



COMPREHENSIVE GROWTH PLAN

2023-2041 | Summary Report



June 2023



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PURPOSE AND PROCESS

This Comprehensive Growth Plan was developed as a means of guiding the Caledon Public Library's efforts to grow and innovate and respond to evolving community needs and expectations over the next 20+ years. TCI Management Consultants were retained to develop a plan that maps out a growth strategy for facilities and related services covering approximately the next two decades to 2041. The plan also assesses the current model of service delivery and provides an audit of all aspects of library service to the community of Caledon, including but not limited to: facilities, staffing, technology, collections, programs, facilities, community involvement, and communications.

Specific activities undertaken in developing this plan included:

- Identification of relevant current trends;
- Engagement with community leaders, key stakeholders and residents;
- Assessment of the impact of existing and future growth patterns;
- Preparation of a comparative analysis with appropriate peer libraries;
- Assessment of current and future facility requirements;
- Assessment of current services, collections, technologies and programs; and,
- Assessment of current and proposed staffing model.

Timing of this work was prompted by the availability of revised population forecasts and in preparation for a new Development Charge Study to be undertaken by the municipality.

Moving forward, the Library Board and Staff will work in tandem with the Town of Caledon to prioritize and realize the recommendations of the Comprehensive Growth Plan. In addition to planned Development Charge reviews, these priorities will inform future 4-year strategic plans, capital budget forecasts, and annual budget proposals.





CPL TODAY



Caledon Public Library (CPL) serves a growing community of communities across Caledon's small villages and urban centers. Through its seven branches the Library seeks to serve as the cornerstone of the community, building and connecting a thriving, engaged and informed Caledon.

The Caledon Public Library Strategic Plan 2021-2024: Building the Bridge to Possibilities confirms the Library's mission to empower community connections, spark innovation and creativity, and energize the transfer of knowledge through the provision of curated collections, thoughtfully-developed programs, well-trained staff and welcoming spaces. This work is informed by the Library's commitment to its core values including service excellence; lifelong learning and literacy; innovation, intellectual freedom, and creativity; community and partnership; and trust inclusion and equity.

The findings of the Comprehensive Growth Plan offer an evaluation of the Library's current efforts to meet its strategic objectives – to grow and innovate, to respond to community needs, to celebrate culture and diversity, and to demonstrate its value – and inform the setting of new priorities for moving forward.

CONSULTATION PROCESS



This Comprehensive Growth Plan was informed by insights collected through a fulsome consultation process. Respondents were asked to share feedback regarding the Library's current services and spaces as well as opportunities for improvement and suggestions for new services and/or branches. Efforts were made to understand the reasons why non-library users are not using or only rarely using library services. In addition, it was important to determine whether non-users have any interest in using new library facilities and whether new facilities would convert them to library users.

This consultation process included the following means of engaging community members and stakeholders:

- A workshop with the Library Board;
- An online community survey, with over 1000 responses received;
- An online survey of Library Staff; and,
- Interviews with members of Town Council, Town Leadership and Staff, and Community Partners

In addition, the team reviewed a considerable number of background documents, reports and policies as context for the development of the Comprehensive Growth Plan. Additional research efforts included the identification of relevant current trends in public library service; an assessment of the impact of existing and future growth patterns; the preparation of a comparative analysis with appropriate peer libraries (benchmarking); and a review of the key psychographic dimensions of the populations surrounding each branch (using the PRIZM clustering analysis tool developed by Environics).

SUMMARY OF FINDINGS

The various perspectives raised during the consultation and research program were synthesized, with the following major themes emerging:

There is a current deficit of space:

The analysis of library space provision relative to the size of the current population according to new library standards is deficient; considerably more space is and will be needed to serve the needs of our growing population.

There is a need for more space and opportunity to develop additional branches:

The tremendous population growth experienced by Caledon in the past, and the continuing growth and diversification of the population in the future, will require an ambitious program of growth and development for more space and new branches

There is a strong desire to retain the rural branches:

In the rural areas of the municipality (primarily Ward 1) there is fierce attachment to the existing small branches of Inglewood, Caledon Village and Alton. Closure or consolidation of any or all of these branches would cause significant concern.

Opportunity to explore and invest in alternative service delivery:

The municipality is very large and extensive, and it will take some time to build out a program of new branches. In the interim, alternative service delivery options should be explored and implemented, such as open access at the rural branches, a bookmobile, holds lockers, book kiosks, temporary branches in rural locations, etc.

Programs and services are greatly appreciated:

Community surveys and stakeholder interviews revealed a very high degree of satisfaction with programs and services provided in the various library branches. They are well regarded for being innovative and responding to local demand. This has created an expectation for continuing delivery of high-quality services to respond to increasing growth in the community. As well, there is a perceived need to ensure that programs and services in other languages are in place to respond to the increasing diversity of the community. Additionally, there is a recognition that additional staffing, to provide these new programs and services, will be required.





Recognition of the importance of virtual and online services:

The pandemic has shown the incredible importance of online programs and services as a risk-free and cost-effective means of providing engagement with the library. It is expected that the demand for online services will continue to grow, even with some return to normalcy in terms of greater in-library usage. And, as with “in-library” programs and services, it is understood that this will require additional staff.

Possibly some opportunities for more responsive model of customer service:

An emerging model of improved customer service in libraries is one where all front-line staff are seen to be “generalists”, able to help any user with any reasonable request, rather than staff having narrow specialties, and needing to refer routine requests to other departments. This model, already established in some respects, should continue to influence the training of existing and new staff.

Recognition of need for continuing growth of and investment in the collections:

As the community grows and diversifies, it will continue to be important that the collections of the Library (both print and digital materials) will need to grow. Ongoing collection investment and allocation will also need to reflect the continuing increase in diversity of the population.

Opportunity for streamlined organization structure:

As the overall system grows in complexity, there is an opportunity (if not a need) to simplify the organization structure to ensure that it is manageable within the context of a much larger system (i.e., with more staff and financial resources).



Opportunity to reflect community diversity:

With the growth of Caledon as well as the increasing ethnocultural makeup of the community, there is an obligation to try to achieve more of a balance in terms of the extent to which the staff structure mirrors the community. Eventually, this logic should apply to the Board level as well.

Lack of awareness of Library offering:

As is the case with libraries everywhere, “lack of awareness” of programs and services available is seen to be a huge barrier to use. More targeted and effective marketing methods, including increased use of social media, are advocated.

Continue to keep pace with technological opportunities:

The rapid pace of technological change presents ongoing opportunities and obligations for improved services both externally for users of the Library, as well as internally for management and staff. CPL has done a good job historically of keeping up with technological opportunities; this is acknowledged and expected to continue into the future.

Detailed findings of this engagement and research are documented within the full Comprehensive Growth Report.



KEY CONSIDERATIONS AND ASSUMPTIONS

There are several caveats and assumptions that need to be borne in mind when reviewing the analysis and resulting Comprehensive Growth Plan recommendations. These include:

The plan is predicated upon population growth.

Caledon has seen very high population growth in recent years – much higher than the province overall. This Comprehensive Growth Plan is predicated upon this level of growth continuing over the next two decades (and beyond), based upon data provided by the Town's Planning Department.

The analysis is high-level in nature.

Any plan that looks out 20 years into the future is necessarily high-level in nature. Not all the predictions and expectations described in this Report will come about; new opportunities will arise, unforeseen situations will become apparent, etc. This Comprehensive Growth Plan should thus be regarded as a broad general guide for future planning, and not as a specific point prediction.

Facility plans are indicative in nature.

Similar to the previous point, the facility plans presented here are also high-level and notional in nature. Cost estimates, as provided within the full report, are necessarily generalizations; to be refined once more specific and detailed plans have been developed.

Some uncertainty caused by the pandemic.

This Comprehensive Growth Plan was crafted as Canadian society began to emerge from the COVID-19 pandemic. While it is by no means certain that there will not be another wave, this Comprehensive Growth Plan cautiously assumes that library use will slowly return to relatively normal levels over the next few years.

Bill 23, More Homes Built Faster Act, 2022.

The implications of this recent legislation on Caledon are unknown and are not yet reflected in the population/household forecasts – as well as the likely changes to the impact on the collection of Development Charges (DCs).

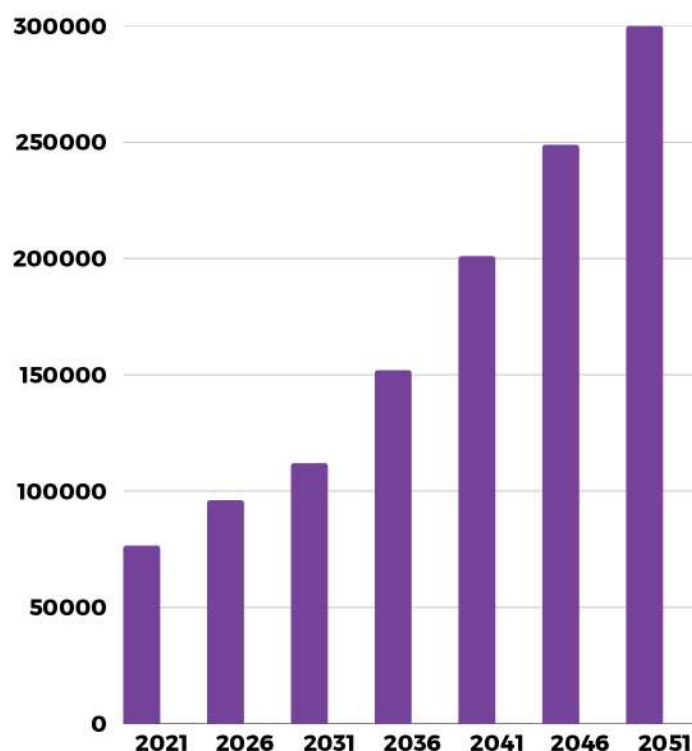
It should also be noted that this plan was developed in advance of the introduction of provincial legislation (Bill 112 -Hazel McCallion Act) to dissolve Peel Region. As such, any opportunities or challenges resulting from Caledon's transition to a single-tier municipality are not addressed in this document. At this early point, these are not expected to materially affect the projections of population or the broad general needs of the community relating to the provision of library services.

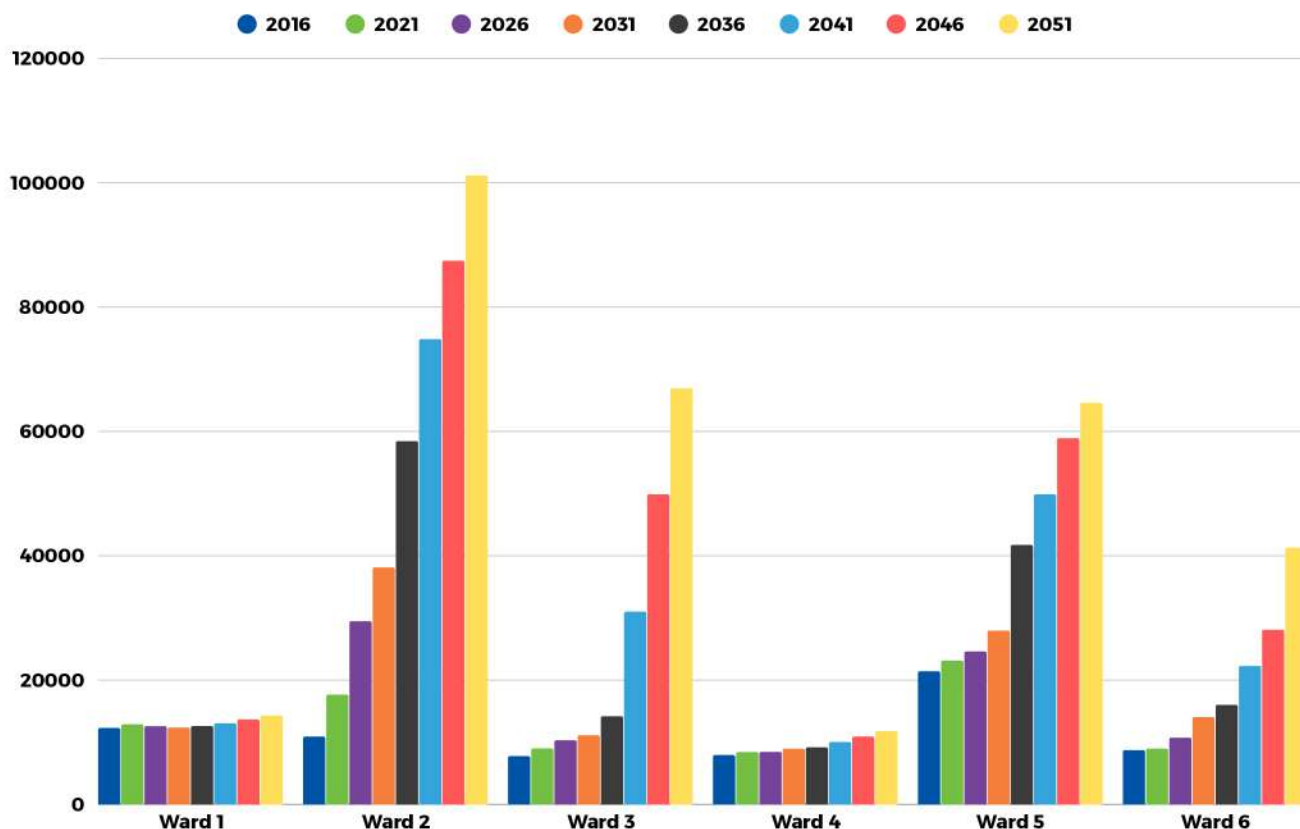
PLANNING FOR TOMORROW



GROWTH TRAJECTORY

Caledon's population has been growing quickly in recent years and will continue to do so. Its population in 2016 was 66,502 and has grown by 15.2% to 76,581 in 2021. This compares with a growth rate of 5.8% for Ontario over the same period. This Comprehensive Growth Plan covers the next 20 years. However, it is interesting to review expected growth rates over the next three decades. According to data provided by the Town's Planning Department, Caledon's population will grow extremely rapidly over the next 30 years.

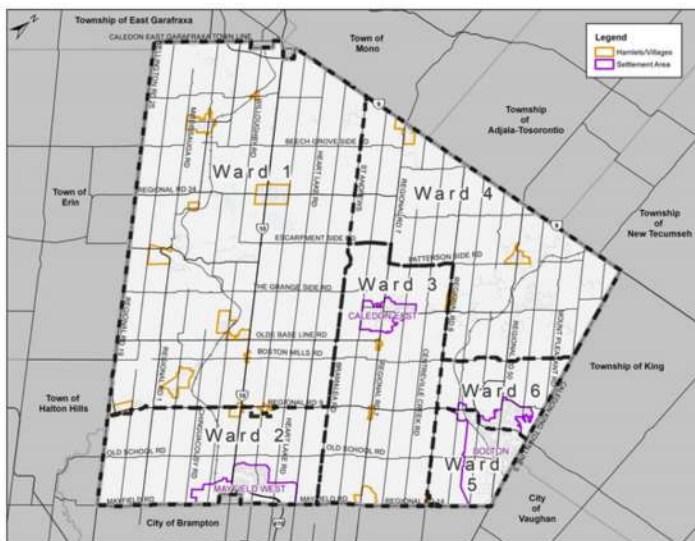




Caledon will experience dramatic growth in Ward 2 (Mayfield in the southwest), Ward 3 (Caledon East to the southern boundary), and Ward 5 (Bolton and southeast). Ward 6 (north part of Bolton) will also experience some growth. Wards 1 (northwest) and Ward 4 (northeast) are primarily rural and are expected to experience only limited growth over the next 30 years.

Compared with Ontario as a whole:

- Caledon is a relatively younger population with average age of 40.0 compared to 41.8 for Ontario.
- Caledon is quite wealthy with average household income (2020) of \$155,400 compared to \$116,000 for Ontario.
- Notwithstanding the above, Caledon also has a not-insignificant number of low-income residents. Its low-income measure after tax (a Statistics Canada calculation) was 4.5% of its population compared to 10.1% for Ontario.



SIZING THE LIBRARY FOR THE COMMUNITY

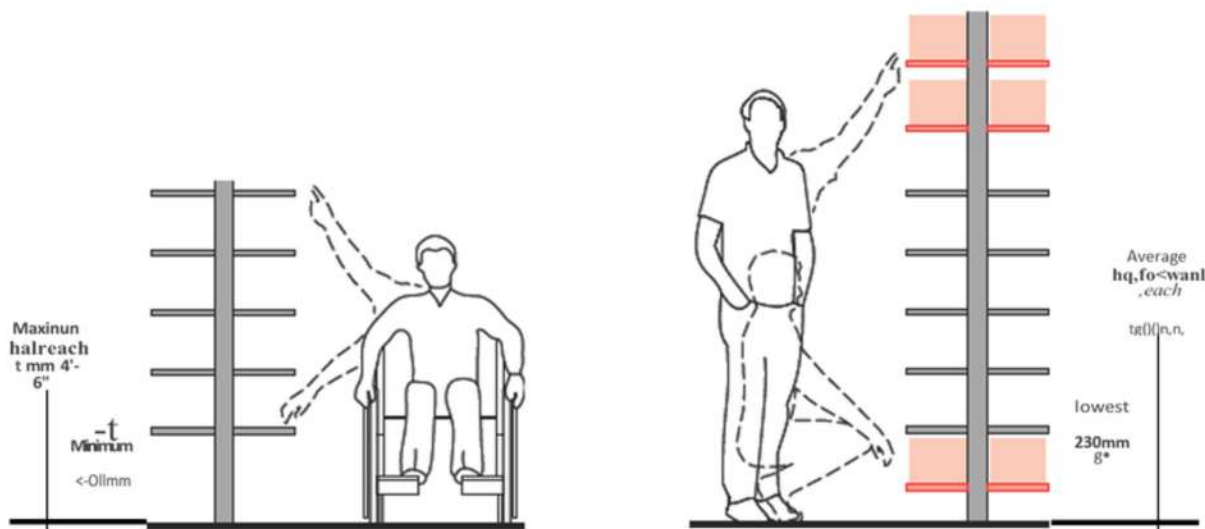
Recommended Space Standard

A decade ago, the Ontario Library Service (OLS) had recommended a general standard of 0.7 square feet of library space per person in the planning of new library spaces to meet the needs of new populations. However, it is this report's view that this standard is now too low.

There are several factors that explain a revised square-foot-per-person standard of library space provision.

Additional space to accommodate new accessibility standards

Facility Accessibility Design Standards (FADS) which many municipalities have adopted or aspire to require that books and other materials on shelves be accessible by a person in a wheelchair. This means that, for a library with five shelves from top to bottom (a very common configuration in modern libraries), the top shelf and the bottom shelf are not accessible. Accordingly, an accessible library might only have three shelves, all reachable by a person in a wheelchair (see diagram following). Library aisles also have to allow for wheelchair travel and turning room. Note that the FADS standards, would require 43% more space in existing facilities, to house the same number of items.



Offsetting this to some extent, is a countervailing trend seen in many libraries to reduce the amount of material on the shelves. Many libraries are downsizing their reference collections, no longer keeping hard copies of magazines, eliminating their CD and DVD collections (in favour of making streaming services available to patrons), and generally taking a more rigorous weeding approach to the materials they keep in the stacks). As a very general rule of thumb, a more proactive approach to weeding may result in a 10% downsizing of the space requirements of the library.

1 <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=86723>

Additional public space required for meeting rooms, study spaces, etc.

The role of libraries is changing to be not just places to store information and books, but places to encourage social interaction, creative activities, workshops, learning experiences, community gathering places, and remote and co-working locations for residents. This results in an increase in demand for meeting rooms, study spaces, creative spaces (e.g., Makerspaces, etc.) as libraries have increasingly come to play the role of community hubs and gathering spaces. This is more difficult to quantify empirically, but a 25% increase in the amount of space allowed for this critical function of libraries, over what it was a decade ago, is in our view reasonable.

Additional space required for administrative purposes

Nearly every library system with which we have worked is under-resourced when it comes to space for essential administrative and “behind the scenes” functions – including storage. Again, while strong empirical evidence is lacking, in our experience a 25% increase in the amount of space historically allocated to this function is warranted (and perhaps, if anything, conservative).

Impact of COVID

While the impact of COVID has yet to be fully determined; it is reasonable to assume that it will not dissipate quickly. Assuming there are long term impacts, then additional space will be required for study rooms, programming areas and meeting spaces.

Revised Standard

As mentioned, a commonly used standard a decade ago was 0.7 square feet per capita. There are also several standards that are much higher than this level which are discussed in the full report. A standard of 0.85 square feet per capita is in our view a reasonable contemporary approach, and also considers some economies of scale with shared spaces (washrooms, stairwells, entry spaces, etc.). Accordingly, this is the standard that is used in this assessment.

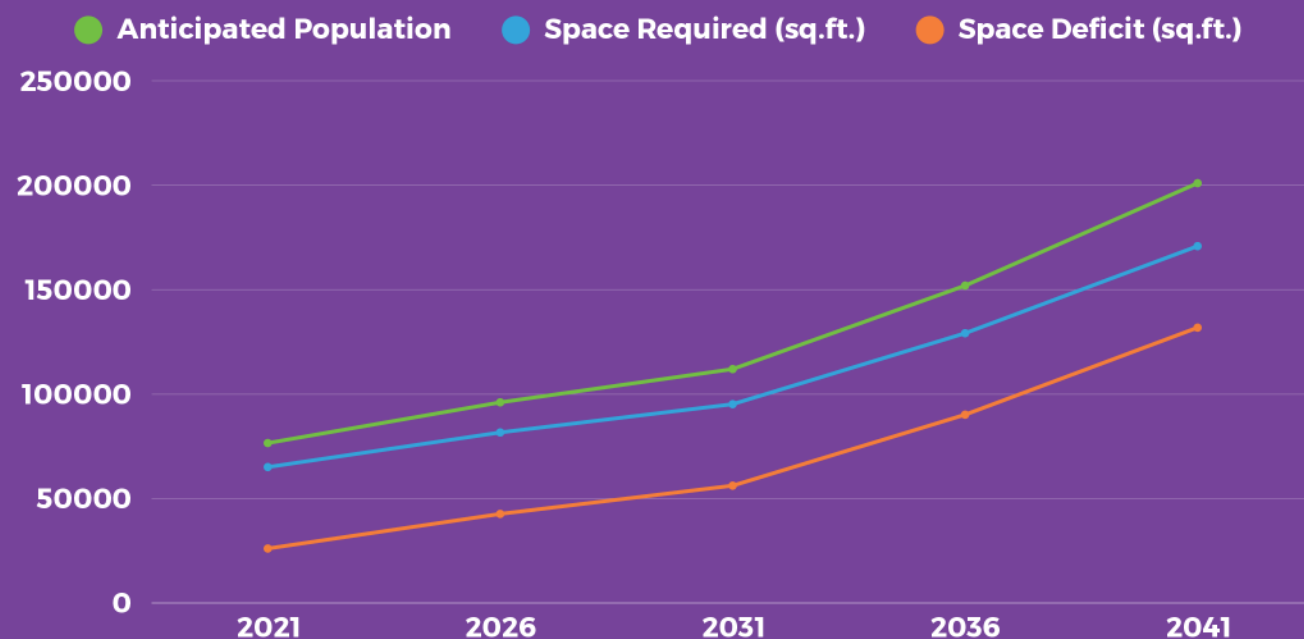
1 person = 0.85 ft²



Current and Future Space Deficit

There are two key aspects to determining the amount of library space required to adequately serve the population of Caledon: first is to determine the amount of space currently required in order to meet the recommended space standard; and the second is to anticipate future population growth and determine the amount of space that will be required over the longer term. And, this analysis not only needs to determine the amount of space required overall, but also its location in the municipality.

The current provision of space is only 39,275 sq. ft., implying a current deficit of 26,093 sq. ft. (and a current level of space provision of only 0.51 sq. ft. per capita – about 60% of the recommended amount). Over the 2016 -2021 Census period, Caledon recorded a 15.2% increase in population, nearly three times that of the province overall (5.8%). This high pace of growth is expected to continue into the future. If no new space were to be built, this would clearly imply a hugely growing space deficit.



	2016	2021	2026	2031	2036	2041
population	66,502	76,580	96,067	111,992	151,964	200,996
library space	31,507 ft ²	39,275 ft ²	40,964ft ²	40,964ft ²	40,964ft ²	40,964ft ²
space	0.47 ft ² / person	0.51 ft ² / person	0.42 ft ² / person	0.37 ft ² / person	0.27 ft ² / person	0.20 ft ² / person

Future Space Deficit by Ward

A model was developed to estimate the space deficit by ward if no additional library space was added. This model roughly assigns the existing and currently planned space (including the move to the Caledon East Community Centre and the planned Mayfield West branch) to the ward system based on existing usage patterns and reasonable estimates of future branch usage patterns by ward. The expected surplus and deficit by ward are shown below.



Note: The above table assumes the addition of a 20,000 square foot branch at Mayfield West as is planned for in 2026.





RECOMMENDATIONS

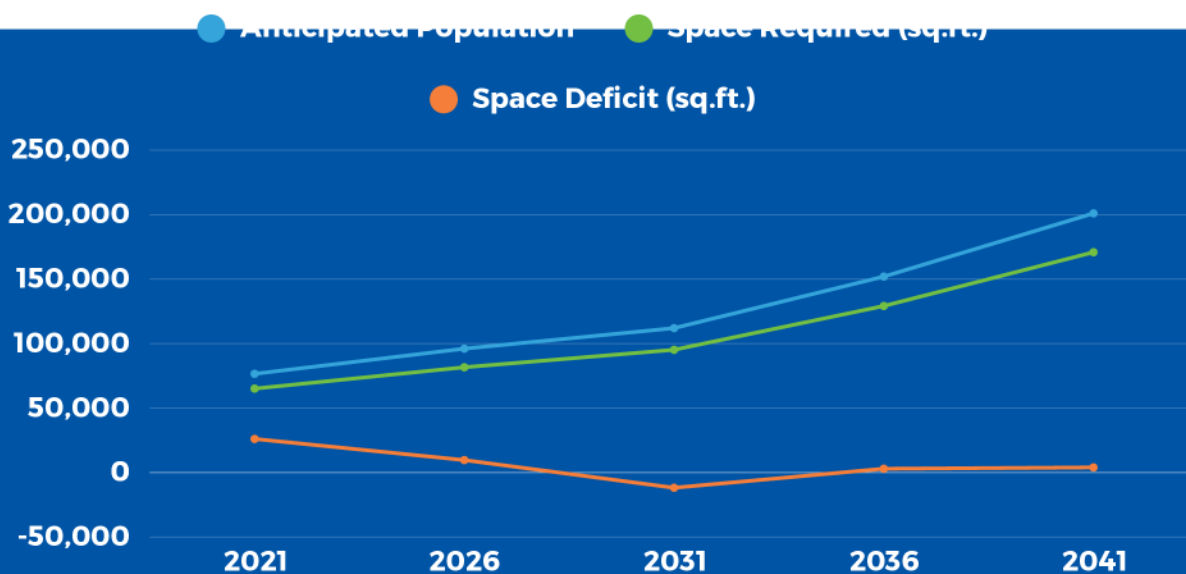
BRANCHES AND FACILITIES

1 Adopt a four-stage growth plan

Caledon is a rapidly growing municipality and will need to expand its library spaces significantly in the coming two decades in order to provide adequate library services to its growing and rapidly diversifying population. This Report outlines a four-stage growth plan in five-year increments over the next twenty years to match the growth trajectory of the municipality. Each stage adds a major new branch to the community, in different locations to match anticipated population growth. In summary, this plan is:

Stage in the Growth Trajectory	Key Developments	Proposed Amount of Space Added to Inventory
Stage 1: 2021 - 2026	1. Refurbishment of Ward 1 branches (anticipated to add about 1,000 sf at Alton branch) 2. Development of new 30,000 sf facility at Mayfield West (an increase of 10,000 sf over the previous plan) 3. Relocation of Caledon East Branch to 9,569 sf at Caledon East Community Centre (CECC) resulting in a net addition of about 2,000 sf 4. Implement self-service and open access to deliver services to branches after open hours	33,000 square feet (sf)
Stage 2: 2027 - 2031	35,000 sf at Macville/Caledon Station	35,000 sf
Stage 3: 2032 - 2036	20,000 sf expansion in Mayfield West	20,000 sf
Stage 4: 2037 - 2041	40,000 sf expansion of Albion Bolton branch or construction of secondary facility	40,000 sf

It is recommended that this generalized trajectory serve as a fundamental planning principle for library facilities going forward over the next two decades. While it is understood that the specific details of planning and even size will likely be modified as each stage comes around (particularly in the later stages) this should nonetheless be considered as a general overall planning guide. As demonstrated below, this will largely address the forecast space deficit.



High level capital costs associated with the above recommendations are referenced within the full report.

2 Improve services in rural branches by implementing self-service and Open Access to deliver service to branches after open hours

The primary goal of an Open Access system is to provide more access to Library users during unstaffed hours using self-service and open access technology. It uses secure card access to library collections for hold pickups, self-check stations, Wi-Fi, quiet study spots and computer workstations, and controls equipment such as door access and barriers, cameras, lights, kiosks and security alarms.

Similar implementations at smaller branches in Hamilton and Toronto reported a tripling of open hours for registered users and increase in circulation and program attendance. Initial concerns about security and theft were allayed after the service was implemented. It is recommended that the Open Access system should be piloted first at Inglewood, and if successful, extended to Caledon Village and Alton branches. Provision should be made for RFID to allow self-check stations.

3 Adopt and implement interim service delivery modes until new branches are developed

Until new bricks-and-mortar branches are developed in the locations identified in the four-stage plan, interim service provision should be offered through alternative delivery mechanisms such as a bookmobile / mobile library, holds lockers (such as those currently at Belfountain), service kiosks, open access locations, etc. As well, the possibility of leasing temporary branches in retail storefronts should be considered. These mechanisms can also be used to provide additional services in rural areas. A specific alternative service delivery plan should be developed in parallel with the four-stage plan for new branches recommended here.

4 Develop an Alternative Service Delivery Plan for Underserved Areas

Even with the growth plan for new branches, there will still be some hamlets and smaller communities particularly in the northern end of the municipality that will not be within reasonable proximity of a branch. Accordingly, parallel to Stage 1 of the Growth Trajectory for new branches, an alternative service delivery plan should be developed for hamlets and smaller communities in these rural and more remote areas where it is more difficult for populations to access library services. Sixteen (16) potential service points have been identified in this regard (detailed in the Main Report) and suggests that a number of options be investigated and considered for suitability including pop up locations; temporary branches in retail vacancies and in existing commercial establishments; book kiosks and lockers; and a mobile library.

SERVICES AND PROGRAMS

5 Develop new and innovative in-library programs and services that respond to community need

CPL has a long track record of continuously developing new and innovative programs and services to respond to evolving community need. The community survey showed that there is a very strong recognition and appreciation of its efforts over the years in this regard. As well, however, the survey showed that there are many new ideas and suggestions for additional programs and services. It must be recognized that new programs and services to meet the needs of the growing community will require additional staff resources. This should be a major staffing priority in the coming decades.

6 Continually develop virtual and online programs and services

The pandemic has viscerally underscored the importance of providing online and virtual programs for the community. Caledon's provision of its Digital Library acknowledges the unique aspects of this kind of programming and draws greater attention to its online service offerings. Even with a return to in-branch programming, it is anticipated that demand for on-line programs will continue to grow. As with physical services, CPL should continually monitor demand and continue to provide online services and recognize that the development of additional online and virtual programming will also require future investment of staff time and resources. As with the previous recommendation, this should be a major staffing priority in the coming decades.





ORGANIZATION AND STAFFING

7 Implement new organizational model

Adoption of a new and more effective organizational model should continue, with three Director-level reports to the CEO / Chief Librarian Position: 1) a Director of Customer Experience and Branch Services; 2) a Director of Collections and Programming; and 3) a Director of Corporate Service and Projects. These three areas cover all aspects of external and internal operations of the library system and, as the library system becomes larger and more complex with community growth, the simpler and more flexible model will more effectively accommodate change.

8 Implement a service model of generalist public service

Accompanying the new organizational model, all front-line staff should adopt a generalized customer orientation model so that there is a core level of public service that all users and members of the general public can expect. While this is “generally understood” to be the model and approach followed by staff, an explicitly written or articulated documentation of what this model entails should be developed. Accordingly, such a model should be articulated, and provided to all staff. This will provide a more consistent level of service to the general public as well as providing greater staffing flexibility to adapt and respond to changing needs.

9 Continuously monitor community use and adjust hours of operation of each branch

Monitoring of each branch for community use of programs and services should continue, including required adjustments to hours of operation and accessibility considerations. This enables staffing decisions to be made to ensure that the branches respond not just to community growth, but also changing needs and demands in each service area. Where required, staffing should be adjusted to meet demand through “change in service level” budget requests.

10 Adopt a “branch team” model to pair urban larger branches with the rural branches

The pairing of larger urban branches with the smaller rural ones would allow for more efficient delivery of programs and services to rural areas. In effect, larger urban branches would consider the smaller rural branches to be within their service area or “family” when planning programs and services for the wider community.



11 Recruit to reflect the community

When recruiting new staff positions, seek individuals who are representative of the local diverse populations and can speak their languages, e.g., Punjabi, Hindi, Italian etc. Over time, this representativeness of the local community should extend to the Board level as well.

12 Continually develop the collections

As with programs and services, the collections at the CPL must continue to grow and evolve in order to meet community demand. Additions to the physical collection will of course be necessary as the number of branches grows over time. Materials in other languages, particularly Italian, Punjabi, and Hindi should continue to be added. In addition to physical collections, an increased emphasis upon additions to the digital collection and virtual offerings will be required in future.

13 Expand marketing efforts with required staffing and other support resources

Key stakeholders, staff and respondents to the community survey expressed a desire to see expanded marketing efforts in order to create enhanced awareness and resulting use or participation. New promotional tools such as automated marketing platforms should be explored as ways of more effectively reaching existing patrons and onboarding new members as well as providing highly targeted messages regarding programs and services to specific user segments. In addition, methods of reaching out to current non-users and new residents of the community overall need to be explored. The staffing and support implications of a more focused marketing approach need to be put in place and resourced.



TECHNOLOGY

14 Develop a technology plan

The Library can use its expertise and insight to promote innovative uses of technology to the community and provide service beyond library walls. A formal three to five-year plan will support the Library's strategic goals with IT planning for maximum impact and community development. The needs and expectations of public and staff can be assessed to develop a multi-year IT pathway with a list of goals and tasks for the IT Department to support and manage access to service and clients using web services and data. Staffing, training and related operating budgetary requirements need to be built into the Plan as well as capital and equipment costs. This plan should also recognize the Town's overall efforts in expanding fibre and wireless networks throughout the municipality and ensure that it aligns with these efforts.

Given the pace of technological change, this Technology Plan will need to be updated and revised periodically over the twenty-year timeframe of this Comprehensive Growth Plan – ideally in synch with the stages for growth of the branches as previously outlined.

GENERAL FACILITY RECOMMENDATIONS

Specific Site and Location Considerations

Based on the projected population growth in the Town of Caledon, as presented in earlier sections of this Report, a number of new facilities or additions to existing facilities will be required to provide high quality library services to the residents of Caledon. Specific sites owned by the Town of Caledon have not been examined in detail to analyze their suitability for future new library branches. To help in the site selection process and subsequent design work for planned library facilities, detailed considerations related to the following key aspects are documented within the full report.

- Zoning by-law Requirements
- Key Site Design Strategies

Building Design Considerations

Additionally, the following are some strategies to guide the building design for new branches or additions to existing branches:

- A single-storey library is more desirable if the site is large enough;
- Develop a modular structure that can adapt to new unpredicted uses while contributing to the overall character of the space and not be similar to commercial type structures;
- Encourage open and flexible adjacencies between functional areas;
- Articulate building design and layout to maximize access to daylight to all spaces;
- Develop an infrastructure network for power, cabling, and internet provisions that is robust and adaptable for changing space layouts that generously serve the entire floor area and building perimeter;
- Include a community meeting space that could operate independently with exterior access, if needed;
- Consider broad user needs, by quality of space, rather than prescriptive programme i.e., quiet and intimate, wet and messy, flexible gatherings, adaptable to social distancing, etc.);
- Carefully review types and extents of spaces that are required to maintain and serve same level of occupants in a pandemic scenario such as the COVID-19 pandemic that has been ongoing since February 2020. Designing any of the spaces in the library, such as an open area for computer desks for example, to accommodate same number of occupants during regular times and in times where physical distancing requirements are more stringent has implications on the required space program areas which affects capital budget requirements; and,
- Ensure sufficient storage space to accommodate the above needs.



Sustainable Design

As a municipal public building that is an important community reference point and a cultural and societal infrastructure anchor, being at the forefront of sustainable design should be an important aspect of all future library buildings for the Town. With global warming on the rise, and as moving away from depending on fossil fuels seems increasingly prudent and is environmentally friendly, it is highly recommended that the new Town of Caledon library branches strive to integrate as much as possible Zero Carbon Buildings (ZCB) and Net Zero Energy Buildings (NZEB) principles, aligning with the Town of Caledon's Green Building Standards. Key principles, recommended for consideration during design stages of each new building/new addition, are documented within the full report.



DETAILED FACILITY RECOMMENDATIONS

Mayfield West II

As noted in the growth trajectory, there is a need for additional space at Mayfield West. Currently, the Town is planning an expansion of 20,000 sq. ft. in Mayfield West. While this will meet the needs of the community in the short term, the community's expected continued growth will cause it to have a considerable library space deficit for the years 2036 and onwards. Further, the recent passage of Bill 23, More Homes Built Faster Act, may result in development occurring more quickly than originally anticipated. This legislation may also affect the Town's ability to collect development charges in support of new infrastructure and services – including public libraries.

A total of 50,000 square feet of library space at Mayfield will be required to meet the standard prior to 2041. Accordingly, it is recommended that Mayfield West should begin with a 30,000 square feet expansion prior to 2026, rather than a 20,000 square foot expansion as currently planned. Alternatively, Caledon could also build a 50,000 square foot branch in the short term in order to meet its needs for the next two decades at this location.

The addition of 30,000 square feet at Mayfield West together with the refurbishment of Alton and the move to the Caledon East Community Centre will help reduce the expected library space deficit in Caledon which is still projected to be 10,000 square feet in 2026 following these additions.

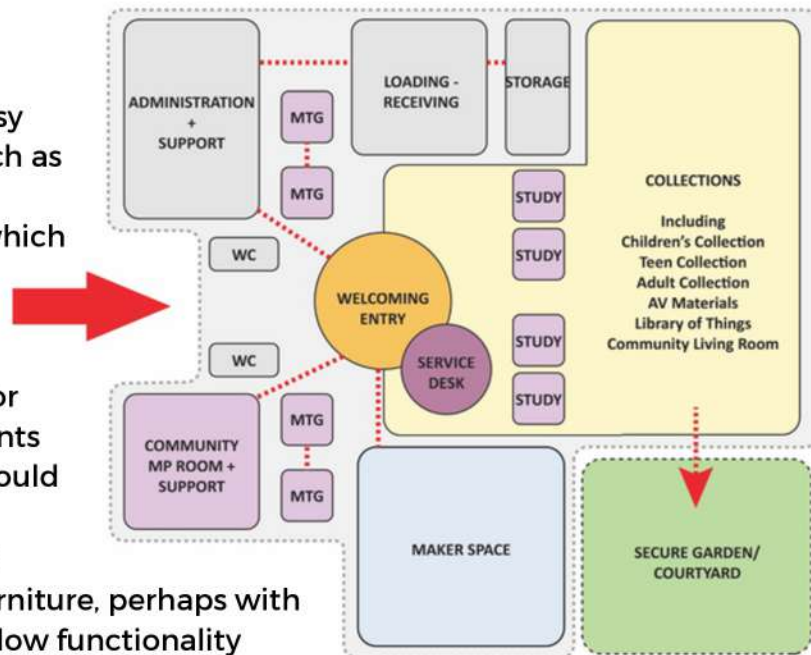
Adjacency Relationships

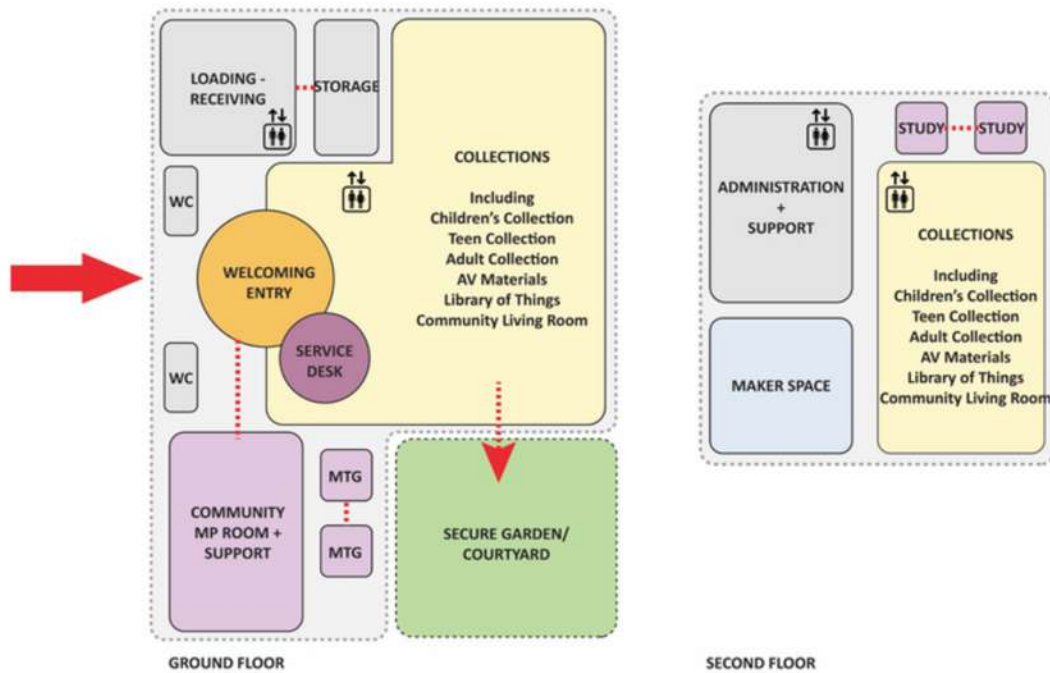
The following two figures present possible adjacency relationships for each of the proposed 1-storey and 2-storey 30,000 square foot buildings discussed in this section. These diagrams are intended to indicate primary elements and preferred adjacencies. They are not intended as floor plans or to show the spaces in scale.

With regard to each option presented below, the adjacencies should be re-examined if the library is co-located within a complex that includes other community facilities such as a recreation complex or other community services. For example, there may be some spatial efficiencies gained in a mixed use or co-located facility by sharing some of the functions in a common space such as washrooms, meeting spaces, entrance area, parking, loading etc.

1-Storey Option

- Main entrance area provides easy access to various key spaces such as a collections area, community spaces, and a library of things which is spatially connected to the collections area, as is the children's collection.
- A distinct multipurpose room for gatherings and community events has been included. Elements would include a flat floor, some AV infrastructure for presentations, adequate storage for flexible furniture, perhaps with independent access that can allow functionality outside of regular library hours.
- The Makerspace which can be noisier than the rest of the library is separated in the lower portion of the diagram.
- The administration is strategically positioned in the upper left section for passive observation of entry and library functions.
- Also note the availability of secure outdoor space in the lower right quadrant, only accessible through the library.
- Quiet study rooms are located away from the children's area.
- Washrooms near the entrance or in a public shared entry zone may be positioned before security to the main library for those who may just need the WCs. Other washrooms will be needed through the internal floor plan as well.
- Administration and support are connected to loading-receiving and storage.





2-Storey Option

- The 2-storey adjacency diagram is designed to fit into a smaller building footprint if site area is a constraint.
- The general collections area would be split into upper and lower floors to achieve the smaller building footprint.
- The key for this flexibility would be to ensure the 2nd floor is designed structurally to support the loading of book stacks equivalently to the ground floor.
- This concept provides primary public access spaces in the lower level. In this model, the Makerspace and administration are situated on the second floor.
- Both floor levels would have circulation materials and integrated reading lounges for comfortable study, reading and informal conversation. The upper level would likely be more oriented to adult collections, or a segment of the adult collection.
- Note this option has a symbol denoting elevator access in two areas (public and “back of house”). This will not necessarily require two elevating devices, but it may, depending on the final layout of the space and elements. The symbols and space arrangements are intended to show relationships, not a floor plan.
- Note that the designated study rooms may locate at the quiet side of the 2nd floor.

In both options, considering that public libraries are now warm, inviting public spaces for people experiencing homelessness, it is worth considering design that would make it comfortable for all. The configuration of elements near the entrance may require sizing as an entry lobby/lounge that meets needs for prolonged lingering. This will be an operational decision to adjust the positioning of the primary information/control desk.

VILLAGE BRANCHES

The 2016 Master Plan noted a number of deficiencies with the rural branches including Alton, Inglewood and Caledon Village. In essence, they concluded that the branches were small and in need of refurbishment. As noted, Alton (1,300 sq. ft.), Caledon Village (2,400 sq. ft) and Inglewood (1,200 sq. ft) branches are located within Caledon's rural villages, often serving as the only municipal or community resource within each of these areas. Additionally, the site of the Caledon Village branch near the intersection of Highway 10 and Charleston Side Road makes access to and from the branch onto Highway 10 at times challenging and potentially dangerous. In the longer term, the 2016 Master Plan recommended creation of a Village Hub somewhere in the northwest rural area which would include a larger library combined with recreation facilities and community organizations. The three rural branches would then be relocated into the Village Hub.

The ability to create a Village Hub in the longer term should not be ruled out, but would require a strong recommendation from the upcoming Parks and Recreation Strategic Plan to support the construction of a recreation complex in the area. If this recommendation is not forthcoming, then it is recommended to refurbish the branches in the northwest. Accordingly, possible approaches to refurbishing the three rural branches have been examined as well as the possibility of modest additions to these facilities, rather than decommissioning these existing branches and building a new facility, noting that that there was also concern expressed in the community survey about losing the rural branches.

Alton Branch

Observations of current space:

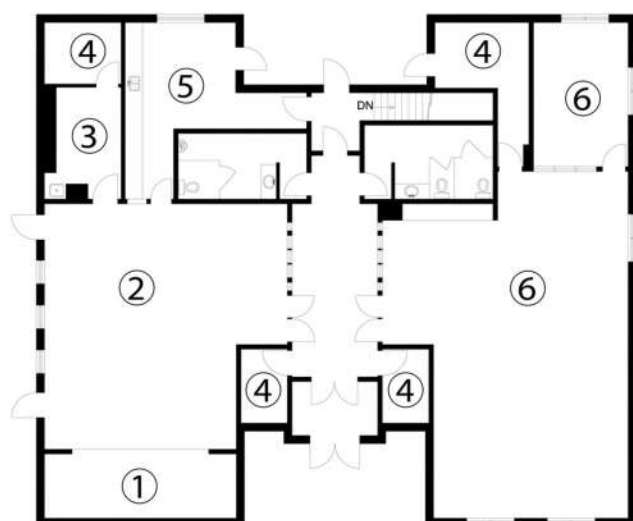
- The library shares the facility with a community room and a kitchen, and occupies half the space.
- The library has no outdoor dedicated space that could be used for community programming activities.
- The library overall has a dated interior design and material palette.
- There is very little seating area, with no study area or meeting space in the branch half of the space.
- The branch size overall is too small to serve even as a small neighborhood branch library
- The branch lacks any space for creative maker activities, sound or video recording, etc.





Proposed Improvements to Branch

The Alton Branch is one of the smallest branches in the CPL portfolio, and CPL does not own the building, but is a tenant in it. Feedback from the community noted that the branch was missing some of the spaces that are sought in a contemporary library such as Makerspaces, recording and video editing spaces. It was noted that expanding the library branch internally would eliminate the community room, and there is not a nearby space or a facility that could be used or rented for that, apart from the actively used school next door. That being said, it was a preferred approach to addressing some of the needs of the branch.



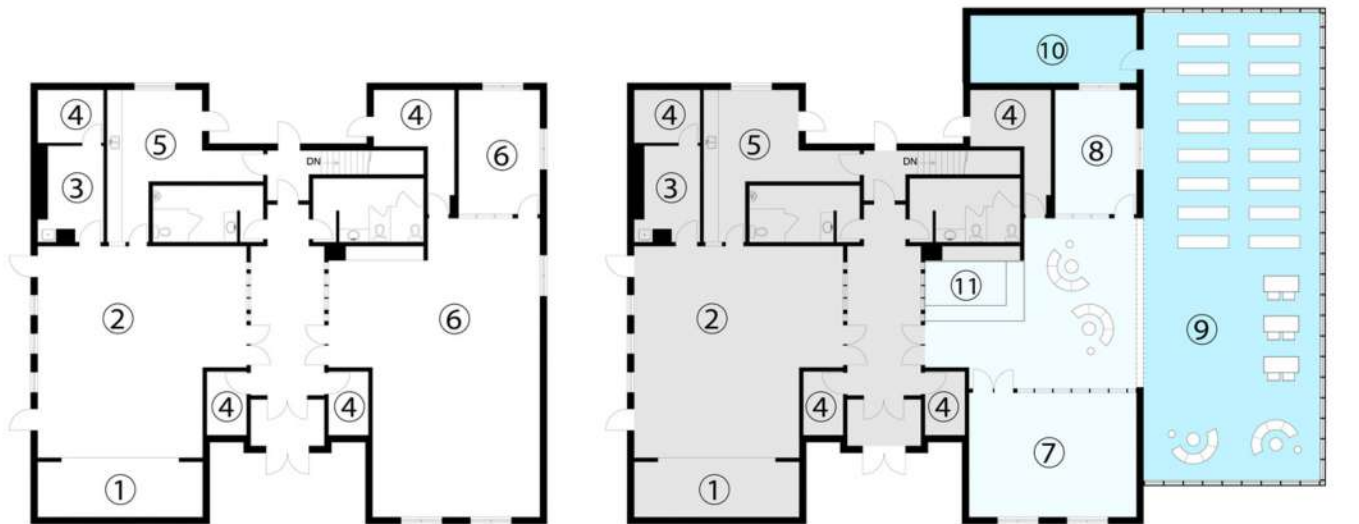
- ① Stage
- ② Community Room
- ③ Community Storage
- ④ Storage
- ⑤ Kitchen
- ⑥ Library



- ⑦ Maker Studio 475sf (44sm)
- ⑧ Digital Studio 150sf (14sm)
- ⑨ Renovated Collection and Reading Space 1250sf (116sm)



The option to expand the existing building was also explored because the site for the Alton Branch has available area for building expansion if care is given to avoid the surrounding dramatic grade changes. An addition could enhance the building/site relationship positively with emphasis towards exterior access. A more extensive renovation would also consider reconfiguration and reuse of the central, underutilized space as well as re-examining the spatial relationships to increase overall usage and functionality.



- ① Stage
- ② Community Room
- ③ Community Storage
- ④ Storage
- ⑤ Kitchen
- ⑥ Library
- ⑦ Maker Studio 400sf (37sm)
- ⑧ Digital Studio 190sf (18sm)
- ⑨ Collection and Reading Space 1700sf (160sm)
- ⑩ New Office 320sf (30sm)
- ⑪ New Front Desk

0m 1 2 3 5 10





Caledon Village Branch

Observations of current space:

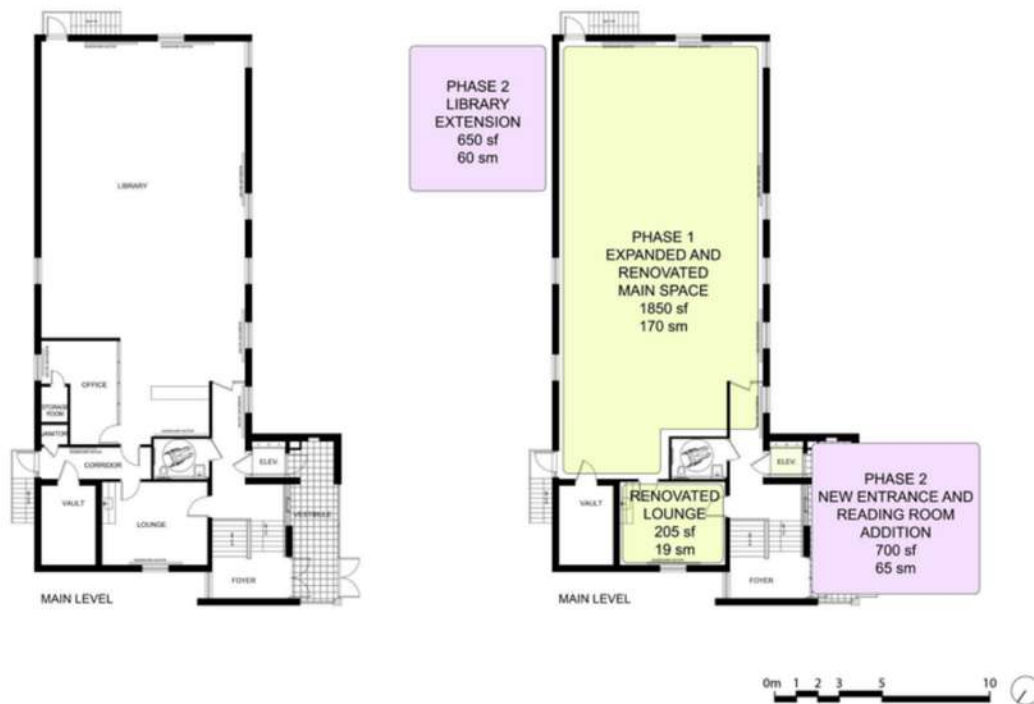
- While the library is located within a cluster of community resource buildings and sites, the connections between them are poor and dangerous for pedestrians. A consolidated site plan could alleviate these issues.
- Accessing the branch when driving south on Hurontario Street (Highway 10) is risky and feels unsafe due to lack of a dedicated middle/left turn lane and high-speed traffic on the street.
- There is no parking space against the building. Any visitor has to cross the driveway after parking to get to the branch, which is a safety risk, specially to elder library visitors.
- The main entrance is not welcoming and is just a small transitional space to take visitors to the stairs or elevators.
- The accessible lift is key operated, and the key is kept with the branch staff, which limits people's ability to use the elevator independently in a dignified manner. Additionally, this limits the use of the elevator when the library is closed but the lower community room is being rented out to community groups and access is challenging as the doorbell only rings upstairs.
- The main space has a dated interior design and material palette overall, including ceilings and floor finishes.
- Some areas/spaces such as the office and the corridor behind it could be utilized better by having their walls removed to add to the library area.
- The branch lacks any space for creative maker activities, sound or video recording, etc.
- Despite having a very large site, there is no outdoor dedicated space that could be used for community programming activities.
- The exterior of the building is dated and showing signs of brick veneer deterioration that might impact the building envelope soon.



Proposed Improvements to Branch

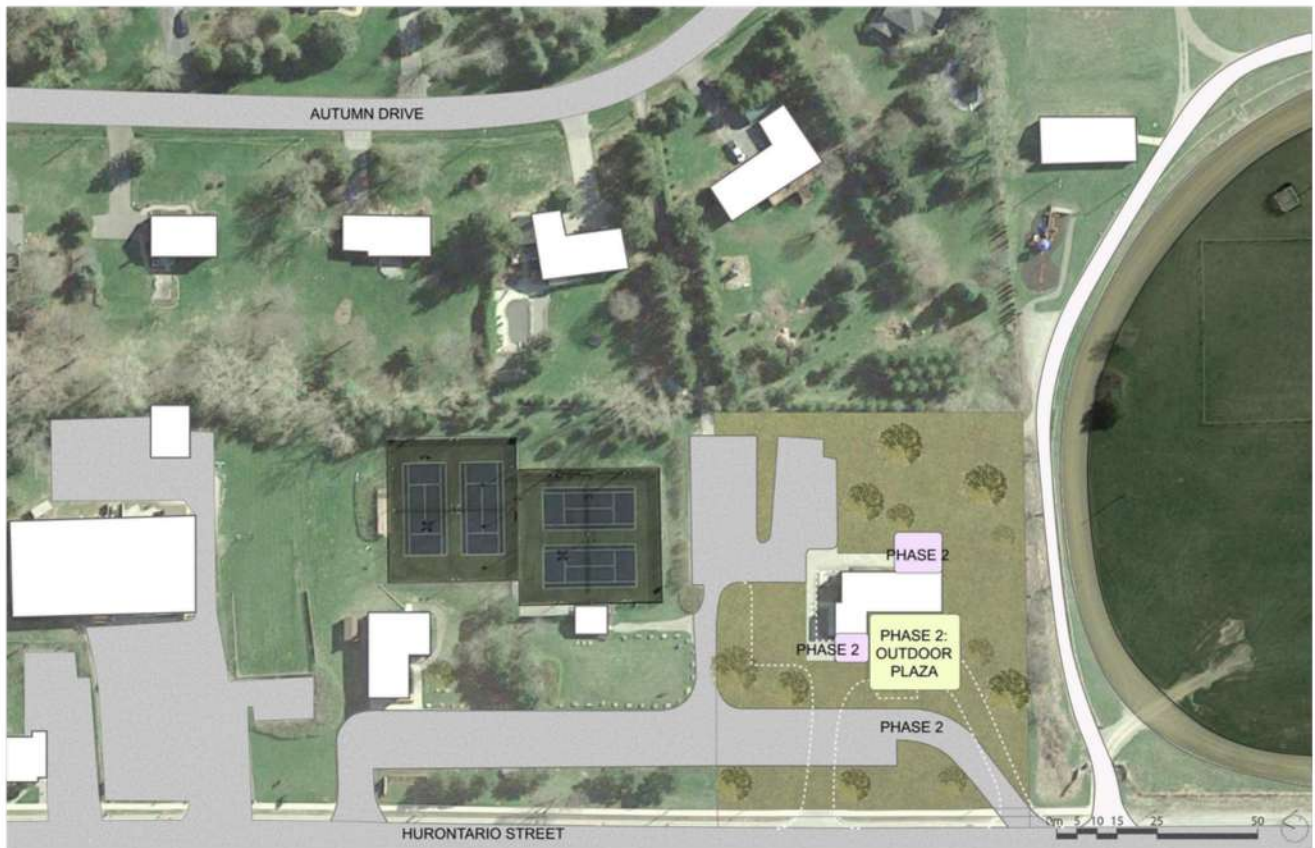
The Caledon Village Branch Library has an opportunity to improve through enhanced accessibility. A modest new entry area, at present grade level, would provide an inviting and active entry zone with easy access for all. Further measures to incorporate an improved elevating device (self-operated) could open the two levels to all users. The most impactful benefits for users would be a refreshed site design that limits vehicle movement and offers safer, more inviting pedestrian movement. This will likely require a reconsideration of the Hurontario driveway access.

An improved and renovated interior main space on the second floor forms the basis for the work recommended to be done in a first phase to address some of the feedback received through the community survey results for this branch.



Proposed Improvements to Caledon Village Branch in 2 phases

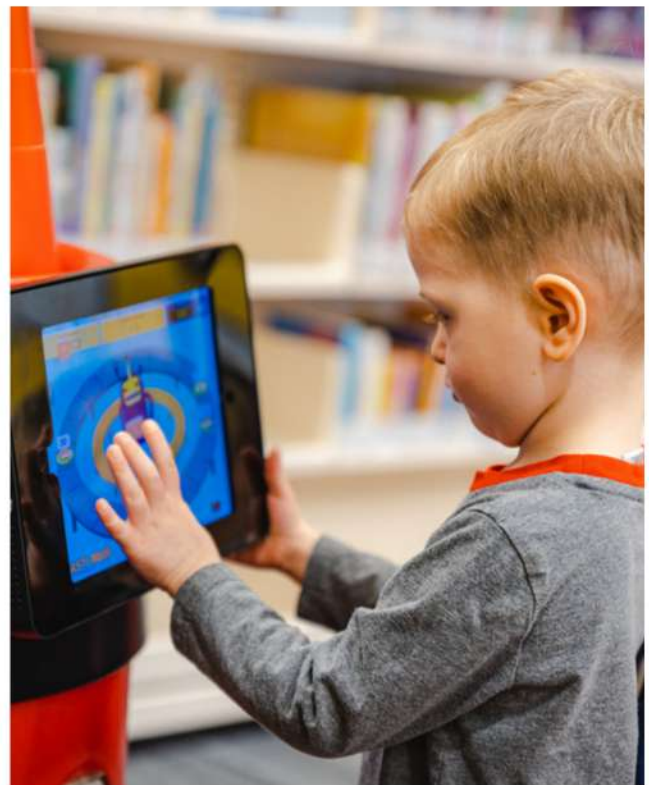
Work to improve site conditions and add a new entrance addition facing Hurontario Street could be considered and is recommended in a phase 2 work program for this facility. As well an outdoor plaza for relaxation and programming purposes is suggested as an option. Given the joint use of this building, any such changes would need to be considered in tandem with the Parks and Recreation Strategic Plan. With the proposed design, the existing basement access would continue. If the basement needs independent access, the front addition would need re- arrangement. The proposed concept is for the front addition to be a form of indoor multi-use "porch" for the whole building offering an open lounge space for lingering, potentially a space for some short-term periodicals etc., like a public reading room.



Proposed Building and Site Improvements to Caledon Village Branch in Phase 2



MEASURING SUCCESS



This Comprehensive Growth Plan is an instrument stemming directly from the Library's most recently approved Strategic Plan. As such, it should help to further the general deliverables specified in that document, which are outlined below, along with suggested measures of success for these elements.

Indicator of Success in Achieving the Goals of the Strategic Plan	Suggested Specific Indicators
We will see an increase in active library memberships	percentage growth in memberships, greater than or at least equal to the growth in population
Demand for our programs, collections and services will grow	- percentage growth in utilization, greater than or at least equal to the growth in population - absolute growth in collections, both physical and virtual
Library spaces are modernized and able to meet expanding community need. Our branches and Makerspaces will be busy, with more visitors staying longer	- implementation of the various specific elements of this Comprehensive Growth Plan (see below) - measured increase in average length-of-stay of users in library branches (through sample surveys)
Technologies and innovations are embraced and adopted	development and adoption of the Technology Plan as recommended in this Comprehensive Growth Plan
An increase in funds raised through donations, grants and sponsorship complements our budget	- increase in funds raised, as per Board approved Strategic Assessment and Evaluation Plan - possibly comparison with other library systems to determine funds raised on a per capita basis (to show parity)
Partners value our contributions and seek out our involvement	increase in partners with whom the library is working
Our Board, staff and leadership teams will be more diverse and inclusive	likely determined periodically by the Board on a judgment basis
Our staff and customers are happy and engaged	regular surveys of staff and user satisfaction

These eight general deliverables should be monitored and measured to determine the overall success of implementation of the Strategic Plan, of which this Comprehensive Growth Plan is a large part. This will in part demonstrate success in achieving the aims of the overall Strategic Plan.

Other general success measures, which will be critical to the overall implementation of the plan, will include a significant increase in the Library budget and staffing (to keep pace with the anticipated growth in population and the continuing evolution and development of library services). In a sense, increased budget and staffing is both a necessary input to achieving the overall goals of both the Strategic Plan and the Comprehensive Growth Plan, as well as an output from the successful implementation of the plan, and thus a key success measure.

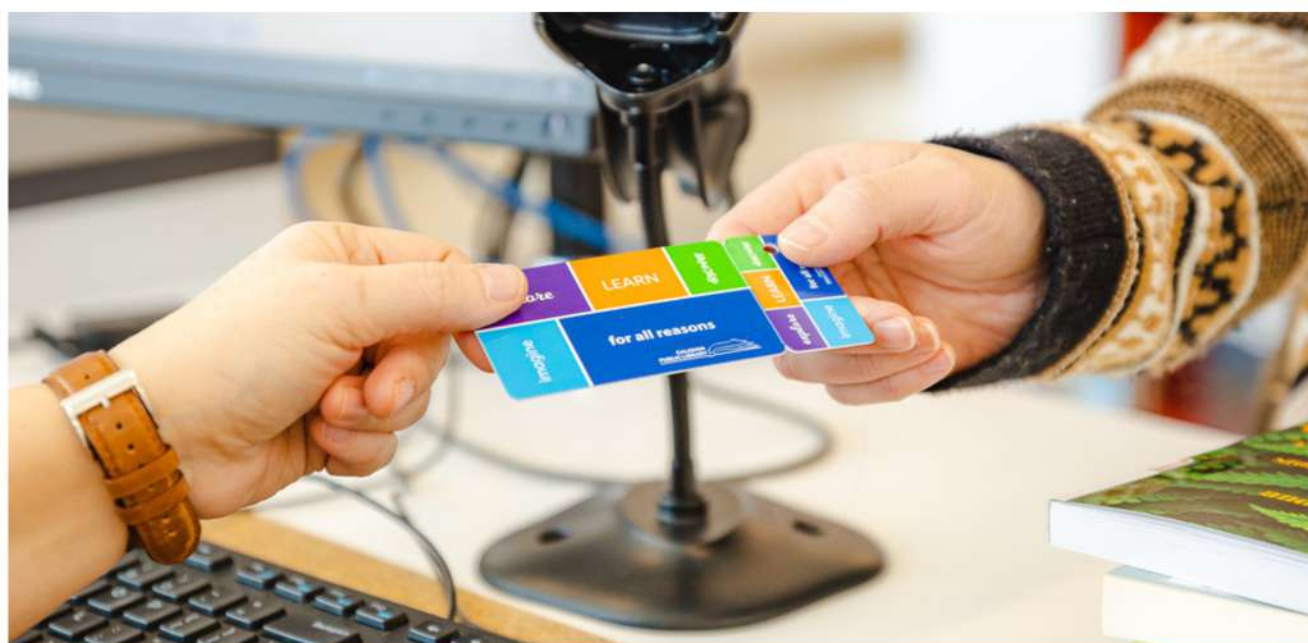
A final critical measure of success will be the inclusion of the facilities as recommended here within the Development Charge (DC) study.

CONCLUSION

The Town of Caledon has a very highly valued and well used public library system. It has an admirable track record of continually providing innovative programs and services to its users and the general community, and has followed a diligent program of improving, expanding and adding to its inventory of library facilities to enable this. And, given that Caledon is one of the fastest growing and diversifying communities in Ontario, this program of expansion and innovation must continue.

The Comprehensive Growth Plan presented here represents a challenging but necessary program of growth and development over the next twenty years. But, while this development program may seem formidable, especially when viewed “all at once”, it simply represents a continuation of CPL’s demonstrated history of responding to community need through a proactive building program as well as the provision of community-responsive programs and services. CPL has demonstrated community leadership of this type repeatedly in the past. The Comprehensive Growth Plan presented here will enable the Library to continue this leadership role well into the future.





To view the complete
Comprehensive Growth Plan
scan here or visit cpl.social/GrowthPlan

