

CENTRAL LIBRARY FACILITY

INTRODUCTION, REQUIREMENTS, OVERVIEW

AND A SHORT LIST OF ALTERNATIVE SITES

**SUDBURY
PUBLIC**

FEB 2 1993

**LIBRARY,
CIVIC SQUARE**

**THIS DOCUMENT SERVES AS A SUMMARY OF BACKGROUND INFORMATION
FOR THE PUBLIC MEETING TO BE HELD ON
MONDAY, FEBRUARY 8TH, 1993 AT 7:30 P.M.
AT THE SUDBURY PUBLIC LIBRARY AUDITORIUM,
74 MACKENZIE STREET, SUDBURY**

If you wish to address the Committee at this public meeting, please contact the Committee Secretary, L. Lesar, at 674-3141, ext. 471.

SECTION ONE

INTRODUCTION

1.1 History of the Central Library

Subsequent to by-law approval, public library service modestly began in January of 1896 in Sudbury. In 1912, on the initiative of the Local Council of Women, continuous library service was available to the community from a room in the Huron Chambers and in 1917 relocated to the second floor of the new Post Office Building at the corner of Elm and Durham Streets.

It was not until 1952 that Sudbury's first library building was opened on the MacKenzie Street site. Further growth of the community and demand for library service led to the addition of the South Wing to the MacKenzie Street building as well as introduction of bookmobile service in 1961. In 1966 Sudbury's first branch library was opened in the New Sudbury Shopping Centre. In 1973 the Copper Cliff Public Library was incorporated into the SPL system when Regional Government was introduced. In order to serve the south end of the City, the South Branch was opened in 1973.

In 1977 when Civic Square was built, the Library Board decided to pursue the offer of accommodation in the new facility. Given the available central new space and the congestion and outdated facilities on MacKenzie Street, the library's Reference and Information Services were relocated to the second floor of the West Tower of Civic Square. The small lending library which was part of the original library configuration at Civic Square was discontinued due to budgetary constraints in 1982.

The following table sets out the square footage and summary collection size of the Central Library and branches of the Sudbury Public Library system:

Current System:	Size (sq.ft.)	Collection
Central Library	32,000	127,000
Reference (Civic Square)	8,000	20,000
New Sudbury	6,000	41,500
South Branch	6,000	41,000
Copper Cliff	3,500	23,000

1.2 Needs Assessment Study

In 1989 the Sudbury Public Library Board identified the need for a comprehensive, long-range or strategic planning process for the Library. Accordingly the Board in 1990 engaged the services of Fox Jones & Associates to assist them in the development of a Needs Assessment for Library Services. On the basis of demographic and economic analyses and projections for the City of Sudbury including comparison to other Ontario communities, analyses of the SPL system and comparison to five similar systems in Ontario, interviews, questionnaires and other methodologies, a number of key conclusions were drawn. All of the above, including extensive public input reinforced the existence of a demand for considerably more appropriate qualities and levels of public library service in Sudbury.

Most relevant to our current deliberations regarding a Central Library was indeed Conclusion One of the above study: **"That the library seek a new joint Main Circulating and Reference Library in a central downtown location."**

1.3 **A Strategic Plan for Library Services**

The second phase of studies undertaken by Fox Jones & Associates for the Sudbury Public Library Board culminated in the January 1991 submission of the Strategic Plan.

Intended to provide a comprehensive and dynamic approach and structure for assessing and modifying SPL services and facilities over the long-term - the Plan addressed the deficiencies identified in the Needs Assessment Study.

The Plan cited priorities including the need for a marketing strategy, amending opening hours, adjustments to the branch system, increasing staff levels and rationalizing operating costs.

The planning for and realization of a new Central Library was also presented as a fundamental priority within the Strategic Plan. Specifically it was recommended that SPL open a new 40,000 square foot Central Circulating and Reference Library. The study advised that an additional five full time equivalent staff would be required. It was anticipated that the facility would likely cost in the order of \$8,000,000 in 1991 dollars. **Appendix One** contains the Executive Summary and Recommendations of the Strategic Plan.

1.4 **Origins of the Present Study**

On February 25, 1992, City Council provided direction to staff to assist the Sudbury Public Library board in planning for the proposed new facility; this was added to at the Capital Priority Setting meeting of June 26, 1992. On March 10th., 1992, City Council directed that Councillors Shaw, de la Riva and Lamoureux be appointed to the Steering Committee for the Central Library Feasibility Study, that the Sudbury Public Library Board be requested to appoint two members to the Committee, and that the Sudbury Metro Centre be

requested to appoint one member to the Committee. Subsequently, the Sudbury Public Library Board appointed Odvar Hagen and John Kovalchuk and the Sudbury Metro Centre appointed Richard deMarco to the Committee.

After public advertisement of the study and receipt of a number of proposals by the City, a consortium led by Fox Jones & Associates was asked on September 28th., 1992 to undertake the work

The overall purpose of the study is 'to determine the viability of options available in realizing an integrated central library facility within the social, political and economic realities of the Sudbury area, and to recommend a specific course of action.' **Appendix Two** consists of the Terms of Reference for the present study.

1.5 Objectives of Phase One

This Report represents the findings of Phase One of the Study. Our aims in this phase have been three-fold:

- to make broad contact with all relevant individuals and institutions in Sudbury to ensure that a sensitive understanding has been developed on our part as to the social, political and economic realities which will determine the eventual success of the project;
- to examine carefully the needs of the Sudbury Public Library Board;
- to investigate all possible sites and all possible partnerships for realizing an integrated central library facility, and to reduce logically this long list to a short list of six.

1.6 Methodology

We conducted an extensive series of personal interviews; those contacted are listed in **Appendix Three**, while **Appendix Four** indicates contacts still to be made.

We discussed directly with the Library its various space needs. In terms of the library facility per se we have reviewed all relevant service and facility data, conducted meetings with SPL staff and analyzed space requirements in terms of local conditions, library space planning standards and comparative levels in other jurisdictions. We also identified design guidelines for the siting and identification of the proposed library.

In consultation with the Working and Steering Committees and City and Region staff, and through suggestions made in interviews, we defined a long list of 21 sites. We visited these, ascertained their size, ownership, constraints upon them and other relevant considerations. We developed criteria for gauging the relative attractiveness of each site, and using these criteria reduced the long list of 21 sites to a short list of 6 sites.

1.7 Public Process

It is important to note the extent of public involvement intended. Community views must have clear channels for expression; and what is happening in the study needs to be communicated to the public on an on-going basis.

Public Meetings

The Terms of Reference make provision for two public meetings, one likely to be late in Phase One or early in Phase two, and one near the end of the study. These permit unexpected issues to be raised, provide indications of priorities and can be a good forum for debate. They are part of efforts to ensure that all citizens are consulted and have an opportunity for formal input to the study.

Public Information

The Sudbury Public Library plans a Public Information process (which will be co-ordinated with the public meeting process), as follows:

Late Phase One/ Early Phase Two

Mall Displays:

- 7 to 10 days before first public meeting in four major malls;
- displays 'manned' by library board/staff;
- brochures¹ distributed; public encouraged to attend public meeting; questions and concerns registered.

Late Phase Two

Similar mall displays; a second set of brochures; an 'open house' from 9 - 5 on the day of the second public meeting.

An Open House is also planned for Phase Three.

1. These will be in English and French, on 8/12 by 11 paper, printed on both sides and folded to four sections. The contents will indicate: why the study is taking place, who is involved, what the basic issues are, the library needs in terms of a new building, which sites potentially exist, and how the public can be involved. There will be a clip-out response coupon.

SECTION TWO

REQUIREMENTS OF THE SUDBURY PUBLIC LIBRARY

2.1 Comparative Data and SPL Growth

In the Strategic Plan, Sudbury with its population of approximately 94,000¹ people was compared to five other Ontario communities ranging in size from 80,000 to 125,000 people in terms of library service and facilities. The 1989 data used indicated the following:

- ranks well in floor space per capita;
- collection size close to provincial median - circulation lowest of comparison communities;
- reference materials well above provincial median and third of comparison communities;
- staffing lowest of comparison communities and low compared to provincial average (current combined Main & Civic Square Reference F.T.E. staff is 37, projected to increase to 45 in 2000 including administration and technical services).

It is very encouraging to note that more recent data provided by SPL staff demonstrates that interest in and use of Sudbury's libraries has increased substantially. Circulation of materials has increased 16% from 1989 to 1991 and will show further increase for 1992 when year end numbers are available.

Perhaps even more significant is the increase of registered patrons or users of the library. Additional users point to greater use of all aspects of service from traditional borrowing of books to study to browsing through materials.

According to available data, the number of registered patrons has more than

1. Sudbury Regional Planning and Development Department, 1991 projections.

doubled since 1987, going from 16,500 users to 33,247 registered by December of 1992.

It is widely held that to go beyond usage by 30% of total population in a community is an indicator of success in library service. SPL appears to be meeting the challenge very well.

Given the above, Sudbury on a comparative basis had improved its ranking in indices such as circulation per capita and will continue to improve based upon rates of growth cited above as well as the prospect of various recommendations within the Strategic Plan being implemented over the next ten years. One of the key recommendations of the Plan and ambitions of the staff and Board is to provide programming space for both adults and children. This is currently a marked deficiency at the MacKenzie Street facility. Experience elsewhere clearly demonstrates that library and community-sponsored programs provide an attractive and vital service to the population being served. A significant corollary of program attendance is that it exposes people to all the services offered by the library and therefore greater usage generally can be expected.

2.2 Space Planning Standards - General

2.2.1 Standards as Guidelines

Building space standards and requirements should be regarded as guidelines and must always be tempered by local circumstances and conditions. Review of space/collections in central libraries in Ontario indicate very substantial variances not always commensurate with success of service.

2.2.2 *Central Library vs. System*

Books per capita and space per capita for a central library must take into account provision of space and service throughout the overall catchment area for the jurisdiction. American Library Association and Ontario Ministry of Citizenship and Culture Guidelines caution against literal use.

2.2.3 *Net Square Footage vs Gross Square Footage*

It is important for a number of reasons to understand clearly the difference between net and gross space requirements respectively.

Net space, whether expressed in feet or meters, is an expression of the space required to accommodate building program functions. For example, the square footage for collections allows for the space for shelving units or cassette racks, as the case may be, and aisle widths between the bays of shelves.

Gross space, using the same example, allows for the above square footage but also includes provision for walls, shafts, corridors and other circulation space connecting areas, and unless specified otherwise, also allows for washrooms, mechanical and electrical rooms, janitorial facilities and any other non-assignable functions.

We have employed a factor of 30% for the non-assignable areas described above. It is the minimum percentage, in our opinion, which will realistically ensure that the overall space requirements are valid. The net sub-total of 40,375 square feet shown within the outline program space requirements thus becomes 54,488 square feet when the non-assignable areas are taken into account.

A further consideration with gross vs. net space requirements is the impact on suitability of sites and whether or not the proposed library is a stand alone or part of a larger development. Simply stated, if the library is self-contained and not part of a larger building the full gross square footage will be required. Conversely, non-assignable area requirements will be reduced if the library is provided with close to net space requirements in a larger building or complex. Joint venture, cooperative or leasehold development possibilities will also impact the cost to the City on this basis as well.

2.3 Outline of Program Space Requirements

I. Collections

	<u>Actual Number</u>	<u>Equivalent Number</u>	
Main	127,000 vols.	=	127,000 vols.
Civic Square	20,000 vols.	=	55,000 vols. ¹
Periodicals	459 displays	=	<u>6,400 vols.</u> ²
			188,400 vols.
Calculate 10 vols./sq.ft.		=	18,840 sq.ft.
Allow 1500 sq.ft. for A/V		=	1,500 sq.ft.
Total square footage for existing collections:		=	<u>20,340 sq.ft.</u>
Increase through collection development:		=	2,660 sq.ft.
Total square footage for collections required:			23,000 sq.ft.

II. Staff

Projected staff total in 2000 is 45.
 Standard employed is 175 square feet per person which includes circulation, work station, lounge, etc.
 As Administration and Technical Services do not have public use aspect, pages are assumed in total. 7,875 sq.ft.

III. User Spaces

Includes informal seating, carrels for study and A/V, reference areas, etc.
 Current user space is 152 seats
 Standard employed is 30 square feet per person
 Assuming 200 spaces, total required is: 6,000 sq.ft.

IV. Meeting Rooms 2,000 sq.ft.

V. Garage, Delivery and Janitorial 1,500 sq.ft.

SUB-TOTAL: NET SQUARE FOOTAGE REQUIRED 40,375 SQ.FT.

VI. Mechanical/Electrical Rooms 2,000 sq.ft.

VII. Non-assignable space
 Includes circulation, walls, shafts, washrooms.
 Allow 30% of Net Space 12,113 sq.ft.

TOTAL GROSS SQUARE FOOTAGE REQUIRED 54,488 SQ.FT.

1 Assumes that the space needs of 1 reference book is equivalent to the space needs of 2.75 conventional books.
 2 Assumes 1 display takes up the equivalent space needed for 14 conventional books.

2.4 Additional Growth Capacity

The existing Central Library building on MacKenzie Street is clearly inefficient, outdated and undersized in terms of usable space within the 30,000 square feet total size. In fact, its disjointed configuration only provides about 15,000 square feet of usable or net square footage. Together with the Civic Square Reference and Information Services facility which provides approximately 6,000 square feet net (of gross total of 8,000) - a projected total of 40,000 + square feet for a new combined Central Library would virtually double the current available space.

However, one must initiate calculation of required space for a new Central Library in terms of appropriate accommodation of the existing program components not merely as compared to the existing space. Library space planning standards and criteria should be supplemented by a factor of growth applied against the current program in order to translate the program into a projected total space requirement for the new facility.

Any projected total is in turn measured against potential site capacity and funding prospects/realities.

The factor of population growth has some impact but is not considered to be vital in the planning of a new Central Library¹ when compared to other variables such as increased usage, "weeding" of collections, development of other SPL facilities and on-going municipal ability to increase funding for collections and staffing.

1. Regional Municipality of Sudbury Planning and Development projects an increase in the population of the City of Sudbury from 94,341 in 1992 to 99,260 in 2000. Projections beyond 2000 are not currently available.

The Outline of Program Space Requirements delineated in 2.3 of this report sets out space requirements for the collections, staff requirements, user spaces et al for the current program and additional capacity for the above in order to provide sufficient space for the foreseeable and predictable future.

It is not possible to specify the year by which the facility would be at full capacity as funding of collections growth, usage rates and the like can not be forecast with any precision. However, it is fair to state that although the 40,374 square feet net will provide growth capacity for approximately 8-10 years, additional space for expansion should be provided on Opening Day if a built capacity for 20-25 years is the intended objective.

The alternatives to building long-term growth capacity at the outset are to require the physical ability to expand the new facility at a later date and/or rely on the SPL branch library system to accommodate long-term service and facility demands with the caveat that to expect branches to provide sophisticated Research and Information Services would be unrealistic.

The three program components most likely to require additional space compared to both the existing and Opening Day configurations are the Collections, Staff and User Space areas.

1. Collections

The Outline calls for a 2,660 square feet increase to the space appropriate for the current collection. This represents a 13% capacity for growth. If a more generous increase of 25% was included, a further 2,450 square feet would be required.

2. Staff

The Outline allows for 45 staff positions (or full-time equivalents) compared to the current 37. This 22% increase represents the recommendation contained within the Strategic Plan to the year 2000. A further increase of 1,500 square feet would reasonably accommodate a long-term increase in use of information services and technological developments requiring additional space for staff and staff-public interface.

3. User Spaces

The space requirements identified in the Outline allow for a 33% increase to the current number of seats for various purposes which translates into 6,000 square feet. Seating in the proposed meeting rooms are not included in this total.

If it is concluded that a very large increase in user visits to the library for reading, studying, consulting reference materials and using computer or other technologies will be experienced, even more of an increase than shown could be provided. For an additional 50 seats it would be necessary to allow an additional 1,500 square feet.

Primary implications of providing the additional 5,450 square feet net described above to satisfy potential 20-25 year growth are the following:

1. The gross square footage required would be $5,450 \times 130\% = 7,085$ square feet. Overall total becomes 45,825 net or 61,573 gross square feet.
2. Additional space requires additional dollars whether built for Opening Day or as an expansion.

In summary the 54,488 square feet gross called for in the Outline represents appropriate space allowances for the Central Library including capacity for growth into the foreseeable future. If it is deemed both desirable and feasible in terms of library service objectives, site development potential and financing to provide for 20-25 year growth capacity - an additional 7,085 square feet gross should be considered.

2.5 Design Criteria

Assessment of potential development sites, whether for a stand alone library or for a space within a larger building as well as for the internal planning for the library facility per se should take into account a number of key design criteria.

2.5.1 *External Design Considerations*

2.5.1.1 Visibility

Although it may seem obvious in the abstract, any potential site, when developed, should have generous sight lines from both vehicular and pedestrian points of perception. Although directional and building signage can be valuable, the facility should be highly visible and constantly reminding both users and non-users that a valuable community service is available.

2.5.1.2 Identification and Profile

Stand alone or otherwise, a new Central Library should be readily recognized as such. By means of siting, built-form and signage, the facility must transmit a strong presence within the street-scape and the central district of Sudbury. This criterion is especially critical if, for example, the library occupies the first two floors of a larger building.

2.5.1.3 Accessibility

Ease of access is important in a number of ways. Ready and understandable access for pedestrians, users being dropped off and drivers from wherever they park is vital. Complicated or confusing access into the building will greatly limit the population's regard and use of the library.

Access for the disabled should not only comply with the provisions of the Ontario Building Code but in a manner which is as practical and unobtrusive as possible. Segregated access for the disabled should be avoided.

2.5.1.4 Design Contribution

The design of the building should strive to make a significant design contribution to central Sudbury. It will be an important public building not just for the service it provides but as a physical focal point as well. Attributes of reasoned, careful design form and material should be prominent in all phases of planning and execution. Its stature should be a catalyst towards the redevelopment of Sudbury's central core.

2.5.1.5 Other Factors

When a short list of sites is approved a series of more specific external design criteria will be developed.

2.5.2 Internal Design Considerations

2.5.2.1 Adherence to Building Programs

Whether in terms of structural grid system, possible atrium component or other variables, early and on-going consideration must be given to the ability of SPL to provide the program functions generally, for staff to operate same efficiently and most significantly for the public to easily understand and use the components of the library.

2.5.2.2 Floor Plate

In order for staffing complement and operations to be efficient as well as for ease of public use, any potential development should be able to accommodate the building program on not more than the first two floors above grade as far as

public functions are concerned. Certain functions such as mechanical and electrical rooms, deliveries, appropriate technical services and other non-public functions may be best located in a basement level.

More than two floors will unduly fragment functional areas of the library, require extra staff and demand additional security provisions.

2.5.2.3 Ease of Use

It is worth reinforcing the need to ensure that the design of the library by its layout, signage and configuration of materials and furnishings is clearly understood by the public. This includes the use of meeting room facilities when the rest of the library may be closed.

2.5.2.4 Accessibility

As for external considerations, access and ease of same is critical. For disabled patrons, design considerations should go beyond Building Code provisions regarding washrooms and ramps. Features such as ample aisle widths and generous space at the circulation desk should be provided. This criterion applies to the general population including elderly patrons or parents with toddlers.

2.5.2.5 A Public Place

Planning a new Central Library provides Sudbury with an opportunity to create an inviting, comfortable and pride inducing facility for its library users. It would also provide, of course, an opportunity to convert non-users into library patrons. It will also serve as tangible positive and popular evidence of tax dollars being well spent.

SECTION THREE

OVERVIEW OF CONSIDERATIONS AND CONSTRAINTS

3.1 Range of Interviews

The extensive interviews and other contacts have been and will continue to be an integral part of the study process. The interviews, usually individual, are intended to give all centrally interested parties and agencies an opportunity to be involved formally and informally with the study, and to give the study team as comprehensive an understanding as possible of the checks and balances on available options.

3.2 Economic Considerations

3.2.1 *General Economic Conditions*

It is impossible to contemplate any major public undertaking now without setting it in the context of unprecedented changes that are occurring in our society. The current severe recession, now possibly diminishing a little, has truly been, for Canada, an 'Ontario' recession. More than three quarters of the jobs lost in the country in the past three years have been lost in Ontario. Particularly hard hit have been the manufacturing, mining and primary resources industries, collectively long the mainstay of the Canadian and Ontarian and (particularly the latter two) Sudbury economies. Changes in these sectors are fundamental and structural, and not cyclical. They will not be reversed. They have caused a sharp decrease in economic activity. This, associated with an equally severe drop in consumer confidence, has become a self-generating cause of long-term recession. The recession has brought about

a fundamental (again, not a cyclical) re-thinking of the rôles of governments - federal, provincial and municipal, as well as the extent to which private resources can be involved in public undertakings.

The three main effects are that the impact of the public service must be, and must be seen to be, meeting a broader and deeper need than ever before; those responsible for it must be able to demonstrate its priority among more strenuously competing projects than before; and the specific ways in which the capital dollars are generated and expended becomes a matter for imaginative financing.

3.2.2 *Municipal Financial Pressures*

To add to the pressure, a trend of 'responsibility devolution' had emerged in government. The Federal Government began transferring responsibility for certain programmes to the provinces; and the provinces behaved in a similar fashion towards the municipalities. Unfortunately, this devolution was rarely accompanied either by a sufficient transfer of funds or by an alternative increase in taxing authority. Municipalities thus found themselves under a double pressure - that of the tightening of the whole economy, and that of having become the service provider of last resort. Large urban areas took the brunt of this pressure, as the centres with the highest percentage of immigrant, transient or otherwise socially disadvantaged groups.

3.2.3 *The Perspective of the Provincial Government*

The province has made its requirements very clear in terms of the characteristics the library will have to have in order to be eligible for provincial capital funds.

3.2.3.1 Physical Access

The library must be located on a site that is highly accessible to all members of the public. This impacts on the ability to enter by foot, the nearness of public transportation, the availability of adjacent parking and other factors contributing to demonstrated ease of use.

In terms of those with special physical needs, barrier-free access becomes mandatory, as well as the inclusion of features that are friendly to special physical needs groups and individuals.

3.2.3.2 Outreach

The 1991 Strategic Plan suggested that, as an early course of action (Recommendation Three), the Sudbury Public Library should develop a detailed marketing plan. Its central aspect must be an enhanced marketing and promotional focus that targets all communities in the society and energetically and proactively encourages their use of the Library and their sense of equal ownership of the library. This is of *paramount* importance. All public institutions, regardless of their apparent bedrock importance now have to compete aggressively for public funds.

3.2.3.3 Community Involvement

The recent activities in particular of the library have given strong priority to widening the base of involvement of the community in the nature and activities of the library. Community information and marketing have been highlighted. Provincial policy sets a distinct premium on as diverse as possible cross-section of the community recognizing the library as a core asset.

3.2.3.4 Partnerships and Linkages

Key to the success of the plan for the new central library will be the existence of a broad coalition of support to back the capital needs of the library. A stand-alone building is not ruled out, *if* the case can unshakably be made that the proposed building represents maximum efficient use of the site and the working space constructed upon it *and* if the deployment of funds can be demonstrated to be the most efficient use of those funds.

Generally, however, there is a trend towards putting together more than one needed public and/or private development together to achieve capital savings resulting from their synergy.

3.2.3.5 Economic Development

In a number of tangible and intangible ways, the strengthening of the library through the re-uniting of central circulation and reference services will have a profoundly positive impact on the City and the Region. The Final report will show the direct and spin-off impacts of the capital investment in the library and the on-going operations.

Further, the establishment of such a prominent institution at the centre of such issues of primary public concern has a seminal impact on the confidence of the community in the well-being of the society. It thereby:

- reinforces the confidence of those businesses now operating that the City and Region are good places in which to continue;
- makes it easier for them to hold existing employees and attract new ones;
- encourages those contemplating investing in the City and Region;
- deepens the quality of life for all citizens;
- contributes *centrally* and *directly* towards public education and action that is essential for the effective survival of the community.

3.2.3.6 Fiscal Responsibility

It is more than ever mandatory that all institutions take steps to ensure balanced budgets, however painful the impact of staff reductions and service constrictions may become. This Feasibility Study emphatically concurs with that prudent approach.

The library has already been focusing in the short term on operating adjustments to ensure that budgets are balanced.

This Study will present a vision of the future with the realization that funding must be found before the vision can be realized.

3.2.3.7 Governance and Management

Pressures have escalated on the boards and management of public institutions to sharpen their ability to sense and respond to public needs. Both the board and the management and staff of the library have realized significant achievements in this regard over the past short while. The Study assumes that the library will continue to be a more and more vigorous, up-to-date vocational, educational, recreational, social and communications resource.

3.3 **Other Considerations**

3.3.1 *The Rôle of the Library*

The evolved rôle of the modern public library is one which places it at the core of the community's information network. It is a place which has to be on the frontier of communications methods, with flexible, changing formats, a highly educated and continuously self-educating staff. It has to have the ability to access, by the most modern means, the material required to keep the public up-to-date as to the kinds of information that are most currently available.

3.3.2 *The Rôle of the Downtown*

The downtown of the community is the area which, for better or worse, defines it and gives it its identity. It has a physical, visual and emotional impact on the way citizens feel about the city that cannot be matched by development further away from the centre. The quality on the downtown is determined by the combination of built physical forms and connecting spaces and the degree of energy and activity that they catalyze. Public institutions are a very important symbolic and active part of the success of this.

**STEERING COMMITTEE FOR A CENTRAL LIBRARY FACILITY
REVIEW OF SHORT LIST OF SITES**

According to the preliminary assessment prepared by Fox Jones and Associates, there are five sites which appear to constitute the likeliest to be finally selected for the new library. They are: the "Nickel Range" site, the Paris Park site, the Durham Street North site and the "Old Eaton's Store" site. All of these are large enough to accommodate the library on two floors at grade; all are reasonably accessible for both motorists and pedestrians. A number of them offer varied possibilities of combination with other uses.

Nickel Range Site

In the case of the Nickel Range site, the library could be combined with an apartment building and with an above-grade parking structure for public use.

Elgin Square Site

In the case of the Elgin Square site, the possibility is also for combination with public parking. Given the large size of the site, it is possible that this could be combined with yet other projects.

Durham Street North Site

In the case of the Durham Street North site, it is the understanding that no use other than the library is currently contemplated, but it is clear that a parking structure, either above or below-grade, could workably be combined with the library. There does not, however, appear to be any current public or private initiative to provide parking on the site. Thus, it would appear to be necessary for it to be built as part of the library project.

Paris Park Site

In the case of the Paris Park site, the option is to locate the library on the lower levels of the complex, facing onto Elm Street and Paris Street. The Library could be combined with a parking structure, and with private leasable office space.

"Old Eaton's" Site

The "Old Eaton's" Site is an interesting one. It could involve the reuse of an existing structure. If the land to the west of the Old Eaton's store is included, the site is large enough. If this site was selected it should be noted that it would be necessary to use both the first and second floor of the existing building, enlarged for library use and the existing tenants in parts of the existing building would need to be displaced. It should also be noted that it is not clear how parking for the library proper would be provided.

CENTRAL LIBRARY FACILITY

ALTERNATIVE SITES

