of the various independent public library systems at the time of Unicity". "Many of the older branches are not universally accessible, are crowded, lack sufficient parking and have inadequate program and meeting room facilities".

Our report provides no surprises and confirms the findings of these earlier reports. Although there have been a lot of recent, small improvements in the branch libraries, the overall reality of an inadequate branch library system remains. There are major problems concerning an overall lack of space, use of basement space, limited office facilities, crowded conditions in many key functional areas, inaccessibility, lack of energy-efficiency measures, parking problems, limited meeting space and lack of comfortable seating.

This situation exists in other urban library systems across Canada, although as this report demonstrates many library systems have undertaken major corrective action. For example, the conclusion reached in a strategic planning process conducted for the Vancouver Public Library is remarkable in that with minimal change, it could be said to refer to the Winnipeg Public Library system.

The quality and the standard of most branch facilities are inconsistent and inadequate. The system requires standardized facilities which would accommodate a complete range of services in community branches... The frequent absence of appropriate access, siting and urban design elements, the absence of appropriate architectural images, and substandard interior environments, furnishings and equipment, convey the impression that the public library system is of marginal importance to the life of the community.

One of the long-established standards for determining the space requirements for public library services is .6 gross sq. ft. per capita. The following chart compares the current area in use in

each library branch with the area required using this standard as based on the population served as identified in the branch survey (See Appendix G, Section 2)

BRANCH	Total Population Served	Current Area in Use	Area Required Using the Standard of .6 Sq. Ft .
FORT GARRY	26,828	7,613	16,096
HENDERSON	39,000	11,070	23,400
ST. JAMES-ASSINIBOIA	28,541	20,093	17,124
ST. BONIFACE	50,000	13,355	30,000
ST. VITAL	27,271	13,582	16,362
SIR WILLIAM STEPHENSON	44,506	12,291	26,703
WEST KILDONAN	55,054	11,832	33,032
CHARLESWOOD	40,805	4,175	24,483
LOUIS RIEL	32,298	11,734	19,378
PEMBINA TRAIL	35,530	11,316	21,318
RIVER HEIGHTS	36,537	6,949	21,922
TRANSCONA	32,900	6,939	19,740
WESTWOOD	32,842	6,544	19,705
CORNISH	17,937	5,350	10,762
MUNROE	42,989	7,448	25,793
OSBORNE	14,085	3,781	8,451
ST. JOHN'S	27,340	5,354	16,404
WEST END	31,783	4,644	19,069
WINDSOR PARK	28,081	5,613	16,848

This comparison is presented for illustrative purposes only. To accurately measure the total space requirement for the Winnipeg Public Library the available square footage at the central library would also have to be considered. However, what the above chart does indicate is the less that adequate supply of space available in the branches of the Winnipeg Public Library. Also much of the space identified in the chart as currently in use is not prime library space. For example, the St. James Assiniboia Branch is quite a large facility and should have space sufficient to serve the area community. Unfortunately, the space in the St. James Assiniboia Branch is on three floors which makes it difficult to provide accessibility, difficult to supervise and difficult to organize services and programs. The floors are cut through the middle with a hall-way that extends the length of the building. So, although there is a good level of square footage available, the space is not well suited for library use.

Another example of significant space that is unsuited for library use is that at the St. Vital Branch. Again, it is reasonably large facility and should have sufficient space. Unfortunately some of this space is on several separate mezzanines. Also, because of the facility design, the space is cut into odd shaped sections. Remembering that the optimum shape of library space is an open rectangle, the space actually available at St. Vital provides several significant barriers for optimal library service. The Fort Garry Branch is another branch that suffers the effects of a multiple-tiered facility.

In several branches a significant percentage of the available space is actually basement space. For example, a significant percentage of the space in the Transcona, River Heights, Cornish, St. John's, West Kildonan, Westwood and Windsor Park Branches is basement space. Much of this space is unpleasant in the way of basement space and it is often hard to access and hard to supervise. In some branches such as Transcona and West Kildonan, improvements to the basement space have been made which have resulted in acceptable and useable space. Similar renovations are planned for the Westwood Branch. However, in general basement space is not optimum branch library space. The ideal for a branch library facility is one-level space.

Summary of the Findings of the Branch Surveys and Site Visits

A detailed aggregated summary of the survey results and the branch visits is provided in Appendix G of this report. The following is a brief summary of the key findings.

Hours of Operation

Most of the branch libraries are closed on Wednesdays as a cost-cutting measure. Although from a cost reduction perspective this may make sense, from a service perspective, especially in this day of extended service hours and 24/7 service models for almost all services, being closed on Wednesday is not a good service model. As part of the neighbourhood service model recommended in this report, the branch libraries should be open on Wednesdays.

Population Served

This section of the survey identified the number of people served by the branch and ethnic make-up of the population. One observation re: multicultural library services, is that not enough emphasis is placed on providing multilingual web content. The issue of the library web site is dealt with in Section 5.6 of this report.

None of the branches reported that they provide services to the business community in their area. Although it is likely that most business library needs are met at the central library, the total lack of responses suggest disconnects between the branch libraries and the business community. It may also reflect a lack of reference resources in the branches.

Component Space – Collections

The responses to the questions about collection space indicate that more than half of the branches have significant problems because of inadequate space.

Component Space: Seating (Users)

Six of the branches indicated that they do not have sufficient comfortable reading space. The actual requirement for comfortable seating is probably much higher. This indicates that the branches will not be able to achieve the 'Super Bookstore Look' as described in section 2.3 of this report. This means that the branches cannot provide the welcoming and fun atmosphere that includes comfortable chairs that is expected in today's public library facilities.

Component Space: Staff and Service Space

Thirteen branch libraries reported that they did not have sufficient space for staff work areas and service areas. The biggest problems were reported to be with the delivery areas, circulation areas, storage areas and inadequate private office space.

Component Space: Public Workstations

Most of the branch libraries reported that they had a sufficient number of public computer workstations and that the space was adequate. The Winnipeg Public Library has obviously done a good job in responding to the need to provide public access computers. The two exceptions where more public access computers are required are the Henderson Branch and the West End Branch.

Children's Area – General

In most cases the space allocated to children's services is good. The biggest problem is that some of the children's space is located in basements. Aside from the access, supervision and security issues that this creates, it should become the policy of the Winnipeg Public Library that no children's departments will be located in full basements.

Meeting Rooms & Multi-Purpose Rooms

Much of the meeting room space is simply too small or inadequate. If the library branches are to be a source of public space and play a "place-making" and community-building role within

their respective communities (See Section 2.3 for more information on libraries as public space) then public meeting space must become a major feature of all branch libraries.

Delineation of Staff Function and Public Service Areas

Crowded conditions or facility design limitations have resulted in poor delineation of several library functions within many of the branches. This means that some of the functional areas are inadequate because of the conflicts with the neighbouring areas. For example, noise-generating areas may be close to study areas.

Barrier-Free Design (Accessibility)

The branches are generally accessible, except when the branch is on more than one story and lacks elevator capacity to support accessibility.

Smart Building Features/ Telecommunications Infrastructure

Because of the age of most of the branch facilities, most of the buildings were not designed for present-day computer wiring systems or smart environmental controls

Interior Lighting

Again, because of the age of most of the branch libraries, some of the lighting systems in the branches are inadequate. Very little use is made of task-specific lighting or natural lighting.

Signage

Although most of the branch library heads are pleased with their exterior signage, the current signage system does not provide clear library branding as being part of the Winnipeg library system and some of the signage adds to some libraries lack of visibility.

Direction for the Winnipeg Public Library

The branch library facilities of the Winnipeg Public Library are clearly inadequate and prevent the library system from meeting current library facility requirements and expectations as outlined in Section 2 of this report.

A major overhaul of the branch library system is required. This should include the construction of new replacement facilities for some branches and major renovations to other branches. The Winnipeg Public Library should develop a detailed system-wide facilities plan.

The Sir William Stephenson Branch constructed in 1997 has several model features for design, services, hours of opening, accessibility and technology. For example, it has a drive-up window, wiring race ways and consists of 12,000 sq. ft. The Sir William Stephenson Branch can serve as a model for what a new branch of the Winnipeg Public Library should offer.

The City of Winnipeg's Public Use Facilities Study should serve as the next step in developing the detailed system-wide facilities plan. Consideration should be given as part of the City Study to placing new, replacement branch libraries in any joint facility developments that are identified in the City Study.

4. COMPARATIVE REVIEW OF NEW BRANCH LIBRARY FACILITIES

ASM conducted a comparative review of new branch library facilities across the country including multiuse facility models and school/library partnerships. A brief description of the new branch library facilities follows.

Burlington Public Library - Tyandaga Branch Library

The Tyandaga Branch Library is one of Burlington Public Library's busiest and the smallest neighbourhood branches. It currently consists of 4,600 sq. ft. The branch library shares the facility with the Brant Hills Community Centre. Plans have been developed to renovate the community centre and to add a new 6800 sq. ft. library. The new library is scheduled to open in September 2004.

The BPL web site reports that branch features will include:

- 50% increase in open hours from 43 hours per week to 65 hours per week
- 25% growth in the collection from approx. 40,000 books to 50,000 books
- Increased collections (fiction, large print, books on tape), services and programs for seniors
- Increased comfortable seating for reading or studying both inside the library and outside
- Increased number of pre-school programs
- Increased services to support young families (e.g., parenting resources, family storytimes, Books for Babies storytimes)
- Increased outreach to neighbourhood schools and other organizations
- 100% increase in the number of public computer workstations with access to electronic databases and the Internet, from 4 to 8 workstations
- Improved focus on assisting customers with new electronic resources by providing training and support.

Calgary Public Library – Country Hills Branch Library

The Country Hills Branch Library is scheduled to open in the Fall of 2004.

Branch features will include:

- 18,000 sq. ft. in a multiple-use facility - the Nose Creek Recreation and Library Centre
- Convenient parking
- Opening day collection of 100,000 items
- Collections will be tailored to the demographics of the community, including feature collections on fitness and health, family living, and home and garden
- Computers with Internet access and Microsoft Office software available for public use
- Technology Discovery Centre
- Bright colourful children's area and friendly, inviting teen area
- Comfortable fireplace lounge and quiet study area
- Multi-Purpose Program Room

Calgary Public Library – Crowfoot Branch Library

The Crowfoot Branch Library is scheduled to open in the Fall of 2003.

Branch features will include:

- More than 28,000 sq. ft. of floor space in a stand-alone building
- Parking with more than 100 spaces
- Opening day collection of 100,000 items
- Collections will be tailored to the demographics of the community, including feature collections on fitness and health, family living, and homes and gardens.
- Computers with Internet access and Microsoft Office software available for public use
- Express look-up and other self-service features
- Technology Discovery Centre
- Adaptive Technology work station for Calgarians with special needs
- Bright colourful children's area and appealing "Teen Zone"

- Inviting fireplace reading area overlooking a 180-degree view of the mountains and downtown skyline
- Multi-Purpose Program Room

Carnegie Library of Pittsburgh

Following a two-year strategic planning process, Carnegie Library of Pittsburgh (CLP) announced plans to renovate or replace all its neighborhood libraries. These extensive improvements will result in vibrant, state-of-the-art facilities that will be:

- Fully accessible to all community members
- More inviting and comfortable
- Better suited for community and library programs
- Capable of displaying both print and electronic materials

Every branch library neighborhood location will have new furnishings, fixtures, lighting, and air conditioning and be accessible for all members of the community.

Instead of selecting one architect for the entire project, the library has opted to pick a different architect for each site. Herb Elish, the library's executive director, believes it is important to "create a sense of community and belonging." So rather than developing a standard branch library model, the plan is for each library to suit the needs of the community it serves and to reflect the unique character of each neighborhood.

Elish is on record as stating that "libraries are community anchors. When complete, we plan to offer people in Western Pennsylvania modern, state-of-the-art, customer-friendly facilities that become popular destinations."

Chicago Public Library

The Chicago Public Library is in the midst of huge library capital programs. Since 1989, the City of Chicago and the Chicago Public Library have built or fully renovated 42 neighborhood libraries serving all areas of Chicago. By the end of the current library building campaign in the year 2004, another 14 new projects will have been undertaken and completed.

These library construction projects are a primary focus of Mayor Richard M. Daley's *Neighborhoods Alive* initiative to insure that every neighborhood of Chicago has access to fully equipped, modern and welcoming library facilities. Some of the new libraries are being built in neighborhoods which have not previously had the services of a local branch library. All Chicago Public Library locations are equipped with book and serials collections for children, young adults and adults, free Internet access and free access to research databases. All of the branches offer special programming in our community rooms.

The Public Building Commission and the Chicago Public Library have developed a series of standardized designs that make it possible for new libraries to be constructed more efficiently and cost-effectively.

These progressive designs incorporate spaces that help each new library better serve its community by offering, for example, children's reading programs, high school equivalency and financial planning classes for adults, and various additional resources to enrich the learning process for library patrons of all ages.

Edmonton Public Library – Whitemud Crossing Branch Library

The Whitemud Crossing Branch opened in July 2002. It is located in a shopping centre

Branch features include:

- Collection of approximately 170,000 books, magazines, videos, compact discs and cassettes.
- Feature film and information videos on a variety of topics

- Wide selection of classical, jazz and popular music on compact disc and books on tape for children and adults.
- Basic selection of business and personal finance resources and up-to-date reference resources.
- More than 40 internet stations. The branch offers tutorials for people new to electronic resources.
- Kids' Zone" for school-aged children
- Teen area, with music, magazines, paperbacks, computers, and study space
- Parking available around the Whitemud Crossing Shopping Centre
- Library completely accessible from ground level
- Large Theatre-style meeting room.

The new library is being developed in partnership with Ironwood Management Ltd., landlord of the Whitemud Crossing branch. Ironwood will provide \$1 million worth of turnkey operations, City Council provided \$1.25 million for refurbishment and relocation of the branch from Southgate Centre, and Alberta Government's Community Facility Enhancement Program provided \$125,000 for the opening of the Whitemud Crossing branch.

In the mid-1990's, the Edmonton Public Library developed a branch library design prototype consisting of 10,000 square feet. This prototype library branch design was used as the basis for the construction of three branches – Lessard, Woodcroft, and Riverbend. The prototype branch is intended to serve a community lifespan of 30 years or more.

The prototype branch must remain flexible to meet evolving needs for library services at the local community level. The prototype includes:

- Space for hard copy collections (books, periodicals, and audio visual materials)
- Easy accessibility for those with physical limitations
- Public areas for:
 - children's programming and meeting space
 - study space
 - access to electronic resources

Halifax Regional Library

In response to suburban growth, the Halifax library system opened two new branches in 2001. The Keshen Goodman Branch Library is 25,000 sq. ft. and the Tantallon Branch Library is 12,000 sq. ft.

Hamilton Public Library – Stoney Creek Branch Library

The Stoney Creek library is located in the former Stoney Creek City hall building. It is a shared facility that houses the library and the City of Hamilton's Municipal Service Centre. The library has good ground floor space with lots of windows overlooking gardens. This branch is designed as a neighbourhood library run by 2 full-time equivalents (FTEs).

Branch features will include:

- 5900 sq. ft.
- A large meeting room and an auditorium are located in this public facility. The meeting rooms are managed by the city. The Library can book these rooms for programs.
- 35 hours per week
- Children's space with a separate room for preschoolers and a children's area with moveable tables. Children's programs including story times are held in the public area.
- Separate room for teens and seniors combined.
- 4 public computers, excluding OPACs. The design allows for this number to double.
- Large backlit sign on the street with an additional neon "open" sign to increase branch visibility
- Combined non-print area
- 5 - 6 study tables in a separate area well distanced from the children's area

Hamilton Public Library – Turner Park District Library

The Turner Park District Library is a new district library planned to provide enhanced library services 'on the mountain' in Hamilton. It will be located in a multi-purpose facility that will be built in partnership with other community agencies.

Branch features will include:

- 27,000 sq. ft
- Parking for 80 cars
- 120 public seats
- Shared Facilities which will include the staff lunch room, staff sick room and conference room
- Collection of 58,400
- 10 person training lab
- 16 lounge chairs and 3-4 coffee tables
- Pre-school Play Area
- Elementary School Age Children's Area
- Teen Area

Kitchener Public Library – Grand River Stanley Park Community Library

The Grand River Stanley Park Community Library opened in May 2002. The Kitchener Public Library and Waterloo Region District School Board jointly constructed an integrated Community Library / Learning Resource Centre at the Grand River Collegiate Institute.

Branch features include:

- 13,500 sq. ft. It is the largest branch in the KPL system
- Internet Access on a number of workstations
- PC workstation available for use by the public (Windows 2000, Word 2000, Excel 2000, PowerPoint 2000, Publisher 2000)
- Two KIDTECH computer workstations for children
- HRDC Job Bank Kiosk available for public use
- Children's program room. There is a retractable wall that can divide the Meeting Room from the children's programming room. The wall can be opened for larger functions.
- Room Rental - two meeting rooms available for rent by individuals or organizations. The larger Meeting Room holds a maximum capacity of 40 people. The smaller Seminar Room will comfortably seat 15 people. These rooms may be rented for a fee by the public. The high school staff is able to book these rooms free of charge.
- Free Parking
- The building is totally accessible
- Juvenile French Collection including fiction, non-fiction, picture books and videos
- Computer Lab - the 19 computers in the lab belong to the Waterloo Region District School Board and are used by the GRCI students during school hours. Members of the public may apply for a computer lab account to use these computers in the evenings and on Saturdays.

Los Angeles Public Library

The Los Angeles Public Libraries (LAPL) has adopted a community-centered plan for revamping its infrastructure. Between 1990 and 2004 LAPL is refurbishing 61 of the system's 67 branches. Each branch will have a community room, an imaginative children's area and a distinctive teen area.

The scope of this project is quite amazing in library terms. For example, during one phase of the project involving 33 branch libraries:

- 17 libraries will be demolished and construction of new buildings with parking on the same site will take place. .
- 9 Libraries will be located on new sites with a new building with parking.

- 4 new libraries will be located on new sites in communities that do not currently have library services.
- 3 libraries will be renovated and expanded.

Oakville Public Library – Iroquois Ridge Branch Library

The Iroquois Ridge Branch Library was opened in December 2001. The branch is part of a community centre. The facility features strong use of natural light through long walls of windows and a two-storey atrium. The spacious floor plans are fashioned after a retail browsing environment.

Branch features include:

- 12,380 sq. ft.
- Collection of 50,000 items
- 19 Internet stations
- 3 CD-ROM stations
- Quiet study room
- Program room
- Sunlit reading area
- Themed children's section
- State of the art technology training room (8 multimedia workstations)
- open 63 hours per week
- Parking: 152 spaces for the entire complex

During an interview, CEO Eleanor James pointed out that this new library may already be too small and that because of heavy use the children's area could be twice the size. The Glen Abbey Branch also located in a community centre consists of 12,000 sq. ft., and plans are in place to add another 4,000 sq. ft. to this location.

Saskatoon Public Library - Alice Turner Branch Library

The Alice Turner Branch was opened in December 1998. It is the first library in North America to be built to the standards of C-2000 construction, Canada's environmental building code. Features include large, south-facing windows, radiant heat flooring and lighting that automatically adjusts to the amount of natural light coming from the outside.

The branch offers:

- 15,000 sq. ft. (5,000 sq. ft. is occupied by the technical services department for the library system)
- An auditorium for rent - seats 98
- Accessibility for persons using wheelchairs
- Computer classes for adults
- 40.5 open hours per week

Toronto Public Library (TPL) – Leaside Branch

TPL's newest facility was reconstructed and renovated in 2002. It is a stand-alone neighbourhood branch.

This neighbourhood branch offers:

- 12,000 sq. ft.
- French collections
- Books on Tape, ESL, Large Print and other special collections
- 8 Internet workstations
- 56 public seats

Special features include:

- A local history room called the 'Leaside Room' which was included in the branch in response to community interest in local history.

- A community room adjacent to the front lobby. There is a paneled pocket door all along the wall that separates the community room from the front lobby. This door can be opened so that the lobby (800 sq. ft.) becomes part of the community room space (1,000 sq. ft.). This is useful for after hours use and for holding exhibits or a program that requires more open space.

Toronto Public Library (TPL) – Burrows Hall Branch

TPL's newest branch opened in September 1998, is the Burrows Hall Branch which is a in a joint facility shared with the Chinese Cultural Centre of Toronto and the Department of Parks and Recreation. It does not include community meeting room space.

This neighbourhood branch offers:

- 6,500 sq. ft.
- French and multilingual collections
- AV, ESL, Large Print and other special collections
- 9 Internet workstations
- 36 public seats

Toronto Public Library – St. James Town Branch Library

The Toronto Public Library will open a new branch in St. James Town in the summer of 2004, bringing the number of library branches to 99. The new branch will be located in a multi-use facility that will include recreational, library and daycare services.

Branch features include:

- 7,500 sq. ft.
- A large children's area with a parenting collection
- A separate teen zone
- Multicultural collections of books, periodicals and newspapers
- A French collection for children
- Adult literacy and English as a second language materials
- 12 computers with free Internet access and 4 free Kidspage computers
- Materials reflecting the community's needs for employment and career information

Vancouver Public Library (VPL) - Champlain Heights Branch

The Champlain Heights Branch is the newest branch in the VPL system and was opened in September 2001. The branch offers a mid-size collection with basic informational and popular/recreational material for all ages, books and videos in Chinese and basic reference and informational services, as well as programs for children

Branch features include:

- 8,460 square feet
- Meeting room and staff work areas
- Collection size: 60,000 volumes approximately

Vancouver Public Library (VPL) – Two New Branches

The VPL Strategic Plan, targets two priority branch redevelopment projects, one for Mount Pleasant and one for Strathcona.

The Mount Pleasant Branch Library is planned for a shared facility that will include the new library, a community centre, daycare and a residential component. This facility will be based on sustainable design and have a silver LEED rating. The planning for this facility is still in the very early stages so the 'green' elements are still not determined. However preliminary discussions have included:

- energy efficiency
- suitable siting
- quality indoor air

- water conservation
- environmentally friendly materials
- recycled materials and de-constructability
- strategic engineering

The Strathcona Branch is being planned as an inner-city branch and will serve the downtown east-side.

Under the City of Vancouver system the library must submit capital projects for inclusion in a referendum every three years at the time of the municipal elections.

A Profile of a New Branch Library

Based on the new library facility projects reviewed in this section, a profile of a new average branch facility would include the elements listed below. Of course there are exceptions to this profile and ultimately each library facility must be adjusted to meet community needs:

- A range from 5,900 sq. ft. to 28,000 sq. ft. with an average (15 branches) of 13,870 sq. ft. According to the chart in Section 3 of this report the average 'Current Area in Use' of a Winnipeg branch library is 8,931 sq. ft. which again indicates the small scale of Winnipeg branch libraries.
- A neighbourhood focus with a sense of community; the branch reflects the unique character of the community
- A shared or multiple-use facility, although some of the new branches are stand-alone facilities
- Increased collections, with some of the collections tailored to the demographics of the community
- Comfortable seating areas (The two most common words in the descriptions of new facilities are comfortable and neighbourhood)
- Increased programming capacity for groups ranging from seniors to young families
- Increased access to public computer workstations with access to electronic databases and office software; A technology training room may also be included.
- Children's space with space for preschoolers, children's area with moveable tables and children's program area
- Teen area, with music, magazines, paperbacks, computers, and study space
- Study tables in a separate area well distanced from the children's area
- Multi-purpose rooms for community use and library programs

When planning and designing new branch facilities the Winnipeg Public Library should use this profile of a new branch library as a guide.

5. Comparative Review and Analysis of Service Delivery Models

ASM conducted a comparative review and analysis of the current service delivery models including;

- A review of the current library system service delivery model.
- A review of the 'neighbourhood' focus adopted by the City of Winnipeg and the Winnipeg Public Library
- A review of trends in service delivery models
- A comparative analysis of other service delivery models employed by libraries across the country
- A review of trends in library services for urban Aboriginal populations

The comparative review included a web and literature search and interviews with librarians in other library systems. The review focused on current service delivery models at multi-branch urban library systems.

5.1 Winnipeg Public Libraries – Current Branch Distribution System

The present physical location of libraries resulted from the amalgamation of various public library systems in 1979. The current branch distribution planning model is referred to as a four tier system and has been in place since the early 1980's. The *Strategic Planning Process Report (1985)* and *The Winnipeg Public Library, Service/Facilities Needs Study (1989)* describe a four tier library system. *Forward Thinking*, the Winnipeg Public Library Plan of 1996 states that the current branch system is based on two central service libraries and a three-level approach to providing branch library services. The *1997 Winnipeg Public Library, Usage and Attitude Study* also refers to this 4 tier approach.

According to these earlier studies, the four levels of library service are:

Level 1: Central Service Libraries

The two central libraries provide specialized services and resources for the whole library system. The Centennial Branch provides a number of specialized services through its public services units. Branches often refer users to the Centennial Branch for assistance. The centralized public service units include: Children's Services, Circulation, Information and Reference and Special Services.

Centennial Library
St. Boniface (French Library Services)

Level 2: District or Area Libraries (Five Area Libraries)

Area libraries offer access to larger and more specialized collections, services, and hours of operation and are supported by appropriately trained staff.

Fort Garry
Henderson
St. James-Assiniboia
St. Vital
West Kildonan

Level 3: Community Libraries

Community and neighbourhood libraries provide more limited services.

Charleswood
Louis Riel
Pembina Trail
River Heights
Sir William Stephenson

Transcona
Westwood Library

Level 4: Neighbourhood Libraries

Cornish
Munroe
Osborne
St. John's
West End
Windsor Park

The *Strategic Planning Process Report (1985)* and the *Service/Facilities Needs Study (1989)* provide a detailed description of the four-tier model together with specific recommendations on library materials, study/reader space, programming requirements, staff space and common areas. This branch model was defined as follows:

District (Area) Library:

- Diverse material collections (50,000- 75,000 vols.)
- Expanded reference collections
- Facility size (11,000- 14,000 sq .ft.)
- 57 hrs/wk of service

Community Library:

- Material collections (30,000 – 35,000 vols.)
- Facility size (7, 000– 10,000 sq. ft)
- 57 hrs/wk of service

Neighbourhood Library:

- Materials collection (12,000 -20,000vols.)
- Facility size (3,000 – 6,000sq.ft)
- 36.5 hrs/wk of service

Under this model the larger central and area libraries are intended to offer more materials and service than the smaller neighbourhood/ community facilities.

In 1991 the library hours listed above were reduced from 57 hours per week for the Area and Community branches due to budget constraints. Currently Area libraries are open 52.5 hours per week (winter) and 45.5 hours per week (summer) and close on Wednesdays at 5:00pm. Community branches are open 45.5 hours per week (winter) and 38.5 hours per week (summer) and are closed on Wednesdays. Because the Sir William Stephenson Branch was treated as a pilot, model branch, it is currently open 51 hours per week (winter) and 47 hours per week (summer).

In 1995, as part of a departmental reorganization, the library began to move away from the district (area) concept model by dividing the system (excluding central services) into two districts: North and South, with an area manager in charge of each. At this point as well, the Library began to de-emphasize the specialized role of the area library with respect to collections. The materials allocation funding became more closely aligned to circulation. This change benefited the newer community libraries.

In 1997, another reorganization of City staff and services occurred. The library became a division of the Community Services department. The Administrative Coordinator for Branch Services has 18 Branch Heads reporting to this position. At the same time, a new senior library position, Administrative Coordinator of Targeted Services was created. This position is mandated to serve and /or identify service needs of specialized communities including the aboriginal, seniors, multicultural, literacy, persons with special needs, etc.

Today, the 4 tier approach is used to set hours of opening, and to a lesser extent to establish materials and staffing levels. The 'district or area' has largely disappeared.

The 4-tiered branch system has evolved over time, sometimes in a planned fashion and at other times simply in response to change and external factors. Limited budgets and budget restrictions have inhibited the full implementation of many parts of the 4-tier model. Budgets did not permit the building of extended collections at district library level. Because new branch libraries (Pembina Trail, Louis Riel and Sir William Stephenson) were built to a larger scale than their predecessors, their activity levels often surpassed those of the district libraries. The enhanced "reference" role of the district libraries was never really developed and was not apparent to many of the library's users. And, as has been seen in library systems across the country, electronic services have also had a great equalizing effect on Winnipeg's branch library services.

The demise of the district library, largely due to natural causes, suggests that consideration should be given to eliminating this tier in developing a future service delivery model.

In addition to the 4 tier organizational system, the branches are also grouped as area Library Advisory Committees (LACs). The LACs are small citizen committees that report to the Library Board. The LACs include:

Saint James-Assiniboia LAC: Charleswood, St. James, Westwood
City Centre/Fort Rouge LAC: Cornish, Fort Garry, Osborne, River Heights, West End
East Kildonan/Transcona LAC: Munroe, Transcona, Henderson,
Lord Selkirk/West Kildonan LAC: Sir W. Stevenson, St. John's, West Kildonan
Riel LAC: St. Boniface, Windsor Park, Louis Riel, Pembina Trail, St. Vital

The Library Advisory Committees are based on the political boundaries in Winnipeg. When the political boundaries change, branches become part of a different district. The LACs are useful as community input mechanisms but are unlikely candidates for an administrative role because grouping the branch libraries according to political boundaries for administrative purposes does not provide a model that would enhance service delivery.

5.2 Neighbourhoods – The City of Winnipeg Vision

Section One of *Plan Winnipeg 2020 Vision* is entitled "Downtown and Neighbourhoods". This section begins by addressing the importance of 'putting downtown first' in order to enhance the city's reputation and image and at the same time provide a sense of civic pride for Winnipeggers. The Millennium Library project reflects the city's vision to promote downtown development.

Plan Winnipeg 2020 Vision also speaks of the importance of creating healthy and safe neighbourhoods with a sound infrastructure. 'Creating healthy neighbourhoods' is dependent on "coordinating the delivery of services and programs... through community-based facilities" and by developing "community-based programs". Branch libraries are part of the neighbourhood infrastructure, and provide a community-based facility that strengthens community.

The report, *Service Strategies 2002-2004* developed by the Community Services Department of the City of Winnipeg emphasizes the need to deliver "integrated neighbourhood services". The documents also refer to a "community resource area model of service delivery". Within this framework of neighbourhood characterization boundaries, seven geographic community areas have been identified. An eighth community resource area relates to the Aboriginal community.

The community resource area model is intended to "support neighbourhoods in building on their strength and capacity". The specific strategies identified to support this model include:

- Working toward building decentralized and integrated service systems at the neighbourhood level

From these reports it is clear that the City of Winnipeg has a vision that depends on healthy neighbourhoods. This clarity of vision is important for the future development of branch library services. Branch libraries must play their part in creating healthy neighbourhoods.

5.3 Neighbourhoods – The Winnipeg Public Library Vision

The documents that outline the vision of the City of Winnipeg emphasize the need to create healthy neighbourhoods, to provide integrated neighbourhood services and to enhance the quality of life for all the residents of Winnipeg. The branches of the Winnipeg Public Library have an important role to play in Winnipeg neighbourhoods.

Forward Thinking, The Winnipeg Public Library Plan of 1996 states that “Branch libraries are viewed as an integral part of the community. They establish a sense of space and create neighbourhood stability... It is clear that the Library must maintain its physical presence within the city’s communities and neighbourhoods...Most Winnipeggers feel that there is the right number of facilities in the city at present”.

The *1997 Winnipeg Public Library, Usage and Attitude Study* concluded that “Closing any of the City’s 20 public libraries as a means of staying within a reduced budget would not be accepted by the majority of library users. Most library users would prefer to see the City maintain the same number of libraries, rather than decrease the number resulting in fewer, larger branches with longer hours of operation. This finding is not surprising given that most library users visit a particular branch because it is convenient to get to from home or work”. According to this study the key determinant as to why someone uses a community branch is “most convenient to get to from home”. The *Public Consultation Process, Public Surveys (1996)* reports the more than half of all library visitors go to second branch ‘because it has the materials they want’.

From these reports it is clear that Winnipeggers feel that branch libraries are important, that none of them should be closed and the number is just about right to serve city needs. Of course, new branch libraries will be needed as new suburbs and neighbourhoods are created as the city continues to grow, and old branches will need to be replaced, remodeled and refurbished or merged into larger more modern facilities, as neighbourhood service requirements change and as facilities go through the natural aging process. No facility will last for ever.

5.4 Service Delivery Models – Other Public Library Systems

This section of the report provides descriptions of the service delivery models currently in effect in other major public library systems in Canada.

Edmonton Public Library

IN 2000, the Edmonton Public Library adopted a policy that details a set of “Branch Development Criteria”. The criteria are intended for use when assessing the need for a new branch and its future location in the City of Edmonton. The following is a summary of the branch model defined in this policy.

The branch distribution system within the City of Edmonton consists of an integrated physical network of service points (a central library and 15 branches) that serves populations from as small as 18,500 to that of the entire city. The central and branch libraries operate in a co-operative manner ensuring that residents have ready access to all materials and services

available throughout the system. The combination of an efficient holds process and an integrated network of electronic resources ensure that customers using any branch have access to all library holdings. This approach facilitates the development of one broad collection of materials, rather than many smaller duplicate collections across the City.

There are two broad levels of service within this model:

- **A Central Library**
The central library provides services to the entire City (including through the provision of centralized services to branches) and to the downtown community.
- **Branch Libraries**
The Branch Libraries provide services intended to meet the needs of residents within their local communities. Branches also share resources, services and expertise with one another and the central library.

For administrative purposes there are two district managers (South District Manager and North District Manager) who each oversee the operations of approximately seven branches, including four District branches that house comprehensive reference collections. EPL is endeavoring to standardize district branches to 25,000 square feet.

The Edmonton model is based on the recognition of a continuing need for library facilities in neighborhood communities.

The prime criteria for determining whether a new branch library is required in an area are:

- an area population of 20,000 which is projected to grow to 30,000 to 35,000 within the next five years; and
- no other branch library within 4 to 5 km.

Hamilton Public Library – A Four-Tier Model

The Hamilton Public Library model provides for a range of services based upon size of library and community need. The system has four tiers of library service, forming a continuum of service. The model begins with Tier 1 describing the smallest unit of service and builds to Tier 4 describing city-wide services. Throughout all tiers, customer service, collections, staff expertise, technology and administrative support are constant.

Tier 4: Central Library (1)

Services designed to meet needs across the entire city are included in Tier 4 and includes the concept of “the library without walls”. The Central Library is the reference/resource library for the entire new city. The Central Library’s collection includes extensive reference materials in addition to circulating items and provides the long-term in-depth collection. There are specialized information services such as Special Collections, Disability Information Services, and the QUIC information service. The Central Library also purchases and rotates special format collections including large print, talking books, and multilingual items.

The library web site, the on-line catalogue, and e-library services are considered part of Tier 4 services.

Tier 3: District Libraries (2)

These large libraries serving populations over 40,000 people are strategically located to provide extensive collections, services and facilities to parts of the city distant from the Central Library. Their extensive collections serve recreational and informational needs through a mix of circulating and frequently used reference materials. District libraries have an important role in supporting the “information infrastructure” of the library system through collection development and provision of in-depth collections and staff expertise. They complement, but do not duplicate, the Central Library. They provide a full-range of services for children and adults. They provide more in-depth services suitable for, and supported by, a large population base.

Tier 2: Community Libraries (7)

These libraries are described as the mid-sized, convenient, community-based library that is the backbone of the library system. These libraries serve communities between 20,000 - 40,000 population. Their focus is on recreational and informational needs, providing access to materials and children's services. Their collections, based upon demand, support browsing and general information. Convenient access, the provision of electronic information, children's programming, and community meeting facilities are all part of their mandate.

A Community Library Branch Manager is assigned to each community library.

Tier 1: The Neighbourhood Library (16)

These libraries serve a population of less than 20,000 residents. These libraries provide convenient access to the resources of the entire library system. Collections are relatively small and rotate frequently reflecting community demand. Electronic information resources provide access to a broad range of reference materials.

The Bookmobile is considered a Tier 1 or neighbourhood library service.

The following chart presents some of the criteria for each tier

Criteria	Tier 1: Neighbourhood	Tier 2: Community	Tier 3: District	Tier 4: Central
Population Served	<10,000- 20,000	20,000-40,000	40,000+	Entire City
Facility	<3000 sq. ft.	5,000 sq. ft.+	15,000 sq. ft.+	162,000 sq. ft.
Collection Size	20,000-30,000 items	35,000-60,000	75,000+	500,000+
Hours/week	18-24	<35	40-50	70

A Neighbourhood Library Branch Manager is assigned to a set of 5-6 neighbourhood libraries. Some of the rural locations occupy less than 1,000 sq. ft.

All of the Community Library Branch Managers and the Neighbourhood Library Branch Managers (a total of 10 managers) report to the Service Coordinator, Adult Services and Collections. The two District Library Service Managers and some of the Central Library Managers (a total of 7 managers) report to the Service Coordinator, Adult Services and Information.

The branch manager positions are generic and the job descriptions are the same as central department manager positions. Branch managers/Central managers are appointed to a generic position and are assigned to either a neighborhood cluster or to a specific location/department. This structure was developed so that branch/department managers could be rotated every 3-6 years. This system was established to ensure that branch and central library managers maintain prime loyalty to the system itself and not just to their specific locations.

The Hamilton Public Library is committed to creating, in cooperation with the City of Hamilton, a Facilities Asset Management system. This project has not been completed but to date all buildings are on CAD. An inventory of roofs, furnaces and maintenance schedules is being developed. Management staff prepare and present a 'facilities' strategic report to the board on an annual basis.

In an interview, Ken Roberts, CEO acknowledged that one of the elements of the HPL model that does not work very well is the concept of district libraries. District libraries are often not that much larger than community libraries. The main differentiation between district libraries and community libraries is that district libraries are open on Sundays.

Roberts acknowledged that because of the geography of Hamilton (Hamilton is divided by the Niagara Escarpment, with part of Hamilton being 'on the mountain' and part 'below the mountain') that HPL did need a larger library 'on the mountain'. Plans are in place to build a new 27,000 sq. ft. district library 'on the mountain'.

HPL is still very committed to the neighbourhood library concept. Their newest branch is a neighbourhood branch of 6,500 sq. ft.

Oakville Public Library

The existing model for town-wide library service delivery on Oakville consists of one Central Branch, four community branches and an e-library. This system is under review to determine the optimal distribution of service for the future, one that provides maximum accessibility, and cost effectiveness. The role of the current Central Library and the feasibility of alternative service delivery mechanisms are also being reviewed.

Consideration is being given to moving away from the central library concept to one consisting of a larger down-town branch and four large community branches. Oakville does not have an intermediate district branch level. The community branches are all in the 12,000 sq. ft., range and some typically central library functions and services have been distributed to the community branches.

This distributed model is a result of geography (there are several major ravines that run through Oakville) and of development (most of the new development is north of the QEW highway, while the town centre is south of the QEW).

Even though the Oakville Public Library may be moving to a more distributed model, the two neighbouring library systems (Burlington and Mississauga) both have large central libraries.

Ottawa Public Library

The Ottawa Public Library is still very much involved in working through all the details of the municipal amalgamation that involved several library systems. On January 1, 2001, the new City of Ottawa was created with the amalgamation of the Region of Ottawa-Carleton and 11 local municipalities: Cumberland, Gloucester, Goulbourn, Kanata, Nepean, Osgoode, Ottawa, Rideau, Rockcliffe Park, Vanier, and West Carleton

The branch library distribution system that is still evolving will consist of a central library, 4 district libraries and community libraries.

The central library is currently the former main branch of the Ottawa Public Library and consists of approximately 90,000 sq. ft. The library is in the process of developing a business case for a 250-300,000 sq. ft. central library. The four district libraries are geographically-based and will serve their immediate area and will act as resource libraries for approximately 8 community libraries located in the vicinity of the district library. The community libraries are intended to serve their immediate catchment areas. The community libraries range in size from quite small and rural branches to fairly large urban branches.

The first branch library specifically designed as a district library is in the early planning stages and will serve the south-central district. It will be a 30,000 sq. ft. structure. Construction costs will total approximately \$8 million. It will be attached to an existing 25,000 sq. ft. community centre – The Greenboro Community Centre. The proposed district library is part of OPL's vision of the future and is planned as a prototype branch.

The district branch is described as a high-circulation branch. A significant marketing campaign will help to increase the circulation to the projected level. The branch will have a collection of 150,000 items and is projected to circulate 750,000 items per year. The branch will balance new technology, including self-checkout units with the role of a community gathering place. The branch will feature a full coffee shop.

For administrative purposes the branches at OPL are divided into two divisions (Library Services East and Library Services West) each with their own director.

A Service Delivery Framework (SDF) was approved by the Board of the Ottawa Public Library in March 2003. The purpose of the SDF is to:

- Identify core elements of OPL services
- Identify standard OPL service delivery channels and
- Guide further development of OPL strategic initiatives and plans

The section of the Service Delivery Framework dealing with facilities follows:

Public libraries are an essential community resource. Public library services are identified with the buildings that house their resources and serve as community gathering places.

Through the process of municipal amalgamation, the new OPL has 33 facilities located throughout the city. Most of these facilities are dedicated library buildings, although some share real estate with other municipal service centers. These facilities vary in size, state of physical repair and capacity to provide library services. The first step in achieving equitable access for all residents is to identify the physical infrastructure required by OPL to provide that access.

New library facilities are being designed as “libraries of the future”, incorporating leading-edge technology to provide service for the new millennium. Technological innovation will enhance traditional elements, which will continue to form the basis of library service. Innovative building programs will incorporate state of the art technology while maintaining the friendly, customer-focused, accessible environments that have always typified public libraries. New library facilities will maximize service efficiency, customer satisfaction and staff productivity.

This Service Delivery Framework proposes a tiered approach to providing library service through OPL’s library buildings. The tiers are represented by:

- *The Central Library*
- *District Branches, which serve as hubs for library service*
- *Community Branches, which provide basic library services locally.*

OPL staff has used the SDF to help guide the development of Service Delivery Plans that spell out in detail how the OPL will move forward with services such as Information and Circulation, the Virtual Library and Facilities Plans.

The Ottawa Public Library, although it operates under an independent board, is very much integrated into city administration and policies and procedures.

An interesting example of this integration is the City of Ottawa’s Public Art Program that is mandated to develop and manage an art collection, with a focus on works by local visual artists. The Fine Art Collection consists of approximately 1,800 contemporary works which are circulated throughout the city in municipal buildings and community centers. All new facility

projects, including public library projects are expected to contribute 1% of the project budget to a public art program.

Regina Public Library

The Regina Public Library system consists of a Central Library, 3 Neighbourhood Branches and 5 Full-Service Branches. Following the central library and branches model, RPL locates approximately 50% of its total square footage at the central library and 50% at the branches.

The two branch library categories are defined as follows:

Full-service Branches:

- Serve population of 30,000 - 50,000
- Service/catchment area of 3 km. radius (This was recently raised from 2 km. 2 km is considered walking distance, but since most users have cars in the suburbs and foot traffic to the branches is minimal, a catchment area based on walking distance is not relevant)
- 15,000 sq. ft. minimum

Neighbourhood Branches:

- Service population is not formally defined, although 15,000 is the working guideline
- Service/catchment area of 2 km. radius
- 5,000 sq. ft. minimum

The RPL Strategic Plan 2001-2005 calls for developing accessible and well-placed facilities. The goals in the strategic plan include:

- *Develop a plan for Central Library upgrade and replacement and review and upgrade Branch locations, the RPL Film Theatre, and the Dunlop Art Gallery, with particular attention to access, shelving, energy efficiency, security, lighting, and interior remodeling*
- *Re-evaluate criteria for Branch locations; Re-evaluate Branch siting criteria, and make recommendations for changes to Branch locations*
- *Provide universal access to Library locations (At present, three branches are not fully accessible to wheelchairs)*
- *Establish Library locations as both community meeting places, and locations for quiet, individual study*
- *Develop a comprehensive Facilities Plan, including a consideration of an upgrade to, or replacement of, the Central Library*
- *Install energy-efficient lighting and upgrades at all locations*

Sandy Cameron, CEO of the Regina Public Library advised that the implementation of the plan will involve "maintaining the neighbourhood (inner city) branches, and as opportunity and finances allow, move them from their crumbling Carnegies to new locations attached to or adjacent to community centres".

Each of the three neighbourhood branches has a Branch Head, but only one of them is a professional librarian with a degree on library science. They report to the Head of Central Library. The neighbourhood branches are intended to operate as arms or agencies of the Central Library for those who are either uncomfortable in the larger Central library, or can't get to it with any ease. The Branch Heads develop programs in concert with Central staff, rotate collection blocks, etc. Socially they act as community safe space in ways that the larger branches don't, at least not to the same extent. They are a large part of the very little "successful public space" that exists in Regina's urban core, as well as providing traditional and contemporary services.

Cameron believes that “it is very important to maintain these inner core facilities for any number of social reasons, and to consciously NOT build their replacements too large. One 15,000 sq. ft. branch will not do the same job in the core as three 5,000 sq. ft. branches appropriately sited will do”.

Saskatoon Public Library

Saskatoon Public Library is comprised of the main branch, six branches and a booktrailer service. Three of the branches are in multi-use facilities: Carlyle King Branch is in Cosmo Civic Centre, Cliff Wright Branch is in Lakewood Civic Centre and the Rusty Macdonald Branch is in Lawson Civic Centre.

Saskatoon’s service delivery is based on the following model:

Community Libraries

To provide a moderate range of lending and programming services as well as a basic information service for a defined community or neighbourhood. The bookmobile is considered to be a small neighbourhood library.

Population Served: 8,000-15,000
Service Radius: .8 km
Floor Space: 4,000-7,000 sq. ft.
Collection: 10,000-25,000 items
Hours: 27-43.5 hours/week

Area Libraries

To provide a broad range of materials and programs as well as intermediate information service to a defined suburban area.

Population Served: 30,000-50,000
Service Radius: 2-2.5 km
Floor Space: 10,000-15,000 sq. ft.
Collection: 46,000-76,500 items
Hours: 60-67.5 hours/week

The branch system is administered by a Manager of Branch Services who is also head of one of the branches. Each branch has three professional librarians (branch manager, adult services and children’s services) on staff. Each branch is responsible for their collection development.

Scarborough Public Library

Before it’s absorption in the Toronto Public Library system the Scarborough Public Library was an acknowledged leader in developing levels of public library service. The Scarborough Public Library developed a three-tier model. The basic elements of the model are described in this section.

Central Library

Purpose: To provide a resource facility for the whole municipality.

District Libraries

Purpose: To act as a service outlet for its immediate location, a reference and information centre for its geographical district providing access to more specialized information services, a programming facility, and a source of support (staff and materials) for each of the neighbourhood and community branches within its district. The District Library provides an administrative facility within each defined district.

- At least 25,000 sq. ft.
- Provides services for less than 200,000 people in a geographical area of

approximately 15 sq. miles.

Branch Libraries

Community Branch Library Services

Purpose: To provide access to a full range of library resources

- 10,000-15,000 sq. ft.
- Provide services for up to 50,000 people
- Collection: 50,000-70,000 items
- Located at least 3 km's from other service outlets

Neighbourhood Branch Library Services

Purpose: To provide community residents with convenient access points to resources.

- 5,000-7,000 sq. ft.
- Provide services for 10,000 to 30,000 people
- Collection: 30,000-50,000 items
- Located at least 2 km's from other service outlets

Toronto Public Library

<http://www.tpl.toronto.on.ca/>

The branches of the Toronto Public Library (TPL) are grouped into three categories. The following description of the branch system is adapted from the TPL web site. The three categories are:

- Neighbourhood Libraries: Small, comfortable branches that serve their own little piece of Toronto. Size: 2,500 sq. ft. to 12,000 sq. ft.
- District Libraries are open longer and have larger collections. They also help out the smaller neighbourhood libraries. Minimum size: 25,000 sq. ft.
- Research and Reference Libraries are the largest libraries, with extended hours and extensive collections for in-depth research. They serve the entire city.

There are 78 neighbourhood libraries across Toronto that offer:

- More than 40,000 popular books, paperbacks, magazines, newspapers, videos, compact discs, cassettes and large print books
- A reference collection for school projects and other types of research
- Databases that provide electronic copies of journal and magazine articles
- Multilingual materials for the languages and communities in the neighbourhood
- A comfortable space to study, read or relax
- Informed staff
- A children's area with:
 - Children's books, music and videos
 - Computer workstations for children
 - Story hours, author readings and other kids' programs
- Computer workstations
- Meeting rooms in some locations

There are 17 district libraries that offer:

- More than 100,000 books, paperbacks, magazines, newspapers, videos, compact discs, cassettes and large print books
- Multilingual materials for the languages and communities in the district
- Adult programs that may include computer training, book clubs, library instruction and literacy support
- Sunday hours from September to June
- A comfortable space to study, read or relax
- Expert staff
- Extensive collections for in-depth reference and research in a variety of areas
- Business and careers

- Government information
- Homework support
- Local history
- Consumer information
- Health
- Databases that provide copies of journal and magazine articles
- A large children's area with:
 - Children's books, music and videos
 - Computer workstations for children
 - Story hours, author readings and other kids' programs
- Computer workstations with access to The internet, including the Virtual Reference Library and a wide range of other electronic resources with general and specialized information on many different subjects
- Meeting rooms, auditoriums, user education centres and space for literacy tutorials are also available in some locations

There are two research and reference libraries. Both libraries offer:

- Central locations to serve everyone in the city
- Sunday hours from September to June
- A comfortable space to study, read or relax
- Staff with expertise in various subject areas
- Large collections for extensive research and reference in a wide range of areas
- Specialized collections such as business and careers, performing arts, languages and literature, periodicals and newspapers, Canadian history, local history, genealogy and health
- Collections of rare and valuable materials make research possible in some very unique subjects
- Large number of computer workstations give you access to collections of the entire Toronto Public Library, the Internet, including the Virtual Reference Library and a wide variety of other electronic resources with general and specialized information on many different subjects
- Special services
- Audio-visual facilities for learning languages, watching videos and listening to music
- Meeting rooms, exhibit space, auditoriums, and space for literacy tutorials are available in one location or another.

Creating the Future, Treasuring the Past the Toronto Public Library Strategic Plan 2000-2003, outlines a plan for branch library development based on the concept of the branch library as community cornerstone. Specifically, the plan states that the library will work with the community in order:

To work with local communities to ensure that local needs are met.

- *Establish convenient methods for the public to comment on local library service and branch issues*
- *Enhance services at individual libraries which reflect the unique needs of their communities, for example, branches with collections and displays reflecting issues of local interest, including local history, culture and the environment.*

To provide attractive, functional libraries with high street visibility

- *Continue to develop our branches through a building and renovation program for Neighbourhood, District and Research and Reference Libraries.*
- *Ensure Toronto Public Library branches are instantly recognizable by developing a distinctive visual image through signage, graphics and colour*
- *Design libraries with spaces that appeal to different groups of people engaging in different activities*
- *Improve the accessibility of all our branches through barrier-free design*

- *Extend the energy management program to more branches to increase energy efficiency.*
- *Sell refreshments in busy locations.*
- *Install more drop boxes for after-hours returns.*

To offer convenient consistent hours

- *Develop schedules of branch open hours that balance consistency and local use patterns.*
- *Extend open hours on Sundays and weekdays.*

A new senior management system for the TPL was approved in December 2002. Since this is such a recent change the new model it is very instructive for the purposes of determining a new administrative model for the branches at the WPL. Under the new management structure TPL consolidated four geographic regions into two. Branch library administration now consists of three positions: Director, Branch Services and two positions that report to this position – Director of South/West Region and Director of North/East Region. The purpose of the consolidation was to assist in unifying branch operations and to reduce the number of positions reporting directly to the City Librarian.

The position of Children and Youth Advocate now reports to the Director of Branch Services. Prior to the development of the new management structure the Children and Youth Advocate reported to the City Librarian.

Vancouver Public Library (VPL)

In the early 1990's in preparation for the development of a new central library, the Vancouver Public Library undertook a major strategic planning process that included many contemporary library facility experts in the planning process. The planning process concluded by stating that "the library system should recognize and embody the cultural energy of individual neighbourhoods and communities, as well as the cosmopolitan life of an international city" and went on to recommend "the phased upgrading of the branch system".

The branch model that was adopted by VPL was based on the "development of full service community branches reflecting the requirements of library services and related activities". This meant the adoption of a much larger standard branch model. Some of the branch-related goals adopted under this model included:

- *The library is committed to a responsive community branch network supported by integrated informational, technical, operational and administrative communications and services.*
- *The library will develop and maintain standards for branch sites, facilities and services which will reflect an enduring civic presence as well as amenable and functional environments.*

The VPL Annual Report for 2001 states that the branch libraries "belong to the community and are accountable, active participants within it. We encourage involvement from the broadest spectrum of users. We shape our collections and services in order to be sensitive and responsive to community needs and aspirations".

This broad vision is supported in the Strategic Plan by a set of strategies that include the following strategies specifically related to branch libraries:

- Implementation of the Library's Area Services and Staffing Model to ensure that our libraries have the required space, collections, staffing, and hours of opening to deliver service to the public

- Continue the ongoing implementation of the Facilities Strategic Plan for the maintenance, renovation and/or replacement and relocation of our library buildings
- Address current space, activity and service levels in our libraries to develop the size and configuration of space required to meet the needs of the community
- Consult with our community on the Library's priorities for the redevelopment of the branch system
- Monitor opportunities for unique and innovative partnerships for redevelopment of our facilities
- Actively encourage the role of the Library as the focal point and cornerstone of the community so that our communities have safe, friendly, inviting and accessible spaces to meet, read, study, visit and learn

The branches of the VPL are grouped into four categories. The following description of the branch system is adapted from the VPL web site and planning documents. The categories are:

Central Library: The Central Library is a facility of over 100,000 sq. ft. that serves a city wide population with a collection of one million volumes.

Area/Resource Library: An Area Branch serves both its immediate community and patrons from all parts of its designated area. The facility has 20,000 sq. ft. It provides a comprehensive range of informational and popular/ recreational material including a wide range of formats and multi-language holdings. Its larger collections including electronic resources support a complex reference and information service. It offers extended service hours and provides a wide range of adult, young adult and children's programming. In addition, it functions as a focal point and support for its adjacent Community and Neighbourhood Branches in the areas of collections, reference, staffing, programming and selected administrative services.

Community/Full Service Branch: A Community Branch refers to a facility of 12,000 sq. ft. It offers a mid-size collection with basic informational and popular/recreational material for all ages. It offers service for basic reference and informational needs, programmes for children, and a medium sized collection of popular adult and juvenile materials; including books, magazines, audio cassettes and videos.

Neighbourhood Branch: A Neighbourhood Branch refers to a facility of 6,000 sq. ft. It is a small branch that provides children's materials and programming, and popular adult materials. A detailed description of a neighbourhood branch in the VPL system is provided in the following chart.

Characteristic	Neighbourhood Branch
Population served	15,000 – 20,000
Catchment Area	¾ to 1 mile
Collection size	26,250 volumes/items
Reference collections	400 equivalent volumes
Branch size	557 gross m ² (6,000 gross ft ²)
Seating	28
Parking	30
Multipurpose room	25
Staffing	4.5 FTE

At one time, VPL also had small storefront branches. The original description of a small storefront branch was a facility of 1,000 to 4,000 sq. ft. serving a population of 20,000 and with a collection of less than 5,000 volumes. It offers a small book collection, limited services, and fewer staff, with a Librarian on site one day a week. Full access to the collections of the rest of the Vancouver Public Library is available through the online catalogue. The existing

storefront branches and smaller neighbourhood branches are being gradually expanded or redeveloped as new community branches.

The four main areas of the city (North, South, East and West) have a designated coordinating branch which provides an enhanced administrative service and collection. The four coordinating branches are: North – Kitsilano, South – Champlain, East – Hastings, West – Oakridge. There are between four and five branches in each area. The individual branches in each Area are essentially independent units but work collaboratively in some areas of planning, programming and collection development.

According to the original administrative structure area librarians were not designated and a cooperative approach to acquisitions, service coordination, and staff sharing was adopted on an area basis. For the past five years all 20 branches plus Outreach services reported directly to the Director of Branches.

A new report still before the Board of the VPL recommends that each of the four areas be placed under the direction of Area Managers who will report to the Director of Branches. Essentially, the branch head at each of the coordinating branches will become the Area Manager for that area. To compensate for the new responsibilities a full-time librarian will be added to the staff of each coordinating branch.

Under the new, revised service model services will be provided through a tiered structure of four levels of service: Central, Area, Community and Neighbourhood branches. The Central Library will act as the resource library for the system and provide special collections and services not available elsewhere, in addition to serving its local community. The Central Library will also house the system support services such as Technical Services, Computer Services, Human Resources, Accounting and Administration. Area branches will serve their local communities and provide a complex reference service, material resources and programs to a designated area. Community branches will serve their local neighbourhoods through a basic reference service and programs and a focus on recreational reading. Neighbourhood branches will provide a library presence in the community and offer popular reading and children's materials and children's programming.

All branch heads in the VPL system are professional librarians. The larger branches have three professional librarians on staff (Branch Head, Librarian II and a Children's Librarian). The medium-sized branches have two professional librarians on staff and the smaller branches have one professional librarian and a library technician on staff. In the case of the smaller branches the branch head also has to be a children's librarian in order to ensure adequate support for children's services.

The Virtual Services area, which includes the web site, e-reference and Internet training, has the same staffing component as a mid-size branch.

Profile of Branch Library Distribution Systems in Canada

Based on the branch distribution systems reviewed in this section, a profile of an average branch distribution system in Canada would include the elements listed below.

- A central library and branch library system in which the central library provides services to the entire city and the branch libraries provide services to meet the needs of residents within the local neighbourhood or community.
- The prime purpose of the branch library is clearly to serve the local neighbourhood. Because of the importance of planning branch services to meet the specific needs of each community, most library systems recognize that every branch library should be directed by a professional librarian, although in some cases financial limitations prevent this ideal from being realized.
- An electronic online library catalogue, access to electronic resources, an automated 'holds' system that enables a patron to request a book located in one branch to be delivered to another branch, and a van delivery service provide the mechanisms for sharing materials across the library system.
- Library branch siting and location are based on a set of criteria which include population to be served by the branch and a service radius or number of kilometers separating each branch. However, many library systems do not actually meet these criteria because of historical, political, geographical and financial realities.
- A tiered system or taxonomy for classifying the branch libraries. The tiers can include up to four layers consisting of a central, library district or area libraries, community libraries and neighbourhood libraries. Branch hours of opening, collection size, staffing levels and size of collection and branch size are generally tied to the branch classification within this tiered system. In many systems the differentiation between the tiers is not precise and there is often considerable overlap. Basically, district libraries are open longer and have larger collections and neighbourhood libraries have fewer hours and smaller collections. The tiered system is primarily an administrative mechanism for allocating resources and it is a fair assumption that most library patrons are not aware of the classifications. There seems to be little service or programmatic distinction between a neighbourhood and community branch.
- An administrative system that generally consists of district managers who report to a head of branch services or equivalent. The preferred number of district managers tends to be two. In some cases the district manager is also in charge of a larger branch.
- The library web site and electronic library services are increasingly viewed as a major service delivery point and are being given branch library status.
- The average size of a branch library is increasing. A district or area library now ranges from a minimum of 12,000 to a maximum of 28,000 sq. ft. New neighbourhood and community branches tend to exceed 5,000 sq. ft. at a minimum.

When reviewing and designing a branch library distribution system the Winnipeg Public Library should use this profile of branch library distribution systems in Canada as a guide.

5.5 Current Trends in Service Delivery Models

Information and Communications Technology Trends

Information and communication technology (ICT) is transforming how the public library does its work, but it is not changing the purpose of the public library.

The dramatic growth of the Internet and the World Wide Web as essential information and communications technologies has led to the extension of the role of the public library to include:

- ensuring that all people have access to these technologies,
- helping people to use the new technologies effectively,
- providing knowledge management expertise to assist people to find and use information

The public library has been recognized as an ideal institution for ensuring public access to the Internet and to electronic databases, and as a source of training and information on the use of the Internet. Libraries, by their nature and based on their historical beginnings, help to bridge the gap between information haves and have-nots, and in so doing, they will help ensure that we do not develop an information have-not class. Librarians are recognized as knowledge managers who can organize and classify the often-confusing range and depth of information that is available on the World Wide Web. Librarians are bringing control and organization to the electronic information glut, just as they brought control and organization to the print on paper media.

General Branch Service Trends

In 1979, the American Library Association (ALA) defined broad guidelines that still dictate the basic framework for developing library facilities. ALA's Public Library Mission Statement and Its Imperatives for Service state that library facilities should reflect:

1. The library's objectives and priorities as supported by analysis of current and anticipated community need.
2. The special needs of actual and potential user groups, such as handicapped individuals, children, teen-agers, and the aged.
3. Space to accommodate a variety of material formats.
4. Flexibility to accommodate present and anticipated technological devices.
5. Space for a variety of group activities.
6. User travel patterns with adequate provision for parking and security.
7. Economic interior and exterior maintenance.
8. Easy access and self use, with clear directional signs, logical organization, and displays to highlight collections and services.

This framework still constitutes the basic criteria for library facility siting. Prior to 1980, these criteria were interpreted in terms of accessibility and proximities - proximity to public transit, the urban centre and prime intersections that would attract traffic, and distance from other library facilities. The accepted urban model for a public library system consisted of a central or main library with branches at the suburban or community level.

In the 1990's, because of austerity measures, bottom-line economics, the impact of new technologies and the popularity of super bookstores, several trends in branch library facilities emerged. These included:

- The closure of smaller neighbourhood branches
- Merging two or more existing library facilities into a larger facility
- Building multi-use facilities that housed branch libraries with non-library facilities, such as community centres and schools

Another major change to library facility development in the 1990's was the recognition that we live in a mobile society where most people get to their public library by car. In the 1990s very few adults used public transit to get to a library, and walking and biking was largely restricted to children. This resulted in an increase in the size of service radius of branch libraries. The corresponding trend was to phase out small neighbourhood branches and move to a larger community branch model with a service radius of at least 2.4 km., and a population base of 35,000. Larger systems, such as Vancouver and Calgary moved to building larger branch

facilities of up to 45,000 square feet with a service radius of 5 Km. Those trends of the 1990s are today's legacy.

Physical library facilities are not being replaced by new technologies. A major study entitled "Buildings, books, and bytes: Libraries and communities in the digital age" which was published by Benton Foundation in 1997 stated that:

"Americans support using library budgets to preserve and erect library buildings, placing this activity third in the poll's rankings of library services they would spend money on. A total of 65 percent felt this was "very important"; an almost identical number, 62 percent, thought this should be a library priority. It is important to note that support for this function comes only after purchasing new books and computers and computer access, and that all three categories polled extremely well among all groups."

The growth of the super bookstore is also having a major impact on library facilities. Super bookstores have made bookstores a 'destination' and the act of getting a book has become a social 'event', similar to going to a movie, play or coffee shop. Super bookstores provide an experience as well as a source of books because they are a place where people gather and share conversation and refreshments. The ambience of the super bookstore is having an immense effect on what people have come to expect from a library. Libraries are expected to be gathering places. The public library must become a 'destination' and a 'people place'. Going to a branch library should become an 'event'.

One of the best ways in which a branch library can become a 'people place' is for the library to become a community centre for collective identification and activities, as well as personal self-definition. The library can best offer itself as a place for self-definition by providing the resources and environment that enable individuals to pursue the lifelong search for meaning, value and learning. The library should also enable individuals as parents to introduce their children to the same pursuits. Being a 'people place' presupposes a pleasant and convenient physical location with the right ambience.

As long as the human imperative to socialize continues to take precedence over the advantages of "libraries without walls" the need for physical branch libraries as community gathering places will continue.

The library can best offer itself as a place for self-definition by providing the resources and environment that enable individuals to pursue the lifelong search for meaning, value and learning. The library should also enable individuals as parents to introduce their children to the same pursuits. Being a 'people place' presupposes a pleasant and convenient physical location with the right ambience.

Most Recent Trends

Over the past few years there has been a boom in library construction and renovation in the United States and there has been a corresponding echo in Canada. As section 4 of this report demonstrates the emphasis in building branch libraries is still on larger branches (12,000-27,000 sq. ft.), but there is also renewed interest in neighbourhood branches (6,500 sq. ft.)

A recent article in Library Journal, entitled *What Public Libraries Must do to Survive* (April 1, 2002) quotes Susan Kent, Director of the Los Angeles Public Library when speaking of the branch libraries in the system as saying "We believe that the library in almost every case is the heart of the community and in many cases, the only public facility". Dan Walters, Director of the Las Vegas-Clark County Public Library is quoted as saying that we should "reinforce the concept of neighbourhood library as a locus in the community for public discussion, cultural enlightenment, and a place that can counteract the fractious effects of urban living".

The service model of choice for large, urban public libraries remains a central library with branch facilities, which include community and neighbourhood branches. This is what the public library user wants and expects. Any variations from this model are usually based on economic criteria as opposed to service criteria.

5.6 Library Services for Aboriginal People

The most recent study in Canada on library services to Aboriginal people was published in October 2001 in Saskatchewan. The study is entitled "Information is for Everyone: Final Report of the Minister's Advisory Committee on Library Services for Aboriginal People". The report concludes that "public libraries are not attracting off-reserve First Nations and Métis people in numbers reflecting their proportion of the population". Although this report study is about the circumstances in Saskatchewan, the recommendations made in the report should be considered by public libraries in Manitoba.

The report proposed two overall goals aimed at the establishment of universal access and achieving equitable access so that library usage by Aboriginal people becomes proportionate to their population.

Some of the specific objectives and strategies for achieving equitable access included:

- Creating a welcoming atmosphere and culturally appropriate services, programming and collections. To make the public library environment as welcoming as possible, suggestions included:
 - Greeting patrons in local Aboriginal languages;
 - Displaying signage in local Aboriginal languages;
 - Displaying exhibits of Aboriginal art;
 - Presenting displays of Aboriginal authors and Aboriginal materials;
 - Locating paperback racks near the entrance;
 - Playing music in the library (e.g. pow wow music);
 - Having suggestion boxes, and taking comments and suggestions seriously;
 - Extending invitations to the First Nations and Métis adult populations through their groups and organizations (e.g. Friendship Centres);
 - Developing and providing culturally appropriate programming for First Nations and Métis patrons;
 - Programming to increase awareness of the histories and cultures of First Nations and Métis people in Saskatchewan.
- Developing an Aboriginal component to Library Web Sites. The web sites could serve as a clearinghouse for Aboriginal materials.
- Encouraging and promoting literacy among First Nations and Métis people.
- Establishing Aboriginal storytelling programs to promote library services for First Nations and Métis people.

Regina Public Library – Albert Branch

The Albert Branch is mandated to serve the growing Aboriginal population in Regina.

The collections at the Albert Branch reflect the focus on Aboriginal services. They include:

- First Nations' Collection - A special collection for adults and children that focuses on First Nations' people.
- Cassettes - Popular and traditional music featuring many Aboriginal artists.
- Videos - A National Film Board video collection that features Aboriginal content.
- Paperbacks - Current fiction and non-fiction titles.

- Periodicals - Up-to-date issues of Aboriginal and popular magazines for adults, young adults and children.
- Vertical Files - Articles and pamphlets on Aboriginal issues and various other subjects.

The Albert Branch Library offers a wide range of programs and special events create awareness of the different cultural groups in Regina - particularly the Aboriginal community.

In order to increase community involvement in the operations of the branch, the Albert Community Library Committee was created to provide such input and advice. Through the Committee community residents have a voice in staffing, selecting books and planning programs.

The RPL Strategic Plan 2001-2005 states that *“Changing demographics and community consultation have signaled the need for RPL to refocus collections, services and programs over the next five years to meet the needs of our growing Aboriginal community”*.

Sandy Cameron, CEO of the Regina Public Library, advised that as to services to the Aboriginal community, RPL is actively focusing inner-city branch library services, staffing and collections to meet needs peculiar to their clientele, which means a heavy focus on services for the impoverished, and on Aboriginal elements in building design, programs (use of elders), ethnicity of staff, etc. As to collections, analysis indicates that our most ‘Native’ of Branches, the Albert Branch, has no greater percentage of native-type items in the collections than others. But by putting them together in their own shelving runs, rather than inter-filed with other Fiction and Non-Fiction materials, there appears to be a larger collection, and they seem to circulate more.

Winnipeg Public Library

The urban Aboriginal population in Winnipeg is growing dramatically. The Library Services Division is working with the Aboriginal community to establish an Aboriginal Public Library. The Millennium Library will include an Aboriginal reading-in-the-round area to encourage oral traditions.

The new Millennium Library will include:

- An Aboriginal Reading in the Round resource centre which will include books, videos and cassettes, displays and CD-ROMs and casual reading area. The design will reflect aboriginal themes, including the cardinal directions and medicine wheel.
- An Adult Aboriginal Collection area.

A study is also underway to determine the future direction of the St. John’s Branch in its particular role of serving an inner-city clientele.

Direction for the Winnipeg Public Library

While several Winnipeg Branch Libraries (Sir William Stephenson, West End and St. John’s) have collections of aboriginal materials, few are highlighted, or even particularly accessible. A coherent Aboriginal materials collection development approach is needed as a support to the provision of services for aboriginal people.

The urban Aboriginal demographic poses a very substantial challenge for many Canadian cities, such as Regina, Edmonton and Winnipeg. Since there are few if any successful models for providing library services to urban Aboriginal populations, the Winnipeg Public Library should consider collaborating with other large urban public libraries in developing pilots to explore different library service delivery models for urban Aboriginal populations.

An Aboriginal Library Services Plan for the Winnipeg Public Library should include:

- A clearly defined service and program package specifically targeted at the urban Aboriginal population. The package should be defined through an Aboriginal community consultation process.
- A detailed Aboriginal Collection Plan should be developed. This plan should include steps to expand the collections on Native Studies, Aboriginal issues and other specialty areas such as ESL, ABE/Literacy.
- More Aboriginal people should be hired to work in the library and to help define Aboriginal library services. This may require a specific training program. The City of Winnipeg's Equity and Diversity Joint CUPE /Management Committee is working with a newly created Aboriginal City employee group. These two groups may be of assistance to the library in developing plans to hiring more Aboriginal people.
- Create an Aboriginal library services coordinator
- Sensitivity training on different cultural groups, including the Aboriginal cultural group should be made a regular feature of the staff training program.

5.7 Service Delivery Options – Winnipeg Public Library

Centralized vs. Decentralized

In communities with a high level of diversity all public institutions face two challenges.

- How does a public institution deliver services beyond the central facility?
- What level of service is provided at the local or community level?

Decentralized Library Services - defined

In a decentralized library service model neighborhood needs and services are the focus.

- Decentralized library service delivery is based on recognition that branch libraries enjoy a special relationship with their communities.
- The community's needs can be met locally and through close personal relationships developed between library patrons and library staff.
- A high level of community-specific and responsive service can delivered through the branch libraries. Decentralized service is typically more nimble and timely than centralized service.

In a decentralized model, decisions about service delivery are made at the local level and the resources needed to implement those decisions are provided to the local branch (or local cluster of branches).

Centralized Library Services –defined

In a centralized system service may be delivered through branch libraries but the services are centralized, and administered through central leadership and administration.

The central administration can ensure, among other things, that:

- quality of services is consistent in all branches in the system
- policies and procedures are consistent across the system
- resource sharing between branches is easily accomplished since collections are catalogued centrally and all materials are acquired system-wide
- the automation system serves all users equally
- technology planning for Library Services is done system-wide.

In a centralized model, decisions regarding type and level of service are made centrally and funding is controlled centrally.

Drifting towards greater centralization

The Winnipeg Public Library appears to be moving to a more centralized model. Departmental reorganizations in 1995 and 1997 centralized the management structure of branch services. Since then one librarian position from each of the 3 of the 5 area libraries was redeployed to Centennial Library. This move towards greater centralization appears to be based primarily on principles of efficiency and bottom-line management rather than on any service principles.

Functions such as selection and programming are organized at the system level. All professional staff in the branch libraries is involved in some aspect of selection, but their role in selection is not confined solely to their own library or district. Selectors from a geographic area select by format e.g. audiovisual materials, or for type of library e.g. neighbourhood branches.

Planning for adult and children's programs occurs through system-wide committees, which develop programs for branches.

Planning for services to specialized communities such as the Aboriginal, seniors, multicultural, literacy and persons with special needs is organized under a senior library position, the Administrative Coordinator of Targeted Services.

Some planning continues at the area library level. For example, planning for the Summer Reading Club initiative is done at the area library level.

A Decentralized Model

Manfred Kochen and Karl Duetsch in a trend-setting 1969 study identified conditions that favoured centralization or decentralization of public facilities. Centralization is favoured when there is ethnic, linguistic, cultural and social uniformity. However in many more diverse socio-economic markets, decentralized service is imperative to meet specialized needs. The diversity that defines Winnipeg suggests that a decentralized model for service delivery is the optimum model for service delivery.

The rationale for a decentralized service model is clearly expressed in the *Mississauga Library System Strategic Plan (1997)* which states that "with changing demographics, more powerful technologies, with greater emphasis placed on joint ventures, there is increasing pressure on libraries to provide more of their services on a 'decentralized operational' basis".

The Winnipeg Public Library should adopt a decentralized model for their branch distribution system. Such a model would be in perfect alignment with the City's vision as described in section 5.2 of this report. The City vision calls for "coordinating the delivery of services and programs... through community-based facilities" and by developing "community-based programs". This vision is clearly based on a decentralized service delivery model, albeit one with considerable coordination.

The focus is on a decentralized delivery model based upon community as the defining core feature.

A Decentralized Library Distribution Model - The Neighbourhood or Community Library

An analysis of the different library service distribution models presented in Sections 4 and 5.4 of this report indicates that a decentralized approach to neighbourhood and community-based service drives current library thinking when it comes to branch services. For example,

The Toronto Public Library Strategic Plan outlines a plan for branch library development based on the concept of the branch library as 'community cornerstone'. Services at individual libraries are to "reflect the unique needs of their communities".

The Vancouver Public Library strategic plan concludes "the library system should recognize and embody the cultural energy of individual neighbourhoods and communities".

Herb Elish, executive director of the Carnegie Library of Pittsburgh states that it is important to "create a sense of community and belonging." So rather than developing a standard branch library model, the plan is for each library to suit the needs of the community it serves and to reflect the unique character of each neighborhood.

It is well known that when an effort is made to close any neighbourhood or community branch library, no matter how small or inadequate and the public outcry will demonstrate just how important branch libraries are to the community. Leonard Kniffel, editor of *Library Journal*, concluded an excellent editorial piece by stating “There is enormous popular support for community libraries out there, but we’ll never tap into it by trying to convince people that their neighbourhood branch library should close”. The conclusion of this project is to build on community support for neighbourhood libraries and celebrate the unique nature of each neighbourhood.

The value and wonder of neighbourhoods is that they are all unique. Branch libraries reflect this uniqueness and should provide resources and services aimed specifically at the needs and interests of the distinct neighbourhoods they serve. Therefore, the branch librarians should have considerable autonomy in collection development and program offerings. In support of this autonomy, each branch library should have the staff complement that has the training and skills to exercise this autonomy. Each branch library should be staffed by at least one professional librarian.

Branch Coordination

Although the unique nature of neighbourhoods should be celebrated and although branch libraries should reflect the uniqueness of these branches in their service offerings, efficiency, effectiveness and the need to maximize resources and resource sharing opportunities requires that considerable coordination takes place. An analysis of the branch distribution systems reviewed in Section 5.4 of this report indicate that the most common model for coordinating branch library systems is based on a geographic division. Most systems divide their branch libraries into groups of two or four based on simple north-south or north-south-east-west models. In fact, prior to 1995, the Winnipeg Public Library system used the geographic model and divided the branches into north and south groups with an area manager in charge of each. The Winnipeg Public Library could re-consider this model and it would bring back an effective mechanism for coordinating decentralized development. However, there is another coordination model that should be considered – the branch cluster model.

Branch Cluster Model – Building on Synergy

Although cluster theory was developed as an economic concept, it can also be applied to public service or branch library distribution. Clusters can be developed around:

- Common user relationships
- Common services
- Use of common technology
- Common workforce needs (Effective sharing of staff)
- A common centre, such as a central library or district library
- Spatial proximity

It is the interaction - idea exchange and collective learning - between synergistic branch libraries that will support new skill development, enhance program and service development and delivery and stimulate creative thinking. It is this potential for synergy that makes the branch cluster model superior to a simple geographic distribution.

The branch cluster model is focused on service delivery and face-to-face interaction and collaboration, whereas traditional hierarchical or strictly geographic branch distribution systems are focused on management administrative requirements, such as supervision, staffing and hours of opening. A branch cluster makes sense when there is a clear advantage in grouping the branches in a particular way. The cluster should facilitate the sharing of information and resources and staff, enhance inter-library communication, and support the joint development and planning of programs.

Cluster Staffing

The branch cluster model consists of clusters of branch libraries that have been placed in the cluster because there is a certain synergy between the branches in the cluster. The clusters should be grouped and assigned a Branch Cluster Coordinators (two cluster coordinators), plus a Francophone Cluster and Francophone Cluster Coordinator. The Cluster Coordinators must be professional librarians and would report to the Head of Branch Services. The Cluster Coordinator would be responsible for coordinating branch budgets, staffing, resources, programs and services in the area.

As stated earlier, for the neighbourhood model to work each branch library should be staffed by at least one professional librarian. Another area where more professional librarians are required is in the area of children's and young adult services. At the present time in children and youth services there are:

- One Administrative Coordinator of Youth Services.
- One Youth Services Librarian (full-time) at Centennial
- One Part Time Youth Services Librarian at Centennial
- One French Language Services Children's Librarian working at St. Boniface Library
- One Youth Services Librarian (full-time) at Henderson
- One Youth Services Librarian (full-time) at West Kildonan

This is not sufficient to support children's services in a library system the size of Winnipeg's and to support the cluster model. Therefore, each cluster, including the Francophone Cluster would also require a children's librarian, responsible for coordinating children's services and providing program support, selecting materials, training and outreach within the cluster. These three children's librarians would report to the Cluster Coordinator, but would work with the Administrative Coordinator of Youth Services on any program planning committees. These three children's librarians would be above and beyond the Children's Librarians and Youth Services Librarians that are already within the system. That is, the positions of Youth Services Librarian at Henderson and at West Kildonan would remain as they are.

The following are possible library clusters that should be considered by the Winnipeg Public Library.

Urban Centre (Inner-City) Cluster

Inner-city branches have common user relationships, common or 'crossover' patrons, common issues (literacy, ESL, unemployment, computer access, a safe haven for children, source of AV materials), common staffing compliments, similar services and programs and a common centre around the Centennial Library. The Centennial Library should have a close relationship with this cluster. The Urban Centre Cluster could include:

Cornish
Osborne
St. John's
Sir William Stephenson
West End

North Neighbourhood Cluster

These branches tend to have similar clientele (Changing populations, turnover in the area) and common children's services issues.

Henderson
Munroe
St. James Assiniboia
Transcona
West Kildonan
Westwood

South Neighbourhood Cluster

Charleswood

Fort Garry
Pembina Trail
River Heights
Louis Riel
St. Vital
Windsor Park

Francophone Cluster

The role of the St Boniface Library in its role as Central French language library should be more clearly defined and the library should be involved in coordinating branch library activities in the cluster of branch libraries that serve the larger French speaking populations in Winnipeg. The Francophone Cluster should function in tandem with the other clusters with considerable overlap. This may create a more complicated and sophisticated model, but it is one that more accurately reflects the nature of Winnipeg.

St. Boniface
Louis Riel
Pembina Trail
St. Vital
Windsor Park

Administrative Structure

With the branch cluster model there seems to be no need to create a taxonomy of branch library types. It is suggested that the libraries that make up the Winnipeg Public Library system be divided into two types – central libraries and neighbourhood libraries. The central libraries should include the Centennial Library and the St. Boniface Library. All other branches should be classified as neighbourhood libraries.

Hours of Operation

Under the neighbourhood model recommended in this report, hours of operation at the branches should be based on a standard formula based on use, location, size and not on a four-tier-system of branch classification. For the benefit of the public, branch hours should be standardized and aside from the two central libraries only two categories of branch hours should be considered.

As indicated in the results of the branch library survey, Wednesday hours should be re-instated at all branches.

Currently only three branches offer Sunday hours - Centennial, St. Boniface and Sir William Stephenson). However, the branch survey indicated minimal interest in further Sunday hours so there is insufficient information available through this study to indicate that more branches should be open on Sundays. The need for further Sunday hours of opening can only be determined by a community needs assessment in which the residents of Winnipeg are polled as to the need for more Sunday hours of opening.

Winnipeg Public Library Web Site

<http://winnipeg.ca/library/>

The Web is now an important part of people's information searching and using behavior. Public library web sites have become an essential component of library service offerings. For more and more people, web searching has replaced traditional research and information-seeking behaviours. Any review of library service delivery models must consider the library web site as an integral component of this model. Several of the library distribution systems analyzed as part of this report have given the library web site and digital library services the same status as a branch library.

The importance of electronic access is recognized in *Plan Winnipeg 2020 Vision*. The plan states that "The City shall promote equitable access to facilities and services by utilizing technology where appropriate to facilitate access to municipal services and overcome

accessibility barriers". Giving the library web site the status of a branch library would also support several other Plan Winnipeg objectives including one which calls for "developing a long-term strategy for the information technology sector to advance the concept of Winnipeg as a 'smart' city" and for providing high-quality library services by "expanding the introduction of technological resources and electronic access to information".

The Winnipeg Public Library web site receives over 475,000 hits per year and provides access to:

- The Library Catalogue (OPAC)
- Applications such as placing holds and renewing materials
- Online resources (journals) and databases
- Links to staff-reviewed web sites in English and French
- Program information
- Branch hours, locations, profiles
- Reference Service :*Ask a Reference Question* service (email based, e-reference service)
- Computer use: 'Book a library computer from home, work or within the library'.

The library web site allows users to search for City of Winnipeg information through headers and footers on the library web site.

The Winnipeg Public Library should classify the library web site at the same level as a branch library and assign the appropriate level and number of staff to manage it. The head of this virtual branch should be a professional librarian.

6. CONCLUSION

As stated earlier in this report, the **Service Strategies 2002-2003** produced by the Community Services Department identified that "the present configuration of branch libraries resulted from the amalgamation of the various independent public library systems at the time of Unicity". "Many of the older branches are not universally accessible, are crowded, lack sufficient parking and have inadequate program and meeting room facilities".

Our study, including our interviews, site visits and comparative review serve to confirm the conclusions of the **Service Strategies 2002-2003** report. The distribution of the branch libraries are primarily a result of the 'Unicity' process. The design of most of the branch libraries predates 'Unicity'. Many of the branch are based on a service model that has long been superceded by actual events, in particular the impact of information and communications technology, the evolving concepts of neighbourhood and community, and the super bookstore model. Many of the branches are not designed for today's library service requirements.

Most of the macro branch library planning that has occurred in recent years seems to have been driven by municipal budget cuts in a reactive mode. Branch planning has not been based on neighbourhood priorities or service needs. This is no way to plan for a progressive library system.

At the same time, it must be acknowledged that the library staff, at both the management level and at the branch level, has done a remarkable job of working with what they have. For example, the numbers and placement of public access computers in all the branches is very commendable. On a small scale each branch has been improved and branch staff proudly point to these accomplishments. These accomplishments include facility improvements such as the refurbishing of program areas, the re-design of children's areas, etc. The Sir William Stephenson Branch is an example of one major improvement in branch facility design. The Sir William

Stephenson Branch is a result of the merger of two smaller and inadequate branch libraries into one larger branch that now serves as a model for branch library development in Winnipeg.

Unfortunately, these kinds of small scale improvements will not be sufficient to provide the City of Winnipeg with a series of branch libraries that support community, act as a community gathering place and provide excellence in library services to the communities they serve.

The Winnipeg Public Library needs a detailed and comprehensive plan that will provide a model for branch library development. This report provides general directions for the development of a branch library development plan based on the concepts of neighbourhood and synergy. The next challenge is for the City of Winnipeg's Public Use Facilities Study to build on these directions and produce a library facility plan that will support a state-of-the-art branch library facility infrastructure.

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Appendix B: UNIVERSAL DESIGN CHECKLIST – CITY OF WINNIPEG

Universal Design Checklist ©					
©Actualizing Universal Design, Gail Finkel & Yhetta Gold, 1999 (permission to reproduce is granted to the City of Winnipeg)					
Design under consideration:					
Facilitator/Reviewer:					
1. Range of Functioning					
	Rating				Comments
Vision					
Hearing					
Stature					
Balance					
Cognition					
Lower body strength and mobility					
Upper body strength and mobility					
Communication					
Dexterity					
Life span					
2. Statements of Good Design					
	Rating				Comments
Marketable					
Flexible					
Uncomplicated & Understandable					
Safe					
Easy to Use and Access					
Reasonable Effort					
Environmentally Sensitive					
3. Appropriateness and Actions to be Taken:					

Appendix C: VANCOUVER PUBLIC LIBRARY – ACCESSIBILITY POLICY (October 29, 1986)

“Disabled patrons should be able to read, consult reference books and write, without being segregated from other patrons.”

The Accessible Canadian Library: A planning workbook for barrier-free environment, p.20 [Draft]

Vancouver Public Library subscribes to the "access path concept" of library service when it is not possible to render the library environment totally accessible. The access path concept means that library staff shall endeavour to provide access to and service in retrieving for the special needs client material that is out-of-reach. This document gives direction in planning for special needs populations during the next ten years.

VANCOUVER PUBLIC LIBRARY SHALL ENDEAVOUR TO MAKE ITS PREMISES BARRIER-FREE BY:

- placing library equipment for public use in alcoves or recessed areas away from traffic areas.
- removing low hanging light fixtures or other objects less than 80 inches from the ground as well as objects protruding more than 4 inches from wall surfaces.
- providing barrier-free aisles at least 36 inches wide between book stacks.
- planning for enough space in reading and reference areas for a guide-dog to lie down free of aisle and public area traffic.
- adapting and labeling one reading table per floor at Central and one per Branch library so that it is wheelchair accessible.
- executing seating plans in public areas, which recognize the needs of persons unable to walk long distances or stand for, extended periods of time.
- assigning one staff member to monitor technological advances in the fields of aids for the disabled individual.
- instituting a system of alerting staff when a disabled patron needs assistance in accessing parts of the library collection he/she cannot use independently.
- providing optical magnifiers in all libraries in the city of Vancouver

VANCOUVER PUBLIC LIBRARY SHALL ENDEAVOUR TO RENDER ITS CARD CATALOGUES AND INDEXES MORE ACCESSIBLE BY:

- labeling catalogue drawers clearly with a 12 point legible typeface such as Helvetica on space for 14 point.
- assuring that drawer handles are easy to grasp and removable for those with limited finger dexterity and movement.
- arranging accessible tables and chairs in proximity of the catalogue for semi-ambulatory and wheelchair patrons.
- assuring adequate room for wheelchair patrons to move amongst banks of catalogue cabinets and index stands.

VANCOUVER PUBLIC LIBRARY SHALL ENDEAVOUR TO MAKE ITS FACILITIES AND COLLECTIONS MORE ACCESSIBLE BY:

- assuring that operating controls on micro-format readers require minimal dexterity and a reach of less than 36 inches.
- planning that one micro-format reader per library shall be on a table 29 inches from the floor.
- assuring that the shelving location for Large Print materials is in an area with illumination of a moderate intensity.
- assuring staircase steps to be of uniform riser height and tread width while eliminating stair nosing projecting more than 1.5 inches.
- timing elevator doors on library premises to remain open at least three seconds.
- maintaining non-slip flooring or low-pile carpet in the elevator.

- installing handrails on rear and side walls of the Central Library elevator 31033 inches above the floor.
- assuring that the elevator door opening is 36 inches or greater and that floor area of the elevator car is at least 4.5 x 5 feet.
- adapting emergency elevator equipment such as alarms or telephone for use by a wheelchair occupant or person with visual or hearing impairments.
- providing slip-resistant, firm, even, obstacle-free flooring surfaces. If flooring is carpet, then it shall be low-pile, firmly attached and with {or without} an underpad less than .5 inch thick.
- adapting circulation service counters so that corners are rounded and that a portion of the split-level counter is no more than 35 inches from the ground with clear space underneath 30 inches x 20 inches deep x 28 inches high.
- providing one telephone with push button controls and unobstructed head-on and parallel access situated 48 inches or less from the floor in each location where public telephones are installed on library premises. This wheelchair accessible telephone shall also be equipped with an amplification device and hearing aid coupler and shall be clearly identified with the International Symbol of Accessibility for Persons with Disabilities and the Hearing Impairment Access symbol.
- providing a telephone book on a counter large enough to hold an open directory and low enough to be used by a person in a wheelchair.
- providing a minimum 10% of total theatre/auditorium/meeting room capacity in spaces for wheelchairs dispersed throughout the seating area with comparable access to exits and line of sight.
- promoting flexible furniture arrangement of the boardroom and other public areas in order to allow for wheelchair movement.
- providing signage that is easy-to-read, glare-free, and in contrasting colours.
- displaying the International Symbol of Accessibility for Persons with Disabilities in accessible service, public and emergency areas containing washrooms, telephones, entrances, exits, elevators and ramps.
- employing tactile symbols for controls on equipment to be used by visually impaired people.
- adapting the emergency warning system for fire or evacuation in order to be effective in alerting hearing and visually impaired patrons. This may mean instituting a system of flashing lights which are activated by audio fire or smoke alarms.

Appendix D: LINCOLN PUBLIC LIBRARIES – ENVIRONMENTALLY FRIENDLY MATERIALS

The following is a description of the environmentally-friendly approach taken by The Clark Enerson Partners, the architectural firm responsible for designing the new branches for the Lincoln Public Libraries.

1. Environmentally Friendly Materials: Gypsum Drywall

Most of the interior walls of this library are constructed using gypsum drywall. Gypsum is a naturally occurring mineral deposited as a result of the evaporation of the water from ancient inland seas, which contained large amounts of dissolved gypsum. The material is environmentally benign. Gypsum board, with joints taped and sealed with compound, is one of the only building material systems that qualifies as fire-rated construction in building codes.

2. Environmentally Friendly Materials: Linoleum Flooring

The colorful hard surface flooring used in this library is linoleum. Unlike vinyl flooring, which was the predominant floor covering used from the 1960s through the 1990s, linoleum is not derived from petrochemicals. Linoleum is made from linseed oil, limestone dust, cork flour, natural rosins, wood flour, ecologically responsible pigments, and jute backing. Linoleum has a long life. It can be produced with low amounts of energy, and it requires no harsh chemicals for maintenance.

3. Environmentally Friendly Materials: Linoleum Tackable Wall Surface

The tackable wall surfaces in this library are made from a linoleum-and-cork product. The material is tinted with a non-toxic dye that colors it consistently from front to back. This surface is very flexible, resilient, anti-bacterial, and can be cleaned with any pH neutral agent.

4. Environmentally Friendly Materials: All Green Medium Density Fiberboard

The casework in the library (cupboards, cabinets, and book stack ends) is constructed from a material much like particle board, except that it is made with 100% recycled content. Recovered wood from old pallets, construction waste, and manufacturer's outfall is sorted, chipped, screened, and cleaned. The product is formed without using phenol formaldehyde adhesives, yet is very strong. The material has been stained and coated with a clear finish to give it resilience.

5. Environmentally Friendly Materials: Lightweight Concrete

Some of the wall tiles and baseboard materials in this library are made from a cement-based, pre-cast product containing natural minerals and recycled materials as ingredients. This form of concrete, which replaces other ceramic products, has been tinted to achieve several different colors.

6. Environmentally Friendly Materials: Recycled Rubber Flooring

The rubber flooring used in staff areas of this library is made from post-consumer tire rubber. The material is slip-resistant, soft underfoot, and emits no dangerous VOCs (volatile organic compounds). Rubber is obtained from coagulating the milky juice from a variety of tropical plants. Rather than using more natural resources, this flooring material re-uses products that would otherwise have been deposited in landfills.

7. Environmentally Friendly Materials: Environmentally-Safe Ceiling Tiles

The ceilings in this library are composed of 24 x 24-inch ceiling tiles. Many buildings use this type of ceiling system, but the tiles in this building are different. These tiles contain no manmade mineral fibers. Instead, they are composed of expanded volcanic Perlite, ceramic clay, and an inorganic binder. The tiles are unaffected by humidity, heat, or microorganisms, and provide superior sound absorption.

8. Environmentally Friendly Materials: Zero-VOC Paint

The wall surfaces in this building are painted to give them color and durability. Paints consist of a *pigment* which gives color, a *binder* that creates the film that the pigment is suspended in, and a *carrier* that keeps the first two components in liquid form so paint can be applied to a surface. In most paints oil or latex are used as binders, which release odors into the air throughout their lifetimes. Paints used in this library make use of a new type of solvent-free latex that significantly reduces paint toxicity.

9. Environmentally Friendly Materials: Carpet Tiles

Carpets used in this building are made up of 50cm x 50cm square carpet tiles. Traditional broadloom (12-foot wide) carpet is glued to the floor and must be cleaned in place, and completely removed and replaced when soiling becomes severe. Carpet tiles are not permanently glued to the floor. Tiles in high traffic areas can be selectively removed and cleaned or replaced, lengthening the life of the carpet. For this reason, tiles are more environmentally friendly.

10. Environmentally Friendly Materials: Electric Lighting and Power

This library building was designed to allow natural daylight to provide a large amount of ambient light in the interior. The majority of the artificial lighting, added to provide good light for reading and other tasks, is achieved with fluorescent lamps. Fluorescent lighting is over 4 times as efficient as incandescent, provides superior light quality, and produces little heat. A flexible power system was designed to accommodate present and future needs.

11. Environmentally Friendly Materials: Ground Source Heatpump Mechanical System

The heating and cooling systems employed in this building use the available heat or cold from the ground to pre-heat or pre-cool the air for distribution in the building. To achieve this, a liquid is pumped through the heating and cooling equipment in the building, and then this liquid is circulated through a closed-loop underground piping system on the site. The liquid is cooled in summer and warmed in winter because the earth maintains a more neutral temperature than the air above ground. This system saves gas and electricity.

12. Environmentally Friendly Materials: Brick

Brick is one of the longest lasting and most durable of all building materials. Bricks are 2-1/4 x 3-3/4 x 8-inch units made of moist clay hardened by heat. The bricks used for the exterior wall or “skin” of this library are derived from native soil, manufactured, and fired in Nebraska. Because this material has such a long life and required little transportation energy to bring it to the site it is considered an earth-friendly material.