

A
Cost Benefit Study of Optional Models
for
Yellowknife Public Library

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A Cost and Benefits Study of Optional Models for The Yellowknife Public Library

1.0 Introduction

1.1 Background and Purpose

The City of Yellowknife engaged Library Planning Consultants to do a cost comparison and benefits study to examine and clarify proposals to either go forward with the renovations to the current library (as recommended in an earlier study) or to move the library to another location in Yellowknife. Although a definite location has not been determined, there are at least four identified sites in Yellowknife available. —

The objectives of this study are:

- To analyze the full costs of staying in the location the library is now;
- To identify the full range of options available to the library and city;
- To detail cost analyses for each option identified;
- To detail the benefits vs. disadvantages for each option identified;
- To provide guidance to the city and library management which will assist them in determining the best course of action;
- To make a recommendation regarding the most desirable option of those identified.

1.2 Study Methods

This study will build on the data, findings and recommendations of the facility review completed in June of 2001 by *Pat Cavill Consulting* as subcontracted to *Library Planning Consultants*. In that document, space requirements were determined to 2016 for library components comprised of:

- Collection growth and space required to accommodate it;
- Space required to accommodate staff growth and functions
- Space required to provide users with the facilities they will need
- Non-assignable space needs

Although a community needs assessment was not completed to determine final sizes and number of meeting room and multipurpose spaces, it was understood that space needs for this component would not be less than the existing facilities provide.

The growth in the components was developed based on population and demographic factors as taken from data compiled by the Bureau of Statistics of the Government of the Northwest Territories.

Supplemental support data was obtained through on site observation; interviews with library management and staff; city administrators and elected representatives. Also researched and reviewed were significant global trends affecting the future of library development and environment.

1.3 Report Structure

This study report (including this initial chapter) has been organized into eight major sections as described below:

- Needs Assessment:** Describes the requirements of library space for the City of Yellowknife to 2016. This section summarizes the findings of the earlier completed **Facility Review and Future Requirements For the Yellowknife Public Library.**
- Identification of Possible Options:** Possible selected models and locations (in general rather than specifically) that will accommodate library service in the City of Yellowknife are identified and described.
- Costs Associated with Implementing Identified Options:** This section will examine building and infrastructure costs (whether new construction or refit of existing), provide some insight to moving expenditures, identify on-going operating expenses expected for each option (again, in a general sense) and will provide an ultimate comparison from a measurable cost perspective
- Benefits and Drawbacks Comparison for Identified Options:** This section will look at each of the options to determine benefits and drawbacks of each, using service and access factors as bases of comparison.
- Considerations Related to New Library Buildings:** Architectural design considerations specific to libraries, whether in new buildings or converted or renovated structures, are identified and discussed.
- Site Evaluation Criteria and Evaluation:** Four categories of evaluation criteria are suggested for library site consideration. A method of rating possible sites is described here as well.
- Conclusions:** Although the ultimate decision regarding the future of the library rests with the city and the other stakeholders, a preferred option is identified based on the logical examination of the information available at this time.

2.0 Needs Assessment Factors for the Yellowknife Public Library

In a study completed for the City of Yellowknife June 2001, full space needs analyses were completed beginning with the space in the existing library and extrapolating through 2016. That study split out the space required to maintain library service at the levels recommended by established library standards.

Existing meeting/program room facilities were analyzed to determine current capacities for different programs and community use. It was assumed that these spaces would remain intact regardless of expansion of the library to fill the space available in the current location. The models for future library service identified later in this study will also employ this assumption. It is, however, recommended that the city and the library fully examine needs for these spaces prior to undertaking any building project. The library will need to assess programs both current and anticipated and the city will need to determine the viability and requirement for meeting space facilities in Yellowknife.

2.1 Planning Indicators for Yellowknife Public Library

Library space analyses are concerned with five space components:

Primary Components:

1. collection space: to house the current and future collection
2. staffing needs: space to accommodate the staff functions including lounge and locker or personal space
3. user facilities space: space to accommodate the variety of needs that users have.

The primary components are largely dependent on a population base factor.

Other Components:

4. multi-purpose or special use spaces: varies from community to community dependent on library programming and the need for meeting facilities in the city.
5. non-assignable space: an allowance made for stairwells, washrooms, janitor closets, entry and exit spaces, furnace rooms etc. and is based on a percentage of the gross space occupied by the primary components.

Non-assignable space is necessary to support the operation of the library but is not considered as direct library use space in the calculation of required area. The amount of space designated non-assignable can vary between 20 and 25% depending on the efficiency of the building; the design; whether or not the building is a shared-use facility; the size of the project, and whether the project is new construction or an addition .

In the case of Yellowknife Public Library, the fact that it is located on a second story of a shared-use building requiring several staircases as well as an elevator and due to the inordinate number of supporting columns, the higher figure of 25% to calculate non-assignable space will be used.

2.2 Population

The population base served determines service parameters in the library and thus it is very important that the latest census statistics are obtained. It is also important to determine population growth rates for the community in order to arrive at a "design" population from which the following can be determined:

- optimum size of collection
- the number of FTE (full time equivalent) staff
- staff work stations required
- user stations needed

It has been confirmed with library management and corroborated with other sources that the current population of Yellowknife is 18,028. The population growth rate between 1991 and 2000 has averaged .012% per year. The Northwest Territories government statistics indicate that the population by 2004 will be 18,773; by 2009 it will have risen to 19,977 and by 2014 the city will serve 21,497 people.

It is likely that by 2005 libraries will have dealt with the unprecedented growth in technology that has occurred through the 1990's and will have developed a greater sense of its effect on the collection, procedures and user demand for these services. This is not to suggest that technology changes will have become static but rather that libraries and librarians will have a better knowledge of requirements and where technology will lead them.

Flexibility in terms of the availability of power and data sources, furnishings used and the number of computers necessary will continue to be an important consideration for all libraries and specifically when planning building projects.

It should be noted that buildings are normally designed for a twenty-year life cycle. The current building is eleven years old and it is appropriate that the library should be considering what its requirements will be in 2016 and whether or not the existing space (with the adjoining space taken in) will provide the necessary room for the library to carry on its service mandate.

2.3 Collection Space Component

Collection size is determined by standards set by the library and its board based on those established by provincial (territorial), national and international library associations.

These standards are currently determined by what equivalent-sized libraries in comparable circumstances provide; budgets set by the funding bodies of the library; access to other libraries' collections as well as basic standards for public libraries.

A minimum of 2.0 books per capita served is the standard for books in public libraries in communities from 25,000 to 100,000 population. In communities under 25,000, the collection must be developed so that it is viable as a resource to its users and this will mean using the higher minimum of 3.0 books per capita.

For the purposes of this study the size of the collection will be used and a factor based on the growth rate established from library statistics will be added to arrive at the collection size fifteen years hence.

Standards suggest that reference materials should be five percent of the total book collection although more and more material will be in electronic format. This does not mean that space needed will decrease as computers to access the collection will take up any space gained through attrition of the print collections.

Magazines and newspapers should be provided at 1 per 100 capita.

The space required for the collection is determined by the following standards:

- Books will occupy space at the rate of ten volumes per square foot.
- Magazines and newspapers on display will occupy 1.4 square feet (this figure accounts for both display of current issues and storage of back issues for up to 1 year).
- 3.8 reference volumes will occupy 1 square foot.
- Non-print materials: 10 items will occupy 1 square foot.
- An average of 50 square feet per user computer workstation is required.

The ten volumes per square foot is derived as a standard because it takes into consideration an expansion factor and the necessity of a 42" wide aisle between stacks to accommodate handicapped access.

An allowance for circulation statistics is normally included in calculations of area required for collection. An average of 14%+/- (derived from circulation figures in the NWT Library Services reports) of the collection should be considered as on loan at all times and capacity for 86% of the lending collection should be allowed.

2.4 Staff Space Component

The generally-accepted standard for staffing a library is one FTE (full time equivalent) staff per 2000 capita for which there should be 1 professional staff per 5000 capita. An average of 175 square feet per staff person is allowed. This figure allows for the different types of workstations in the library and provides for lockers and staff lounge areas. Pages and volunteer staff are not added to the FTE count because they are transitory and do not require dedicated workstations to fulfil their duties.

2.5 User Space Component

The number of user seats provided in a library is broadly-based on a recommendation of five seats per thousand capita, and as this is satisfactory for most public libraries it is the standard used in this report. However, more detailed guidelines suggest allocating user seating on a sliding scale which decreases the number of seats per thousand capita as population increases. Using this more detailed method, the Yellowknife Public Library should accommodate users at 5.7 seats per 1000 population. The number of seats can be modified depending on the service priorities set by the library. For example, if library use is more towards selection of material for home reading, the number of seats should be adjusted downwards but if the library encourages in-house use of collections and facilities, the amount seating provided should be increased. A reference guide for user seating is provided in the Appendix to this report.

The integration of technology into library services has precipitated a change to the original space allowance formula that called for an average of 30 square feet per user. The amount of space allowed per user seat has been increased to a standard 35 square feet regardless of the purpose. In addition, computer work stations for users require 50 square feet per station.

2.6 User Computer Space Component

The growth of the use of computers affects the library in what it should provide to its users. An optimum goal is that 40% of the table and lounge seating should be capable of connection to power and data. This is not to say that computers should be provided for 40% of users but rather that tables and or carrels should be wired to accommodate laptops brought into the library.

Space allowance for this service would not change from the 35 square feet per unit mentioned in 3.24 above.

User stations providing quick use (ie on-line catalogues, or OPACs), as well as stations for longer term work are essential in today's library environment. Early formulas established that one full service station per 2000 population be provided in addition to a minimum of 2 OPAC stations (1 adult and 1 children). A later formula, and the one employed in this study, is based on daily library visits. The formula for number of terminals ranges from a low of one terminal for every 20 visits (daily) to a high of one per 10 visits (daily). For purposes of this study a median of one terminal for every fifteen visits has been selected.

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

2.7 Non-Assignable Space Component

As was mentioned above, the allowance made for non-assignable space is 25% for this study because the library contains washroom facilities, stairwells and elevator shafts are located within the library space, janitorial closets, lobby areas and mechanical rooms are included and the large number of support columns all must be accommodated.

2.8 Meeting/Program Space Component

Although the existing meeting rooms are not strictly a part of this study and will not affect our findings regarding space needs and layout, following are architectural standards related to this type of space.

A general meeting room should allow for 10 square feet per audience chair and an additional 100 square feet for a speaker's podium.

A conference room should allow 25 square feet at a conference table with an additional 10 square feet per audience chair (as in a gallery situation). For storytime activities, 10 square feet per child is a standard plus an additional 50 square feet for the program leader. If craft activities are to be considered, an additional 5 square feet per seat will be required.

If computer training labs are included in the service parameters, 50 square feet per station should be allowed as well as an additional 80 square feet for the trainer.

2.9 Library Space Requirements to 2011

The population of Yellowknife will have reached +/- 20,585.

2.9.1 Collection Component

The standard of 3.0 books per capita is used;

Total collection should be 61,755 titles + 5% (3,088) will be reference and 14% of the collection (8,646 items will be in circulation. A total of 205 periodicals should be provided.

Area required for collection = 6,413 square feet

2.9.2 User Seating Component

The number of seats that should be provided is 103

103 user seats x 35 square feet per seat = 3,605 square feet

Area required for user seating = 3,605 square feet

2.9.3 Staff Space Component

The number of FTE staff should be 10.6
 10.6 staff x 175 square feet = 1,855 square feet

Area required for staff = 1,855 square feet
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2.9.4 Technology Component

The daily visit estimate will be 428.

28 stations for public use x 50 = 1,400 square feet
 less 980 square feet included in 7.2 above = 980 square feet
 420

Area required for user computers = 420 square feet

2.9.5 Non-assignable Space

25% of gross library use space
 Total library space required for components = 12,293 square feet

Area required for library use by components = 15,366 square feet

Area required for non-assignable space = 3,073 square feet

2.10 Library Space Requirements to 2016

The population of Yellowknife will have risen to 22,088.

2.10.1 Collection Component

The standard of 3.0 items per capita:

Total collection should be 66,264 titles + 5% (3,313) will be reference + 220 periodicals are required and 14% of the collection (9,277 items) will be in circulation.

Area required for collection = 6,879 square feet

2.10.2 User Seating Component

The number of seats which should be provided is 110.4

$$110.4 \text{ user seats} \times 35 \text{ square feet per seat} = 3,864 \text{ square feet}$$

Area required for user seating = 3,864 square feet

2.10.3 Staff Space Component

The number of FTE staff should be 11.02.

$$11.02 \text{ staff} \times 175 \text{ square feet} = 1,928.5 \text{ square feet}$$

Area required for staff = 1,928.5 square feet
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2.10.4 Technology Component

The daily visit estimate will have risen to 452

$$\begin{aligned} 30 \text{ stations for public use} \times 50 &= \quad \quad \quad ,500 \text{ square feet} \\ \text{less } 35 \text{ sq ft per station included above} &= \quad \underline{1,050} \text{ square feet} \\ & \quad \quad \quad 450 \end{aligned}$$

Area required for user computers = 450 square feet

2.10.5 Non-assignable Space

25% of gross library use space.

$$\text{Total library use space required for components} = 12,868 \text{ square feet}$$

Area required for library use by components = 16,085 square feet

Notes:

- The space analysis of library components indicates that the library will need to grow by **2081 square feet** in order to fulfil its service mandate over the next fifteen years. This does not take into consideration space needed for multi-purpose uses (see 10.0 following).
- A time frame of fifteen years is a realistic period in which to extrapolate given that the affect on service of technology has not been completely documented. New buildings are designed on the basis of twenty- year time frames and therefore it would be inappropriate to use any less of a time frame for planning.

In comparing space allotments for the three major components now, versus what they will require up to fifteen years hence, it is obvious that modifications to the configuration of the library are necessary although a general increase in the space required will not occur until 2006 wherein the library will be short 240 square feet. This will increase gradually through 2016 to a deficit of 2,081 square feet.

- The possibility that the library may engage in new services during the period will alter the demand for space.
- The non-assignable space component is also seriously lacking in the current building.
- This indicates that such spaces as storage room, janitor closet, washrooms, mechanical service areas are not of sufficient size.

2.11.0 Chart Summary of Space Analyses

The following chart summarizes the pertinent information from the last 4 sections. It will provide a quick overall comparison of size requirements for the library and a reference to what the component spaces should be.

Library Component	Space that should be used by components by sizing standards	Size Library should be using Size and population Standards	5 year Space Projection by components size and population standards	10 year Space Projection by components size and population standards	15 year Space Projection by components size and population standards
Collection books	3,270 sq. ft.	4,050 sq. ft.	4,650 sq. ft.	5,310 sq. ft.	5,699 sq. ft.
Collection: Reference	658 sq. ft.	712 sq. ft.	713 sq. ft.	812 sq. ft.	872 sq. ft.
Collection: Periodicals	252 sq. ft.	252 sq. ft.	269 sq. ft.	287 sq. ft.	308 sq. ft.
Total Collection Area	4,960 sq. ft.	5,614 sq. ft.	5,950 sq. ft.	6,409 sq. ft.	6,879 sq. ft.
User Seating	2,730 sq. ft.	3,155 sq. ft.	3,360 sq. ft.	3,605 sq. ft.	3,864 sq. ft.
Staff Work Stations	1,400 sq. ft.	1,575 sq. ft.	1,680 sq. ft.	1,855 sq. ft.	1,928 sq. ft.
Technology for users	210 sq. ft.	405 sq. ft.	405 sq. ft.	420 sq. ft.	450 sq. ft.
TOTAL LIBRARY SERVICE SPACE	9,300 sq. ft.	10,749 sq. ft.	11,395 sq. ft.	12,293 sq. ft.	12,866 sq. ft.
25% Non-assignable Space	2,325 sq. ft.	1,474 sq. ft.	2,849 sq. ft.	3,073 sq. ft.	3,217 sq. ft.
TOTAL LIBRARY SERVICE SPACE (+ multi-use space)	11,625 sq. ft.	12,223 sq. ft.	14,244 sq. ft.	15,366 sq. ft.	16,085 sq. ft.

2.12.0 Multi-Purpose and Meeting Room Facility

The Yellowknife Public Library currently engages the community in various well-attended programs and will continue to do so. The existing library has a meeting room with an attached cupboard area and a separate entrance that can be used when the library is closed. This space is also the area in which the extensive children's programming can be held. The library is under some restriction in that all of the children's materials must be taken down and put into storage when the programs are completed because other adult groups use the room between times and require different equipment from what the children's programs need. The constant setting up and taking down of materials requires storage space to house what is necessary for both functions.

Although a folding wall separates the meeting room into two spaces, the fact that the wall does not provide an adequate sound barrier rather negates the idea of having two meetings or programs occurring at the same time.

The following section will provide some parameters as to the amount of space needed to house the different programming functions and the necessary adjunct facilities.

2.12.1 Existing Multi-Purpose Room Capacity

Please refer to section 3.27 for information describing space standards for meeting/program room facilities.

The standards indicate that each half of the current meeting room is capable of accommodating the following in the differing configurations (double if divider wall is retracted):

In a general meeting format, 55 people on chairs plus a speaker can be accommodated.

In a conference meeting (people around a table), 23 people can be accommodated.

For children's storytime activities (children sitting on floor or cushions), 55 children plus a program leader can be accommodated.

For children's craft activities (children around tables), 35 children plus a program leader can be accommodated.

The Yellowknife Public Library meeting rooms are well used by both children and adult programs. The only identified problem with these facilities is that storage for craft materials used in the children's programs is not located near the rooms. A clean-up area including a sink in the immediate vicinity would also assist the program managers.

2.12.2 Ancillary Requirements for Multi-Purpose Space

Each meeting room should provide a separate entrance which can be used when the library is not open. Washrooms should also be available to users as well as ancillary space for the following:

•Attached kitchen/servery facility	80 square feet
•Coat/Boot storage for 100 people	200 square feet
•Storage for craft materials	50 square feet
•Clean-up and prep area	60 square feet
•Storage for minimum 12 tables and 110 chairs (both rooms)	130 square feet
Total additional Space needs	520 square feet

Minimum Space Allowance for Meeting Room = 1,520 square feet

2.12.3 Consideration for Coffee Service or Retail Sales Space

There are many public library systems in Canada which have elected to include non-traditional additional courtesies to users such as coffee and snack outlets within the library. Many libraries also include the sale of library related and promotional products as well, often looked after by Friends groups. There are numerous models available for study should the Yellowknife Public library wish to include these retail activities, however, library and city management will need to evaluate all of the options and ramifications on staff, space, control of product etc before moving ahead with any of these.

We would be pleased to provide further information regarding options should the board or management wish it.

Although our scope in this study does not concern these services, we believe that the Library and the City should be aware that more often than not in new structures they are being included. Indeed, the start of a building project is the ideal time to consider setting aside space to provide them at some future point even if they are not immediately instituted.

2.13.0 Summary of Space Needs for Yellowknife Public Library

The preceding analyses document the space needs of the library through 2016 for each of the components which make up library service and in meeting room space. The total area required for the library building (preferably on one floor) is 17,600 square feet. This figure will comprise the size basis for the models determined.

New buildings are normally constructed to serve their purposes for a period of not less than twenty years, however, if the city and the management of the library elect to move to an existing building as a temporary measure the consultant does not recommend any structure that will provide for less than the area suggested for five years out or 15,800+/- square feet (including meeting rooms).

Any selected site should provide the following basic parameters:

- A building in preferably 5 x 7 ratio;
- Parking spaces at close to 5 stalls per 1,000 square feet of building space;
- A handicap ramp or access;
- Provision for ease of delivery and shipment of materials;
- Proximity to main road access.

Design considerations for the models identified and the site considerations are detailed in sections 6.0 and 7.0 following.

3.0 Identification of Options and Possible Models for A New Library

All of the following models (including the option of staying in the existing facility) will all be based on an overall size of 17,600 square feet. This is the size of facility needed to accommodate the library through 2016. Using only a single size will allow for appropriate comparison of between them. All will be assumed to be a one floor structure because the library is currently configured thus and because two or more storey libraries would require additional staff to supervise the multiple floors.

Discussion with city and library management provided the consultant with a reasonable number of options and a diverse enough listing of potential locations and configurations on which to develop models. Data related to costs and benefits for each will allow the city and management to apply hard comparisons of costs and benefits as possible real sites and plans move forward.

3.1 Model #1 - Expansion of the library in the Current Location

The study completed earlier in 2001 identified the various problems and the solutions possible to allow the library to continue service within the current premises. It was determined that there is sufficient space available to accommodate expansion through 2016 if all of the space existing is subsumed into the library and if the recommended physical modifications are completed. The drawings accompanying the study detailed changes necessary and can be summarized as follows (changes reflect those necessary to produce final Phase 3 configuration):

- Move offices and technical services to new locations in the current unused space (formerly sub-leased) and return current to public spaces.
- Re-configure and expand children's library
- Move the reference and circulation desks and replace with new equipment where necessary.
- Carpet replacement and repaint of facility after modifications complete.
- Additional shelving, updated staff work stations, user tables and chairs, paperback display and storage additions.
- Sign system replacement and upgrade
- Possible addition of new elevator and main level lobby

A copy of the Phase 3 design is included in the appendices to this study.

3.2 Model #2 - An Existing Rented/Renovated Building in the City Core

Model #2 is based on the hypothesis of moving the library to an existing building in the city centre. The space selected will need to be renovated to accommodate library services. The assumption made in this model is that the entire space will require gutting prior to installation of flooring, walls, ceiling and movable partition walls according to plans developed by the library. Appropriate lighting and runs for both power and data access points will need to be installed. The basic parameters to accomplish this model are as follows:

- The size required for the building would be +/- 17,500 square feet;
- Adequate parking will exist near the building for a total of 80 vehicles
- Access to a main street for service vehicles is provided
- Access is provided for handicap or senior users
- The possibility exists to upgrade the electrical and telephone systems on site for required data line ports and wireless systems.
- The location of the building should be located in proximity to shopping, businesses, the banking area or the Post Office.

Model #2 could be considered as a temporary move for the library for a minimum of five years and as much as ten years and therefore the size range could be smaller if necessary ie 15,000 to 16,000 square feet.

3.3 Model #3 - A New Stand Alone Building in the Downtown Area

Model #3 describes a new building for the library on a site located ideally in proximity to the downtown sector of the city. A secondary but less desirable option would be locating the facility in one of the newer developing areas of the city. Regardless of the location, all of the following parameters must apply:

- Size of the building envelope should be no less than the 15-20 year requirement of 17,600 square feet;
- Parking space for a total of 80 vehicles must be provided;
- Handicap and senior access at grade level is essential;
- Access to the site from a minimum of one main thoroughfare must be available;
- Access to a separate delivery area available;
- Proximity to shopping, businesses, other recreational activities, banks and/ or the Post Office would be preferable.

3.4 Model #4 - A New Shared Space Building With a School

Model #4 is based on the premise of constructing new space to house the library in conjunction with a new or renovated school. The only shared space between the school and the public library that should be considered viable is the meeting rooms area. They should be located close to the library but also accessible for school and community use.

Models exist in Canada where public libraries are located in close proximity to schools, however, there are so many areas of difference between what is required for school buildings and public library buildings that the consultant suggests that this model should not be acted upon unless there really is no other choice available. Following are some of the issues concerning the building that would need to be resolved if this model were to be adopted:

- Parking would need to be available at eighty spaces for the public library plus whatever is necessary for staff and student parking for the school. It is also recommended that it be separated in order to minimize risk of accidents to the younger students in the school. Parking must also be available to users of the public library at all open hours.
- Delivery access to the public library would need to be direct rather than through the school facilities.
- Entry to the public library will need to be separate from the school entrance and arranged in such a way that access to public library users does not allow access to the school simultaneously.

- Agreements related to upkeep and maintenance and operational costs of the library will need to be resolved between the funding bodies.
- The design of the library must clearly define the public aspect and accessibility of the library to avoid users perception that it is primarily an educational facility.

The size of the public library could be varied by the fact that meeting rooms could be located as a part of the school but the basic size would be 16,000 square feet. Meeting room space may also need to be increased to accommodate the school functions to be undertaken in the space.

3.5 Model #5 - A New Shared Space Facility With One (or more) Community Facilities

Regardless of where the complex is located, combining a library with facilities offering other services and funded by the municipality, such as: arenas, aquatic centres, curling and hockey rinks, community centres, fitness facilities, theatres, art galleries or museums is a concept which is being employed successfully in many communities from the larger to smaller all across Canada. The City of Calgary, for example has recently opened a branch library which is in a facility containing a YMCA and which is located beside both a public and Catholic high school, Calgary has also maintained a branch library in a regional aquatic centre and arena complex.

Several smaller centres located in Ontario have either built or are considering the shared use concept (see appendix for comments from library managers involved with these in the appendices to this study).

The scope of this study is to present potential options for the library to assure that it is able to achieve its goal of a building which will best accommodate its immediate and long term growth and service mandates rather than to consider potential partner organizations. Bearing this in mind, following are minimum requirements and observations related to a shared function facility:

- Given the possibility of shared meeting spaces, the minimum size which should be considered for library component space will be 16,000 square feet.
- There is a possibility (dependant on the partners selected) for other shared areas such as washrooms, janitor closets, storage facilities, shipping and receiving areas, food services, mutual lobby areas, shared mechanical rooms, shared parking areas and main access routes. Areas shared must also assure that provision to accomplish the amount necessary for library requirements is accomplished especially in the storage, shipping and receiving and mechanical space allotments.

Further to the size of the library in a shared use facility, there are some definite design considerations which must be adhered to related specifically to the library space:

- The library should be located on one floor only if at all possible on the site chosen for the complex.
- The entrance must be handicap accessible.
- Provision for after hours book return must be readily accessible both to the parking area and to the space set aside for book return processing within the library.
- The functions and image of the library must not be compromised within the scheme of the complex. A listing of criteria related to library design and site selection occurs later in this study.
- The library must ensure that the common area expenses are diligently watched and that it is not asked to contribute more than an equal share to the other partnering facilities.
- Because there is not a Library Board in Yellowknife, library management must be represented and actively involved in the design process of the complex from the very beginning even to the selection of an architect.

4.0 Measurable Costs Associated with each of the Identified Options

The following charts are an attempt to isolate and compare both the capital and operating costs that will be involved in implementing any of the models identified in section 3.0. It must be noted that because we were not supplied with specific sites, potential partners have not been fully identified, and the only model which we were capable of examining in detail is the current location, the best we can hope to obtain is a rough comparison based on information obtained from general statistics available through realty organizations in Yellowknife and through general materials available from existing projects.

4.1 Chart 1: Capital Expenses

The following chart tracks capital expenditures both immediate and long term anticipated for each of the models.

Capital Expenses for Library Models

Capital Expenditure	Model #1	Model #2	Model #3	Model #4	Model #5
Purchase of Land	n/a	N/A	500,000.00 (Estimated)	500,000.00 + school lot (est)	500,000.00 + partner spaces
Occupancy Costs (average over 15 years)	3,000,000.00	N/A	N/A	N/A	N/A
New Construction Req'd	N/A	N/A	2 - 2.5 million \$	2-2.5 mill +school	2-2.5 mill. +partner space
Renovation Costs (over 15 years)	185,000.00	616,000.00	N/A	N/A	N/A
Furnishings Required	88,000.00	88,000.00	88,000.00	88,000.00	88,000.00
Other Equipment	66,500.00	65,000.00	65,000.00	65,000.00	65,000.00
Moving Costs	N/A	6,500.00	6,500.00	6,500.00	6,500.00
TOTAL OF ABOVE	\$3,338,500.00	775,500.00	2.658 - 3.158 Million	2.158 - 3.158 Million	2.158 - 3.158 Million

Definition of Costs:

1. Purchase of Land:

The purchase price is based on discussion with a realtor in the City of Yellowknife regarding available lots in the city core and on the outskirts. It was revealed that there is currently a double lot available which is on the market at \$273,000.00 and that the size is 100' x 100' (10,000 square feet). The realtor further suggested that other lots are available in the city and that a required building site could be obtained in the 20,000 square feet size required at \$250,000.00 per double lot (2 double lots are needed). It should be noted that the city does own land currently which can accommodate a new library building.

2. Condominium Fees:

The amount shown for condominium fees is based on the amount the library is currently paying the mall owners for the space occupied by the library extrapolated over fifteen years. Annual increases have not been considered and the consultant has not been provided with data showing costs over the ten years it has been paid but was advised that it has been in the range of \$200,000.00 per annum over the last two years.

3. New Construction Costs:

Construction of new commercial buildings in most cities in Canada runs at between \$110.00 - \$115.00 per square foot. Due to the distance involved an adder of between 5% - 30% has been calculated in the estimates shown above.

4. Renovation Costs:

Costs of renovation were calculated for the existing building based on the physical modifications suggested in the previous study for painting and carpet, office refit into the currently leased space and modifications to the existing offices, children's area etc. Cost for all of this work was calculated at +/- \$12.00 per square foot over the fifteen year period. Costs to refit an existing building will need to include the gutting of the existing space in the selected building, construction of appropriate partitioning, ceilings, plumbing, wiring, HVAC (heating, ventilation and air conditioning) and floors. Costs to accomplish this type of renovation normally range from \$25.00 - \$35.00 per square foot. Given the location we have opted to quote at \$35.00 per square foot price x 17,600 square feet.

5. Furnishings and Other Equipment Costs:

Figures for these costs were taken directly from the previous study based on the needed items over the fifteen year scope of the report and based on 2001 dollars.

6. Moving Costs:

These costs were estimated based on 4 men plus a foreman working for one week to accomplish the move. Labour costs were \$10.00 per hour and the foreman was based on \$15.00 per hour. Costs for book truck rental and moving van were figured in and an adder over costs was calculated at 40%. It is presumed that library staff will supervise the packing of the collection.

4.3 **Chart 2: Operating Costs Anticipated for Models**

The following chart summarizes the ongoing operating expenses of the library anticipated over the fifteen year period. All costs are calculated using 2001 dollars.

Anticipated Operating Costs over 15 Years

Operating Expenses	Model #1	Model #2	Model #3	Model #4	Model #5
Rent	N/A	4,224,000.00	N/A	N/A	N/A
Maintenance/upkeep	150,000.00	153,000.00	153,000.00	153,000.00	153,000.00
Power/Utilities	included in Occupancy cost (above)	422,400.00	422,400.00	422,400.00	422,400.00
Collection Development	930,000.00	930,000.00	930,000.00	930,000.00	930,000.00
Staff Costs	942,000.00	942,000.00	942,000.00	942,000.00	942,000.00
TOTAL	1,092,000.00	6,671,400.00	2,447,400.00	2,447,400.00	2,447,400.00
Total Capital & Operating Costs	4,431,500.00	7,446,900.00	5,107,000.00 - 5,607,000.00	Same as Model #3	Same as Model #3

Definitions of Operating Costs:

1. Rent:

Cost was established based on \$16.00 per square foot in a triple net lease format. Discussion with the realtor indicated that class 'A' space in Yellowknife was currently going at between \$16.00 and \$20.00 dependent on location in the downtown area. The per annum figure was extrapolated for the fifteen year term.

2. Maintenance/Utilities:

Figures for these costs were established based on figures supplied from budgets for the current building and extrapolated out fifteen years based on 2001 dollars. Power and utilities includes power, gas, telephone, water and sewer.

3. Collection Development :

Presumed to be at the same rate as it is currently extrapolated over 15 years

4. Staff Costs:

Taken from staff costs currently and averaged over the number of staff now multiplied by the number of staff expected fifteen years from now. (Figure for rising numbers of staff required is established from the previous study)

5.0 Soft Benefits/ Drawbacks - Comparison of the Identified Models

Library service; from where and how it is to be delivered in Yellowknife has been under discussion for a number of years. For the last eleven years the library has been located in the current space. The previous study, *A Facility Review and Future Requirements for the Yellowknife Public Library*, determined that the library could conceivably remain in the same location for the fifteen year scope examined with modifications to the structure and layout of the space and additions to stacks and furnishings in the building.

The costs indicated in the previous section, however, suggest that other service location alternatives may offer a better option to the city than this.

The following section examines the benefits and/or drawbacks of each of the identified models in relation to of service for the Yellowknife Public Library over and above the measurable costs of service.

5.1 Model #1 - Expansion of Library Services In the Current Location

The earlier study provided the requirements necessary for expansion in the current location and suggested all of the needed equipment changes and additions . Capital and operating costs have been determined above.

Benefits of Adopting Model #1

1. Access to the current site is sufficient and known to both users and delivery services.
2. The site is in a class 'A' structure.
3. Modifications can be done with a minimum of staff and user disruption and at a pace determined by both funding and man power available to the city.
4. The current building is attractive and relatively new. It has been well maintained over the years and mechanical systems are in good working order. Expansion for the accommodation of more technical equipment is possible.
5. Parking is suitable and adequate for users of the library.
6. The possibility exists for users to complete various activities including visiting the library at the same time.

Drawbacks of Adopting Model #1

1. The library is located on the second floor with access limited to 1 elevator only. This fact has reduced the profile any library should present to a community and does not allow it to reach out to possible users.

2. The structure of the facility contains a great many columns which inhibit control of, and organization of the library which in turn impacts the way in which the staff are required to conduct their duties and maintain contact with users.
3. Completing the additional space would not offer the same planning flexibility that is gained from moving to a new structure and refitting existing electrical and telephone cabling may prove more expensive than installing new hardware
4. The fees paid on an annual basis cover a share of the common areas of the mall of which the library does not currently use.
5. Renovations to the library in the current location would do nothing to encourage other development in the city as most larger civic projects do. Being on the second floor of the mall it would not enhance the mall in any way either.
6. There is only one exterior wall in the existing building which limits the amount of natural light entrance to the library.
7. Storage in the library will continue to present problems.

5.2 Model #2 - Move the Library to Rented/Renovated Premises

The benefits of moving the library to a rented facility are limited. The reason this option is normally chosen is that the current library is completely inadequate and a temporary situation is required while funds are assembled for a new library. It is obvious from the cost analyses above that for the long term, the rental option is the most expensive of the choices available. Further to this, for the short term the current library is in space which can be easily modified at limited cost and the intense disruption in service that a move would entail could then be avoided.

Benefits that would be derived from a move to rented premises would be the same as to a new building (see 5.3 below). Drawbacks are the comparatively large cost of leasehold improvements which would be required to accommodate the library as well as the fact that the lease will be subject to increases over the term. Given that the library can comfortably remain where it is, model #2 is not one that would seem viable or desirable at this time.

5.3 Model #3 - Model #5 - A New Library Building

A new library building, whether in a multi-purpose complex or stand alone, is viable and the best option for the City of Yellowknife to consider if indeed the library is to move at all. Apart from cost comparisons following are the benefits which can be expected from the construction of a new building.

Benefits of Building a New Library:

1. There are city-owned sites available within the downtown core which would meet the criteria of the library. The addition of a library building on any of them would enhance the sites but, perhaps more importantly, it is probable that other development would be encouraged around the one selected as well as within the downtown core generally .
2. Vacating the current library and development of a new site in the core area presents the opportunity for a major repositioning and increase of the downtown core's commercial value and drawing power. Any urban planning studies done in the last half of the twentieth century have advocated a strong and vibrant central core. Locating in the core area or close to it as well as making the current library space available for re-development of two sites simultaneously in downtown Yellowknife would substantially contribute to that goal.
3. The addition and changes required to the existing library as outlined in the previous study would create the normal stresses and aggravation that construction normally causes to both users and staff. In essence the entire library site would be a construction zone for at least three months. A new building would allow the library to continue service to the community and the region uninterrupted until the actual move occurs.
4. The technology used in libraries since the existing building opened has changed enormously. Advances are likely to continue and demands for on line and other computer related services will only continue to increase. The Yellowknife Library like most retrofitted libraries has coped thus far with stop-gap measures which have allowed adequate but certainly not an embrace of the possibilities available. A new building would offer the opportunity to implement state of the art services for its users and staff alike. This is not to suggest that an addition could not accommodate the identified needs but rather that to retrofit the existing building would present problems and costs which could be completely avoided with a new building.
5. All of the problems in the current facility can be addressed and resolved in the design of the new building, specifically, the number and the limitations the columns present to control and layout issues; the storage space issue; the lack of natural light penetration and the difficulties with second floor access for patrons and deliveries.
6. A high profile civic project would necessarily attract interest to the library thus encouraging use. It is a proven fact that new libraries inevitably experience a substantial increase in circulation figures and in new user registrations within the first year of operation.

it should be noted that although the cost of a new building is considerably higher than that to build an addition and refurbish the existing library, the existing library would be sold and the proceeds from this would reduce the cost of a new building. We are unable to comment on the possible proceeds of a sale and suggest that a noted appraiser in the area be contacted to supply this figure to the equation.

5.3.1 New Library Structure in a Shared Use Facility

Model #'s 4 and 5 involve the inclusion of other culturally or educationally related uses as well as a library within a single shared use facility. The concept has worked well in other centres across Canada and could work equally well in Yellowknife. Our scope within this study is that the library achieve its goal of a building which will accommodate its immediate and long term growth and service mandates. In a shared facility there is some potential for savings not offered in a stand alone building; however, the overall size of the library portion will remain very close to what the component total indicates in our analysis which is 16,100 square feet (exclusive of meeting and program rooms).

Following are listed the areas where possible shared space economies may be achieved:

1. The very nature of a shared facility indicates a project of much greater scope than a single building and therefore the usual economies of scale may be realized. This presumes that the participating functions agree on similar finishing systems, standards of construction and time frames.
2. There will inevitably be shared lobby facilities, shared mechanical systems, parking areas and possibly a single delivery and shipping point within the structure. Which could arguably reduce the size of the library requirement accordingly.
3. Meeting rooms, staff lounge areas, program facilities, washrooms, janitor closets, and storage areas could be centralized for the entire structure.
4. Access to coffee and/or food services could be centralized.
5. There may be savings achieved in operating budgets as a result of locating within a shared use facility. Such things as building maintenance, janitorial services, landscape maintenance, window cleaning, garbage disposal etc may be done on a contract basis from a tendering process which should realize all of the participants significant savings.

Regardless of the partners in a shared use facility there are areas in which the library space designed cannot be compromised within the overall development::

1. The library must be on one floor only provided the site will allow it.
2. The entrance to the joint facility must be handicap accessible.
3. Provision for after hours book return must be readily accessible both to the parking area and to the space set aside for book return sorting within the library portion.
4. The functions and the image of the library must not be compromised within the scheme. A listing of the criteria relating to site selection and building design parameters occurs later in this report.
5. The library must ensure that the common area expenses are diligently watched and that it is not asked to contribute more than an equal share to the other partnering facilities.

It is imperative that a library building committee be formed and that it be involved in the planning process from the earliest stages of development of the project. This committee will be expected to work with the formation of the building program, site selection, and the choosing of the architect for the complex.

There is as yet no firm plan to locate the library in a shared use facility. Possible partnering groups are unknown and therefore synergies between groups cannot be determined. It is recommended then that in any discussions with city officials or with potential partnering groups requiring budget figures, those based on the free standing building concept detailed above be used. When the final partners are established for the complex the areas common to both can then be determined and budgets for all of the partners can be finally established as necessary.

6.0 Considerations Regarding New Library Construction

There are considerations regarding architectural standards to which the library management and the city department responsible for the library should be aware of specific to the design of library buildings. Following are general suggested guidelines which apply to most library building projects.

6.1 Architectural Design Considerations

Satisfy Functional Relationships

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

Satisfy Scale Relationships

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

Satisfy Image Requirements

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

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

Function	Studies suggest that the most appropriate and flexible configuration for a public library is a rectangle based on a 5 x 7 ratio. Multi-level libraries should be avoided if possible.
Flexibility	The changing environment of library services makes it imperative that the interior of the building have as few as possible major fixed walls or features such as atriums, mezzanines, fountains and monumental staircases.

- Future Expansion** The building should be planned for a life of twenty years, however, the possibility of community growth and the appropriate growth in demand for services dictates the need for a building capable of expansion preferably horizontally. The site should be selected with this in mind.
- Control** To ensure that the collection is protected and that staff are located in a position to answer user needs, there should not be more than one public entrance/exit from the building. Staff service points should be located to allow supervision of all public areas. Provision for an electronic security system should be made if not initially installed.
- Access** Conspicuous entrance at street level, easy access for handicapped and seniors, easily perceived traffic patterns, service points and communication systems should be obvious. Access to user areas and library materials must also be clear and unobstructed. Parking must be adequate and accessible.
- Lighting** Lighting for public libraries should achieve 70 foot candles on reading surfaces. In addition, it should be evenly distributed and avoid glare.
- Information Technology** The provision of services and equipment required by new technology in public library service implies careful attention to electrical and communication outlets. Flexibility is essential to allow for relocation of electrical and data line access and to service changing technology. The possibility of dimmers where screens are used must be considered.
- Acoustics** Sound should be controlled by careful acoustic treatment. Noisy areas such as staff work stations or photocopy machines should be isolated from quieter use areas.
- Heating/Ventilation and Air conditioning** The building should be designed to meet energy conservation guidelines without compromising library requirements. Rare books and/or local history collections require special air conditioning and fire protection systems +/- 30 -50 % relative humidity are requirements for both the preservation of materials and the comfort of users.

Structure	The National Building Code requires a structural strength of 150 pounds per square foot throughout to allow the placement of book stacks in any part of the library. Compact shelving requires 250 pounds per square foot on any but a grade level. These are considered as minimums
Environmental Conditions	The library management through a building committee should provide direction on the selection of colours, materials and furnishings. Signage should be consistent, effective, flexible and changeable.

7.0 New Library Sites and Observations

During the site visit to Yellowknife related to the earlier library study and in discussions with city and library representatives, the consultant was advised that possible sites for a new library existed which were already owned by the city and were located in the downtown core. We are unable to comment regarding comparative costs of either the raw land or the servicing of the lots available and can only provide information in this study of what library site needs are desirable and should be available in the consideration of a new building to last a minimum of twenty years.

7.1 Site Evaluation Criteria

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

7.1.1 Access:

Pedestrian:

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

Car:

- On-site parking should be adequate for projected use and should conform with local building by-laws. Accessible parking facilities must be provided. General allowances for parking is that there should be either on the site or near by enough space to provide five parking spaces per 1000 square feet of building.

Handicapped:

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

Service:

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

7.1.2 Site Development and Availability

Local Zoning Requirements:

- The site must meet local zoning regulations regarding land use

Cost::

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

Size:

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

Shape:

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

Service Capability:

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

Sub-soil Conditions:

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

Site Obstructions:

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

Noise/Vibration Distractions:

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

Site Availability:

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

7.1.3 Library Use Considerations

Proximity

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

Ability to encourage other development

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

7.1.4 Architectural Design Considerations

The following are repeated from section 6.0 but are mentioned again because of the fact that they relate not only to the design of the building but also to the selection of the site.

Satisfy Functional Relationships

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

Satisfy Scale Relationships

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

Satisfy Image Requirements

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

7.2 Rating of Sites

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

Weightings:	0	<i>irrelevant in the situation</i>
	1	<i>of minimum importance</i>
	2	<i>important</i>
	3	<i>very important</i>
Evaluation Scale:	0	<i>unacceptable</i>
	1	<i>barely adequate</i>
	2	<i>satisfactory</i>
	3	<i>more than satisfactory</i>

example of site scoring method : Criteria - Access

Site 1	Criteria	Weighting 0 - 4	Evaluation 0 - 3	Score
Access	Pedestrian	4	3	12
	Car	4	2	8
	Handicapped	4	3	12
	Service	2	2	4
Total Access				36

Any sites under consideration should be rated for all four of the Site Evaluation Criteria listed as well as for the specific requirements for the Yellowknife Library (such as overall size - the site should be able to accommodate the entire area of the library preferably all on one level or as close to this as possible) in the manner shown above. Each member of the selection team or other stakeholders in the library project should complete the exercise. Weighting of elements should be discussed by those participating before the evaluations are made but each member should be free to evaluate the site as their thoughts dictate.

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

Complete engineering data, the features or pitfalls of each site, any political issues involved relating to city council, the cities growth plans or details regarding ownership or service factors (ie sewer, power etc) must be known to the committee making the ultimate decisions and these too may need to be weighted.

8.0 Recommendations and Conclusion

The consultant was not provided with specific information related to sites, budgets available, fully identified partners in a shared facility concept or time lines for a building project. This said, the following ranks the various identified models (in order of preference) based on the information detailed within this study and that completed earlier in 2001 which examined library service in the City of Yellowknife through 2015.

Preferred Options:

Based on the benefits identified and relative costs established, the preferred option would be to commence a new building to house the library as soon as possible. If the site selected is to be located in the downtown area, **Model #3 - A New Stand-alone Library Building** would best serve the needs of the community as less land would be required, the project would encourage further private development around it and space for parking would not be as great as for a shared use facility.

If the site selected is outside the core **Model #5 - A Shared Space Facility with 1 (or more) Municipal Organizations** would be preferred. Library facilities work best when users can perform more than one function in one trip. A downtown facility offers the opportunity to use the library in conjunction with shopping, banking and/or other personal errands. A stand alone library in the outer areas would involve a destination trip for users and it is proven that circulation and general use fall in such situations. The shared use facility could offer other uses that would maintain library use in conjunction with other activities (although different from those in the downtown location).

Of the shared use models presented, **Model #4 - Space Shared with a School**, is the least desirable due to the problems identified with shared collections and facilities, identity problems and programming, parking, hours of operation and establishing who pays for what between the city and the education funding authorities.

If it is decided that it is not possible to construct a new library at this time, **Model #1 - Renovate the Existing Library**, is the preferred option. The space is adequate to house the library service needs with modifications as discussed, it is in the downtown area and users can accomplish other tasks besides a visit to the library, parking is readily available and the location is well known to users.

Model #2 - Rented Space in a Renovated Facility, is the least favoured alternative as a long term solution for library service provision. Costs are definitely prohibitive, suitably sized existing buildings are few and would require complete renovation, parking could be an issue and selecting this model would limit opportunities for overall growth of the community. Costs for renovation necessary coupled with the fact that existing library can accommodate space needs through the foreseeable future also prohibits the option from being considered as a short term solution.

This study, in conjunction with the Facility Review and Recommendation for Future Development study completed earlier, will provide the City of Yellowknife Public Library and city administrators with information necessary to proceed to the next stage of library service development; namely, the identification of preferred options and sites and if desired, the selection of possible partners. Together the reports will provide the necessary financial information to move forward and to establish time lines for action.

We have been pleased to have been asked to be a part of the process and would be pleased to answer questions or provide expansion of any of the issues discussed in either of the reports. We trust as well, that the work completed will prove useful to the administration of both the city and the library.

Respectfully Submitted by:

Leighton P. McCarthy

**Library Planning Consultants
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T2J 5N8**

Appendices

Leighton McCarthy

From: Marilyn Ferguson <mfergusn@whitchurch.library.on.ca>
To: Anne Church <anne.church@cogeco.ca>
Sent: Monday, December 03, 2001 7:57 AM
Subject: Re: library in community centre

Hi Anne:

The following are the answers to your questions.

— Original Message —

From: Anne Church
To: mfergusn@whitchurch.library.on.ca
Sent: Sunday, December 02, 2001 7:31 PM
Subject: library in community centre

Hello Marilyn:

I have read with interest the many messages over the past few weeks about libraries in community centres. Currently, along with Library Planning Consultants, I am undertaking a community needs assessment and strategic service and building plan for Lincoln Public Library. One of the options under consideration is a joint project with a community centre. Would you have a few minutes to supply some additional information?

Questions related to joint libraries – community centres

1. Did the library choose to go into the joint venture or was it pressured by the Council to do so?

Library Board chose to join in the venture.

2. Is this the main or a branch library?

It is a main branch.

3. Did the library board participate in the initial design phase or did it become involved at a later date?

Library Board chose the initial design.

4. What types of compromises had to be made related to the library's requirements and desires vs. what it ultimately received?

Compromises were mainly total size of the facility. However, all in all, it worked out quite well.

5. Funding and operations

a. Was the capital raised by library or whole centre fundraising?

Capital for the project was provided by Council. The Library Board raised funds for the furnishings of the facility. (We bought all new furnishings.)

How successful was the community campaign if one took place?

The community campaign was very successful. We'll have raised at the end of December, including interest revenues, approximately \$375,000 - \$380,000. The campaign name was 'Building Our Future'. We are going to keep the name and use it for future revenues generating projects.

b Was there provincial lottery or other provincial monies contributed to the centre?
None

c. How is the centre managed? Common/shared?

The centre is managed by the Community & Leisure Services Department. They are responsible for all maintenance decisions. The library service is managed by the Library C.E.O.

What type of written agreement is there with the town/city?

We just worked it out. No formal agreement was set up. We do have a pretty good relationship with our Town staff.

What type of cost sharing is there on common spaces?

Common spaces shared are lobby, washrooms (although we have one washroom right in the library in the children's area and a staff washroom). We also share two multi purpose rooms which we use for programming. (We have a small program room for children right in the library along with a training room and two study rooms.) We are still working out maintenance costs but we have agreed upon a 1/3 split with the pool and fitness centre for the maintenance of the shared spaces.)

6. What types of services are offered from the centre other than the library?

Pool and Fitness Centre

7. Is there any retail such as food/beverage service? If so, do tenants rent? Does the centre and/or the library receive any revenues from the operation?

No. We have drink/food machines in the lobby right now. We are looking at a food kiosk though. The revenues from rental by the public of the all purpose rooms is going toward the maintenance costs of the common areas.

Hope this is helpful.

Marilyn Ferguson

We are most appreciative of any insights you may provide. I trust all is well with you.

Leighton McCarthy

From: Marilyn Ferguson <mfergusn@whitchurch.library.on.ca>
To: OPLA members <opla-l@accessola.com>
Sent: Friday, November 23, 2001 7:00 AM
Subject: Re: Libraries in community centres

Hi Joe:

The new Whitchurch-Stouffville Public Library is with a pool and fitness centre. We opened in August 2001. It is a wonderful facility. The architects were MJM (MacLennan, Jaunkalns, Miller). We're really pleased with the design of the facility. Our customers like the combination - one stop to shop. E-mail me sometime if you want specific details - mfergusn@whitchurch.library.on.ca.

Marilyn Ferguson

— Original Message —

From: Joseph Longo <jlongo@niagarafalls.library.on.ca>
To: OPLA members <opla-l@accessola.com>
Sent: Thursday, November 22, 2001 12:17 PM
Subject: Libraries in community centres

- > The City of Niagara Falls is planning a
- > new Community Centre in 2004 with the YMCA and Boys & Girls Club and
- > hopefully a branch library - if our capital budget request is
- > approved. Please let me know the names of current branch
- > libraries located in a community centre - possibly with a swimming pool or
- > ice
- > rink or other facility shared with another organization. It's time to put
- > my
- > travelling shoes on! I'll be meeting soon with the architects, one
- > of which is the firm MacLennan Jaunkals Miller. Let me know if you
- > have
- > used them.
- >
- > Thanks
- >
- >
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Leighton McCarthy

From: Sandy Cameron <scameron@rpl.regina.sk.ca>
To: OPLA members <opla-l@accessola.com>
Sent: Thursday, November 22, 2001 2:22 PM
Subject: Re: Libraries in community centres

Reply to: Re: Libraries in community centres

Joe,

You're welcome to visit my Sunrise Branch in the Sandra Schmirler Leisure Centre, and go for a swim while you're here. Interesting what one learns on the Web. I had thought that Christina Wilson was a golfer. Finding that she's squash player raises her enormously in my estimation. Of course, if I were to find that she can beat me, her stock plummet.

S

Sandy Cameron, Director
Regina Public Library and Dunlop Art Gallery

Christina Wilson wrote:

>Hi Joe,
>
> Usually N.F. is the travel destination of choice. However, in answer
>to your
>question, consider visiting the Glen Abbey library in Oakville. Although
>aging a
>little, it is still one of my favourite shared facilities. Lots of
>parking and
>activity!
>Also, the chance to mingle my favourite activities: basketball squash and
>surfing
>(the net)! While you're there, check out the cd and video collections.
>Hours
>and location information are on Oakville P.L.'s website.
>Happy trails

>
>Christina Wilson
>
>Manager, Technical Support Services,
>Cambridge Libraries & Galleries
>
>
>
>> The City of Niagara Falls is planning a
>> new Community Centre in 2004 with the YMCA and Boys & Girls Club and
>> hopefully a branch library - if our capital budget request is

Leighton McCarthy

From: PEGGY WALSH <PWALSHE@kpl.org>
To: OPLA members <opla-l@accessola.com>
Sent: Thursday, November 22, 2001 1:37 PM
Subject: RE: Libraries in community centres

<x-charset iso-8859-1>Hi, Joe

KPL has two facilities that are joint community centres and community libraries, another shared facility with a High School due to open in 2002 and another planned to open in 2004.

Of the two community centre/library combos, the one that is more successful has the fully loaded community centre, with gym, pool and shared, with library, meeting rooms. Very close by this facility is a high school which adds to usage. With this model, we way underestimated parking and are now paying for that!

The other community centre/library combo one does not have the pool and isn't nearly as popular.

If you would like a tour, we are always available!

Peggy

-----Original Message-----

From: Christina Wilson [<mailto:cawilson@library.cambridge.on.ca>]
Sent: Thursday, November 22, 2001 2:15 PM
To: OPLA members
Subject: Re: Libraries in community centres

Hi Joe,

Usually N.F. is the travel destination of choice. However, in answer to your question, consider visiting the Glen Abbey library in Oakville. Although aging a little, it is still one of my favourite shared facilities. Lots of parking and activity! Also, the chance to mingle my favourite activities: basketball squash and surfing (the net)! While you're there, check out the cd and video collections.
Hours

Leighton McCarthy

From: Roberts, Ken <kroberts@hpl.ca>
To: OPLA members <opla-l@accessola.com>
Sent: Thursday, November 22, 2001 1:30 PM
Subject: RE: Libraries in community centres

The Hamilton Public Library is about to enter into an agreement for a similar facility, also with the YMCA as a partner. There is a complex in Calgary (South Fish Creek). Some of the components are open and others are about to open. Hamilton is sending a team to Calgary late next week (I am staying here) to check on various aspects. The Calgary facility does have a "Charter" agreement signed by the various partners (two schools are also part of the complex). Our main area of interest is the Charter agreement and the methods of settling problems and responsibilities. I understand there is a Board for the complex.

-----Original Message-----

From: Joseph Longo [<mailto:jlongo@niagarafalls.library.on.ca>]
Sent: Thursday, November 22, 2001 12:17 PM
To: OPLA members
Subject: Libraries in community centres

The City of Niagara Falls is planning a new Community Centre in 2004 with the YMCA and Boys & Girls Club and hopefully a branch library - if our capital budget request is approved. Please let me know the names of current branch libraries located in a community centre - possibly with a swimming pool or ice rink or other facility shared with another organization. It's time to put my travelling shoes on! I'll be meeting soon with the architects, one of which is the firm MacLennan Jaunkals Miller. Let me know if you have used them.

Thanks

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Leighton McCarthy

From: McLeod, Norman <nmcleod@library.guelph.on.ca>
To: OPLA members <opla-l@accessola.com>
Sent: Thursday, November 22, 2001 1:48 PM
Subject: RE: Libraries in community centres

<x-charset iso-8859-1>

The Guelph Public Library opened a branch in The West End Community Centre in May of this year. The centre has a two ice pad arena, swimming pool, gym and exercise room, library, meeting rooms and a fire hall. All things considered, I would rather be in a shopping mall.

NCM

> -----Original Message-----

> **From:** Mary Anne Evans [<mailto:mevans@lennox-addington.on.ca>]

> **Sent:** November 22, 2001 2:15 PM

> **To:** OPLA members

> **Subject:** RE: Libraries in community centres

>

>

> Hi Joseph:

>

> Get your runners on - we have a library you need to see. Our

> Amherstview

> Branch is located in a Recreation Centre (W.J. Henderson Rec Centre in

> Amherstview). The complex has a pool, a rink etc.

>

> Mary Anne Evans

> Director, Information Services

> County of Lennox and Addington

> Tel 613-354-4883

> mevans@lennox-addington.on.ca

>

> -----Original Message-----

> **From:** opla-l@accessola.com [<mailto:opla-l@accessola.com>]On Behalf Of

> Joseph Longo

> **Sent:** Thursday, November 22, 2001 12:17 PM

> **To:** OPLA members

> **Subject:** Libraries in community centres

>

>

> The City of Niagara Falls is planning a

> new Community Centre in 2004 with the YMCA and Boys & amp;

> Girls Club and

> hopefully a branch library - if our capital budget request is

> approved. Please let me know the names of current branch

> libraries located in a community centre - possibly with a

> swimming pool or

> ice

Leighton McCarthy

From: Nancy Chavner <nchavner@tpl.toronto.on.ca>
To: OPLA members <opla-l@accessola.com>
Sent: Thursday, November 22, 2001 4:54 PM
Subject: Re: Libraries in community centres

The Toronto Public Library's West Region has two branches in shared facilities: Our Humberwood Branch is located in a facility which also houses a Parks and Rec community centre, 2 schools, and a daycare; the Alderwood Centre brings together a branch library, Parks and Rec (meeting and programming space as well as a pool), a school and a daycare. Alderwood is further distinguished by the fact that the library itself is shared, incorporating both our branch library and the school library. If you put your travelling shoes on we'd be pleased to show you around and just as pleased to answer any questions in the meantime.

Nancy Chavner,
Director, West Region,
Toronto Public Library.

>>> jlongo@niagarafalls.library.on.ca 11/22/01 12:17pm >>>

The City of Niagara Falls is planning a new Community Centre in 2004 with the YMCA and Boys & Girls Club and hopefully a branch library - if our capital budget request is approved. Please let me know the names of current branch libraries located in a community centre - possibly with a swimming pool or ice rink or other facility shared with another organization. It's time to put my travelling shoes on! I'll be meeting soon with the architects, one of which is the firm MacLennan Jaunkals Miller. Let me know if you have used them.

Thanks

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Leighton McCarthy

From: Watson, Beth <bwatson@city.windsor.on.ca>
To: OPLA members <opla-l@accessola.com>
Sent: Thursday, November 22, 2001 1:36 PM
Subject: RE: Libraries in community centres

<x-charset iso-8859-1>

The Forest Glade Branch of the Windsor Public Library was built on to a pre-existing community centre. There is also an arena close by.

—Original Message—

From: Joseph Longo [<mailto:jlongo@niagarafalls.library.on.ca>]
Sent: Thursday, November 22, 2001 12:17 PM
To: OPLA members
Subject: Libraries in community centres

The City of Niagara Falls is planning a new Community Centre in 2004 with the YMCA and Boys & Girls Club and hopefully a branch library - if our capital budget request is approved. Please let me know the names of current branch libraries located in a community centre - possibly with a swimming pool or ice rink or other facility shared with another organization. It's time to put my travelling shoes on! I'll be meeting soon with the architects, one of which is the firm MacLennan Jaunkals Miller. Let me know if you have used them.

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Leighton McCarthy

From: Patty Lawlor <plawlor@sols.org>
To: OPLA members <opla-l@accessola.com>
Sent: Thursday, November 22, 2001 3:33 PM
Subject: Re: Libraries in community centres

Joe,

Two southern Ontario First Nation libraries are in community centres: Chippewas of the Thames (Muncey) and Chippewas of Rama (Rama). Both complexes focus on recreation facilities. Rama has such a great rink that some of the Orillia hockey teams have opted to move their teams there.

If I can help further with site contacts, let me know.

Patty

>>> Nicholson@Townofajax.com 11/22/01 03:37PM >>>

Ajax has one branch in a town-owned community centre which has a pool.

Jill Nicholson
Public Service Manager
Ajax Public Library

Patty Lawlor
First Nations Consultant
Southern Ontario Library Service
151 Bloor Street West, Suite 601
Toronto, On M5S 1T4

1-800-387-5765, Ext. 5107

or

(416) 961-1669, Ext. 5107

e-mail: plawlor@sols.org

Fax: (416) 961-5122

>>> "Joseph Longo" <jlongo@niagarafalls.library.on.ca> 11/22/01 12:17PM >>>

The City of Niagara Falls is planning a new Community Centre in 2004 with the YMCA and Boys & Girls Club and hopefully a branch library - if our capital budget request is approved. Please let me know the names of current branch libraries located in a community centre - possibly with a swimming pool or ice rink or other facility shared with another organization. It's time to put my travelling shoes on! I'll be meeting soon with the architects, one of which is the firm MacLennan Jaunkals Miller. Let me know if you have used them.

Thanks

12/24/01