



Orangeville Public Library Long-term Business and Branding Strategy

Table of Contents

EXECUTIVE SUMMARY	4
1. INTRODUCTION.....	9
1.1. Overview of the OPL System.....	9
1.2 Purpose of this Plan	10
1.3. Activities Undertaken	12
1.4. Caveats and Limitations	13
2. DATA COLLECTON AND SITUATION ANALYSIS	14
2.1. Community Survey Highlights	14
2.2. Staff Survey Highlights	15
2.3. Stakeholder Consultations.....	19
2.4. Synthesis of Key Research Themes	24
3. FACILITIES PLANNING.....	25
3.1. Standards and Guidelines.....	25
3.2. Implications for Mill Street Branch.....	32
3.3. Implications for Alder Street Branch	33
3.4. Longer-Term Implications for New Branch(es)	35
3.5. Alternative Service Delivery Options.....	35
4. OTHER STRATEGIC CONSIDERATIONS	39
4.1. Future Collections (physical and digital)	39
4.2. Technology.....	41
4.3. Future Programs and Services	42
4.4. Partnership Development.....	44
4.5. Staffing Implications.....	45
5. BRANDING AND POSITIONING	46
5.1. Current Image and Identity of the Library	46
5.2. Positioning Statement and Tagline Options	46
5.3. Key Messages (with suggested headlines).....	47
5.4. Visual Vocabulary: Logo (with suggested design):	50
6. RECOMMENDATIONS.....	51
6.1. Recommendations	51

6.2. Timing and Critical Path Considerations	54
6.3. Resource Implications	55
6.4. Conclusion and Next Steps.....	57
APPENDICES	58
A. Community Survey Results (separately submitted).....	58
B. Benchmarking	59
C. Brand Guidelines	60

EXECUTIVE SUMMARY

PURPOSE OF THIS PROJECT

This project was to develop a long-term Library business and branding strategy for the Orangeville Public Library. The fundamental question posed for this work was: ***“What would the library have to do to meet its current and future needs and be considered a best-in-class library moving forward for the Town of Orangeville with a population catchment area of an estimated 36,000 residents by 2035?”*** Key elements of the work were to assess the need for future library space and facilities for the Town, and to develop a refreshed and compelling identity for the library system.

Through a tender process, the firm of Key Gordon, a branding, advertising and design agency specializing in cultural facilities, was retained to undertake the work. They were assisted by TCI Management Consultants and Beth Ross & Associates throughout the work.

The project began in May 2021 and ended in February 2022.

APPROACH TO THE WORK

This was a highly consultative project. A series of interviews with key stakeholders was held. A community survey was undertaken (which garnered a very impressive response from over 1,500 residents!). A staff survey was undertaken in order to get critical input from those closest to the public and the overall library system on a day-to-day basis (all staff participated enthusiastically). A comparative benchmarking review of other comparable library systems was undertaken. Several workshop sessions were held with the Board to present findings and implications from the consultation process, and to present branding concepts and

The consulting team worked closely with a Steering Committee comprising the CEO, the Board Chair, and other key staff and Board members, meeting approximately every two weeks throughout the duration of the work.

RECOMMENDATIONS

Recommendations in four areas were developed: (1) facilities; (2) collections, programs and services; (3) branding and positioning; and (4) strategy development. They were as follows:

A) Facilities

1. An additional 12,000 of library space will be needed over the next decade: With an expected population of 34,600 by the year 2031, and at a recommended 0.85 square feet of library space per capita, Orangeville will require a total of approximately 29,400 sq. ft. in that year. This implies a deficit of approximately 11,800 sq. ft. over the current provision of 17,600 sq. ft.

2. Retain the Mill Street Branch: There is a strong desire in the community to keep the current downtown Mill Street Branch, which has at present about three times the utilization of the Alder Street Branch. While there are some upgrades that should be considered (to improve accessibility and functionality), Mill Street should be retained as the downtown branch of the Orangeville Library System. There is, however, no potential to expand the Mill Street Branch to meet the space shortfall predicted.

3. Expansion should occur at the Alder Street Branch: This is the optimal location for expansion for several reasons: a) it has an existing library presence and tradition of usage; b) there is expansion room on the site (and with the vacated Humber College space in the facility); and c) it is co-located with other community facilities and so can become an effective community hub. The entire amount of expansion should occur on this site. Added to the existing 4,100 sq. ft. of library space already on the site, this would imply a branch of approximately 15,900 sq. ft. (round up to 16,000) at the Alder St. Branch.

4. Planning should begin in the near future for a major expansion on the Alder St. site: The next step in facilities planning should be to retain an architect to design a space plan and capital cost estimate for a major branch expansion on the Alder St. site, of the size and scale suggested by this assessment. The Library Board should also develop a plan for managing the capital costs of this major facility. Such an expansion plan should be developed immediately upon completion of a strategic plan for the OPL (see subsequent recommendation).

5. Develop a refresh plan for the Mill Street Branch: The consultation process also revealed several desired upgrades to the Mill Street Branch including a) improvements to the elevator, b) refresh of the main lobby to make it more welcoming, and c) re-configuration of interior areas to create more study space. Simultaneous to the planning for the Alder St. expansion, a refreshment plan should be undertaken for the Mill Street Branch to deal with these aspects.

6. Explore alternative delivery service options: While consultation process did not reveal a compelling interest in alternative service delivery options such as book kiosks and mobile book delivery, this may be an area to explore in terms of service delivery to outlying jurisdictions.

(The community survey revealed considerable use of OPL's services by residents of adjacent communities.) This may be an area where the Library Board needs to 'lead' the community in determining the most appropriate route forward. Various other outreach services (such as expanded services for the homebound) might be considered as well. This should be explored in the development of an OPL strategic plan (see subsequent recommendation).

B) Collections, Programs and Services

7. Additional programs and services should be considered: The community survey and consultation process revealed a number of new and expanded programs and services that were desired by the community. The feasibility of offering them should be considered in future, specifically within the context of an updated OPL strategic plan (see next recommendation). These should be considered in terms of the on-going development and evolution of the mix of services provided by OPL to its public. Some of these services (such as a maker space and digital studio) will have facility implications that should be considered in the detailed space planning for this facility.

- state of the art in offering online and digital collections
- explore a variety of non-traditional lending collections (e.g., musical instruments, tool library, etc.) to supplement the Passes and Things collection
- expand school-age children's programming tied into the curriculum
- a maker space lab with equipment (3-D printers, simple robotics, coding, film-making, photo editing, laser cutters, etc.) and training
- spaces and programs for arts and culture activities

8. Additional community partnerships should be explored: Partnerships with other community organizations are an excellent way to not only provide new innovative programs and services, but also to further promote the existence and relevance of the library to the community. While OPL already has a number of successful partnerships in place, there is certainly scope for more activity in this regard.

C) Human Resources

9. Assess future HR capacity and skills requirements to support expanded services: Orangeville Public Library will need to review its HR capacity both in terms of levels of staffing and skill sets required to support expanded services. In particular, this will review considerations such as future programming and level of service provision to support the expansion of the Alder Street branch and provision of additional services proposed in this plan.

D) Branding and Positioning

10. Positioning Statement: "The Orangeville Public Library is integral to sustaining and enhancing the educational and cultural fabric of the Town of Orangeville and its surrounding communities. Our friendly, highly-trained staff provide excellent service to our visitors,

engaging programming, and a myriad of enriching experiences. Dedicated to serving the needs of all residents, we are committed to providing a complete range of traditional library services, as well as access to new technologies and innovations. Our two physical locations are coupled with a dynamic online presence that together give our patrons access to so much more than just books. The Orangeville Public Library is a dynamic space for building and sustaining community, championing inclusivity, and encouraging literacy in all its forms—all while fostering a lifelong love of learning.”

11. Recommended Tagline: Books are just the beginning.

12. Recommended Logo:



E) Strategy Development

13. Prepare a strategic plan: While it has a recently-developed mission and vision, the OPL has never had a comprehensive strategic plan to guide its overall involvement in the community. With the various recommendations presented here (new programs and services, a major new branch, new branding and positioning) the time is opportune to develop such a plan to ensure that these changes are implemented within an overall strategic context. The recent and widespread consultation efforts associated with this business plan and branding strategy provide a very timely resource for the creation of such a plan. This plan would contain as well a detailed implementation strategy to ensure that the development of new programs and services, the move forward to develop a major new expanded facility at Alder St., the refresh of the Mill St. Branch, and the deployment of the new branding and positioning initiatives are all undertaken within a coordinated and strategic context.

14. Proposed Statement of Purpose: The results of the consultation process have generated a provisional Statement of Purpose that has been used as key context for the branding work undertaken. This statement should be adopted as ‘interim’ and reviewed in depth in the previously recommended strategic planning process:

Statement of Purpose

“Through two locations as well as our online presence, we encourage literacy in all its forms and stimulate a lifelong love of learning. We do this by providing access to a full range of fun and educational resources for all residents of our town and surrounding areas through welcoming spaces and friendly staff. By building and sustaining community in this way, we contribute to a stronger and more dynamic Orangeville.”

CONCLUSION

This work has outlined a clear path for the Orangeville Public Library in terms of what is desired and needed by the community. First, Orangeville will need more library space over the coming decade – our estimate is 12,000 additional sq. ft. in order to be able to adequately serve the growing municipality. Second, it is apparent that the community wishes to keep the Mill Street branch – which, with some improvements, can continue to be a fully functioning and contributing facility. Third, expansion should take place at the Alder Street location, which is well-located adjacent to other community recreation resources and has expansion room.

As well, this work has developed a refreshed brand identity, logo and tagline for the OPL that will re-frame the library in the mind of the public as a compelling and interesting resource. This should be implemented without delay.

Finally, with these fundamental facility decisions and a new fresh identity, the stage is set for OPL to embark upon a strategic planning process, to take maximum advantage of the new facility and branding directions that are to be embraced. This process should consider the many suggestions for new collections, programs and services gleaned through this extensive consultation process, in order to optimize the use of the data collected.

It is an exciting time for the Orangeville Public Library!

1. INTRODUCTION

1.1. Overview of the OPL System

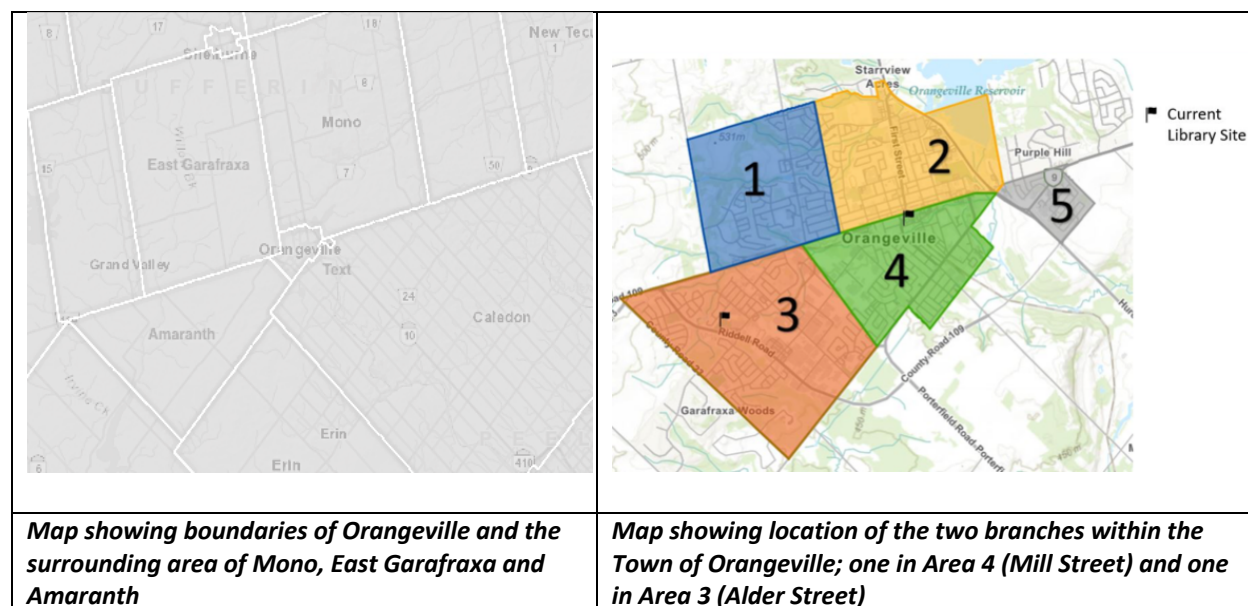
The Orangeville Public Library (OPL) is a 2-branch system, serving the Town of Orangeville (2016 population approximately 29,000) and having invoicing agreements with the adjacent municipalities of Mono, East Garafraxa and Amaranth. As such, the Library serves a regional role as well as the residents of Orangeville. The OPL system counts approximately 5,000 cardholders. The annual operating budget of the system is approximately \$1.9 million (2021) and the system employs 8 full-time and 21 part-time staff. There are approximately 85,000 items in the collection: 50,000 at the Mill Street branch, and 35,000 at the Alder Street branch.

The two facilities maintained by the system are:

Facility	Location	Date of Construction	Size (sq. ft.)
Mill Street (Downtown) Branch	1 Mill Street	1908	12,885 sq. ft.
Alder Street Branch	275 Alder Street	2004	4,750 sq. ft.
Total			17,635 sq. ft.

The Mill Street branch is a former Carnegie library and a designated historic building. The Alder Street branch is part of the Alder Street Recreation Complex, located on the second floor of that facility.

For the purposes of the project, Orangeville was segmented into five areas which are shown in the map on the right below.



1.2 Purpose of this Plan

The purpose of this project was stated in the Request for Proposals (RFP) to be as follows:

“The Town of Orangeville (the “Town”) is seeking proposals from qualified consultants to conduct research to support the Town in its development of a long-term Library business and branding strategy. Ultimately the Town wants to determine: What would the library have to do to meet its current and future needs and be considered a best-in-class library moving forward for the Town of Orangeville with a population catchment area of an estimated 36,000 residents by 2035.

Through this process, the Town seeks a deeper understanding of the community’s unique Library needs and priorities and looks forward to formalizing the long-term vision and brand identity. The vision should reflect long-term goals, measurable objectives, spatial requirements and proposed services and activities to meet community needs and priorities for the next ten years. The long-term goals should articulate the implications of service delivery in four areas: the library’s collections and services, technology, staffing and facilities.”

From the outset, it was clear that the this was not to be a full strategic plan, but rather to set the direction for a subsequent effort in this regard. The subsequent plan would address ways and means of embracing the longer-term facility directions as well as the branding, positioning and logo development work undertaken.

The RFP further stated the specific objectives of the research:

“To this end, the primary objectives of the research are to engage the community to learn attitudes and opinions regarding services, the location of services provided, and how to best brand the library to the community. Specifically:

- 1. What library services are important to the community? What services (currently provided or to be provided in the future) does the public want the library to offer?*
- 2. Where does the public want to obtain library services? Currently, the library is managed as one library operating out of two locations. The board seeks to understand opinions on where the public wants to access library services.*
- 3. Given the determination of services to be provided and where best to provide them, determine a brand identity that promotes a comprehensive and efficient public library service that reflects the community’s unique needs.*

Through this process, the Town seeks a deeper understanding of the community’s unique needs and priorities and looks forward to formalizing the long-term vision and brand

identity by October 2021. The vision should reflect long-term goals, measurable objectives, and proposed services and activities to meet community needs and priorities for the next ten years. The long-term goals should articulate the implications of service delivery in four areas: the library's collections and services, technology, staffing and facilities.

Through a combination of various engagement activities, community residents (existing and potential library users) will provide their perceptions of and priorities for library services in the future. Building on the recent work completed (Tourism Strategy & Action Plan, Recreation and Parks Master Plan), the process should ensure input from staff, the Library Board, Town Council, OPL supporters and a wide range of Orangeville community members. The results of this engagement will inform the process for the proponent to assist the board in defining the library's long-term vision, unique competitive identity, and define user expectations."

It is important to note that this plan comes squarely out of the aforementioned Tourism Action Plan and Recreation and Parks Master Plan. Both these foundational documents affirm the following:

- a) the Library is a vital resource for the community;
- b) existing Library spaces are inadequate to fulfil the growing municipality's needs in future; and
- c) the present study is a critical step in setting the needed direction for the Library over the next decade.

The Town of Orangeville Recreation and Parks Master Plan (July 2020) acknowledged the Orangeville Public Library's strong role in providing non-sport programming for the whole community with examples such as technology programs for seniors, and a cultural hub for youth, reading and arts programs for parents and children. The consultants for the Master Plan recommended consolidating library service at an expanded Alder Street branch (14,000 to 16,000 square feet) and closing the Mill Street library location. The community responded negatively to the recommendation to close the Mill Street branch, and at their meeting of July 22, 2020, the Library Board committed to a long-term vision that continues to include a presence of the Orangeville Public Library at the Mill Street location in downtown Orangeville as well as one that may involve an expanded Orangeville Public Library at the Alder Street Recreational Centre.

Through a tender process the team of Key Gordon (project lead, advertising and design firm who have extensive experience in the cultural sector) and TCI Management Consultants (strategic planning consultants specializing in libraries) was engaged by the Library to carry out the work. TCI was supported by Beth Ross & Associates, specialists in library facilities, organization and programming.

1.3. Activities Undertaken

In undertaking this Business and Branding study, a number of activities were undertaken, including:

- detailed review of all relevant background materials
- site visit and inspection by key study team members
- consultations with key stakeholders (*Board members, Councillors, key municipal staff – in total, 16 key stakeholders were consulted*)
- an online community survey, which elicited a very impressive 1,541 responses (!)
- a confidential survey of all staff which received 29 responses
- an on-site workshop session with the Board and key staff to review findings, future facility needs and key branding issues
- a series of meetings with the Steering Committee to review study progress, positioning and visioning statements, logos and taglines
- development of visual logo and accompanying taglines
- the development and presentation of this report
- the development of brand guidelines for guidance on the use of the logo

The project started in May 2021 and ended in February 2022.

1.4. Caveats and Limitations

There are a number of caveats and limitations to keep in mind when reviewing this Report:

- **Not a strategic plan:** As noted, this study was not intended to be a full strategic plan for the OPL. Rather, it was to set basic directions in terms of the nature and size of facility requirements over the next decade, as well as a refreshment of the positioning and logo of the enterprise. From the outset of the work, it was recognized that the next step would be a strategic plan which would then embrace the fundamental directions established here in terms of facility needs and positioning, and determine how best to realize these directions going forward.
- **Not a complete rebranding strategy:** Following from the above, it was also recognized that this was not a full-on rebranding strategy, which would specify the detailed rollout and implementation of the new brand developed. Again, this would be an area addressed in the strategic plan to be subsequently developed.
- **Not a detailed architectural plan:** As will be seen, a significant expansion of the Alder Street branch is being recommended to respond to Orangeville's high population growth as well as the new accessibility standards that require larger spaces per capita than has historically been the case. While the recommended location and the size for this expanded branch are specified, the study does not go into any detail about the configuration or design of that space. Rather a recommended next step is to engage an architect for further detailed design work.
- **Project entirely undertaken during the pandemic:** This project was undertaken entirely during the pandemic of 2020-21. Aside from the one-day site visit and the on-site workshop with the Board, (undertaken according to proper distancing protocols) meetings were held via Zoom or telephone. In the opinion of the consultants, while not ideal, this in no way compromised the integrity of the findings or conclusions of the work.

2. DATA COLLECTON AND SITUATION ANALYSIS

2.1. Community Survey Highlights

A community survey was undertaken from mid-July until late August 2021 available to both Library users and non-users. The survey was available online; in addition, print copies were available in the Library for those who preferred print. In total, 1,541 responses were received which is an exceptionally good response indicating a very high level of community interest in library services. A summary of the survey results are presented here.

The ten most significant findings from the perspective of this Long-term Business and Branding Study are:

- 1) Overall response was representative of the community:** The survey response was representative of the entire community: geographically all wards were represented; all age groups; and all genders (although three-quarters were female – not unusual for a study for a library survey of this type). A range of employment and household situations were also represented.
- 2) Most respondents were frequent users:** About 85% of respondents used one of the branches, or the online services, at least one a month. Further, 93% report that they are ‘extremely’ or ‘somewhat’ familiar with the Library.
- 3) Online services will continue to grow:** Online use has grown significantly during the pandemic, and many users expect their use of online to continue to grow into the future, even post pandemic.
- 4) A physical return to the Library is anticipated, but under altered circumstances:** Most users (74%) eagerly anticipate returning to in-person visits to the branches, but under somewhat altered circumstances – expecting a continuation of physical distancing, some hesitancy in attending large-person events, etc.
- 5) Car access to the library is critical:** Three-quarters of users of a physical branch use a car to get to the branch, so signage and parking will be important considerations in future (particularly for any new or expanded facilities developed).
- 6) Very high levels of satisfaction with programs, services and resources were expressed:** Users indicated very high levels of satisfaction with programs and services, and had specific suggestions for new ones. Some of the most popular examples include online and digital collections; expansion of non-traditional collections; maker labs; and spaces for arts and culture activities.

7) Some facility issues were raised: Some facility issues were mentioned at each of the two branches. The most frequent of these were:

Mill Street Branch	Alder Street Branch
<ul style="list-style-type: none">- Elevator needs upgrading- Steps are difficult- Washrooms small- Lack of parking	<ul style="list-style-type: none">- Distance from parking (especially when hockey is on)- Washroom access difficult- Needs designated entrance

8) Strong desire to keep the Mill Street branch: There was a strong desire expressed to keep the existing Mill Street branch. (Somehow, a rumour had been ‘going around’ to the effect that the municipality intended to close the downtown (Mill Street) branch, and so there was a very strong sentiment expressed in the survey comments to the effect that the branch should be kept.

9) Desire to expand Alder Street Branch: There was also a strong feeling that the Alder Street branch should be expanded in order to provide for the library space needs of the community overall. A related comment, frequently stated, was that the Alder Street branch was ideally located adjacent to other community functions (recreation centre) and that this made it an ideal site.

10) A range of amenities in expanded library space was desired: In any expansion of library space, survey respondents would like to see a range of new amenities such as a café or foodservice area; more private reading and study spaces; art displays; cooking and j kitchen space (for demonstrations as well as convenience for meeting); an outdoor programming area; and more small group meeting rooms.

2.2. Staff Survey Highlights

A total of 28 staff participated in the staff survey representing the entire staff complement.

1. This included 8 full-time, 14 part-time and 6 casual staff.
 - a. There was a good mix of staff by tenure with the Library with some having more 20 years’ experience and some having joined in the last year.
 - b. Staff are well qualified - a number of staff have specific library education credentials including 3 who have their Excel certificate; 8 who have a college diploma in library techniques; and 3 who have Masters degrees in library or information science. Other staff had specialized library training or had worked in other libraries.
2. Staff are generally satisfied with the Library’s resources and programs. Those indicating they were ‘very satisfied’ include:
 - a. Range and variety of print materials (69%)

- b. Online programs and services (69%)
 - c. Availability of computers (65%)
 - d. In branch programs and services (62%)
 - e. Range and variety of digital materials (58%)
3. Staff were asked to comment on various aspects of the Mill Street branch including size, functionality of the space, strengths of the location, weaknesses of the location, accessibility and the library as a welcoming space for diverse groups. Some interesting and thoughtful staff comments on various aspects of **Mill Street branch** are presented below.

Size

- a. Good, but would love to have more
- b. No room to add new things – maker space
- c. Large but spaced out in an awkward way

Functionality of the Space

- a. Move more of the collection to Alder, create more space for community events and library programming
- b. Main lobby needs to be re-designed, backend functions not on view, checkout facing the main doors.
- c. Historic building makes it strange in modern context
- d. Wish there was additional seating area where groups could gather

Strengths of the Location

- a. Downtown – great for events, accessibility and visibility
- b. Beautiful children’s area; fireplace
- c. Easy to access from street, beautiful part of Main Street
- d. Excellent central location, close to amenities, good for walk-ins
- e. Works well for seniors
- f. Historic charm
- g. Downtown core (can participate in community events, accessible to pedestrians in the downtown core area, community living room on the main levels is inviting/bright for functions/presentations)

Weaknesses of the Location

- a. Parking is tough, little room to grow
- b. Elevator needs replacing
- c. Atrium for noise and less floor space for collection and programs
- d. Specific entrance door does not make a lot of sense with what seems to be the focal point of the building’s façade (the courtyard)

Accessibility

- a. Not a lot of parking
- b. Needs a new elevator
- c. Elevator is terrible, it should be able to function inside without the use of a key so patrons do not need to ask 2 members of staff to help them.

Library as Welcoming Place for Diverse Groups

- a. I believe we are working toward a very welcoming environment with our books in multiple languages, offering lots of programs in English and French to keep up with the population and I think the Library works for everyone and treats all with equal respect.
4. As in the previous question, staff were asked to comment on various attributes of the Alder Street Branch. Below are a number of thoughtful staff comments and perspectives on various aspects of **Alder Street branch**:

Size

- a. Small but makes sense as a secondary branch
- b. Good, perhaps children's room/public computer area could be enlarged. Computers more spread out like Mill, and more space inside the little program room.
- c. Too small

Functionality of the Space

- a. Could be better; rearrange the desk/office area to leave more room for the public
- b. Tight entrance area could be expanded; move the children's area and expand the programs room
- c. Need more program space
- d. Sight lines could be better for staff
- e. okay but maybe re -configure some shelves to make more space for sitting and reading, some smaller tables through the library or more chairs that you can sit on and use laptops or devices close to outlets to plug the devices in to charge.
- f. Limited study space, circulation area not efficiently designed, program area small, difficult to regulate room temp, no access to washroom from within library (disadvantage for families with children)

Strengths of the Location

- a. Good, but better if on the main floor for more visibility and senior friendly
- b. Excellent for families, "one stop shop." Lots of families come in for storytime, and especially in the evenings when there are extracurricular activities. Families often wait inside the library, or have designated time before or after games, swims, classes, etc.

Weaknesses of the Location

- a. Small, dark entrance way that is bottlenecked by children's area and children's computer – I would move that whole space further into the library to open the entrance and be more inviting to get patrons to move further back into the library
- b. Should not be on second floor of the rec centre; seniors find it a long way to walk in from parking; new members of the community do not know it is there
- c. Some people don't know there is a library upstairs
- d. During hockey season parking lots are packed, it can be very noisy due to proximity to rinks and other sports

Accessibility

- a. Parking is far from the entrance and have to use an elevator
- b. Accessibility is okay. There are some tight spaces around shelving units/corners that a wheelchair would not fit into. Even the public computer space is tight. If someone in a wheelchair were to use the back computers (by the windows) it would be difficult to access. Expanding/rearranging some spaces would help with this.
- c. very accessible, all one floor, elevator is very helpful and open to be used by anyone without asking, doors may be a bit narrow for larger people or wheelchairs but I have never actually seen this to be an issue.

Library as Welcoming Place for Diverse Groups

- a. Because of the community an arena brings together, I would argue it is more welcoming, children come and read from other towns while siblings play sports or it is an easy to find place for new families as they may have already registered for swim/skate programs through the town.
5. Groups that staff feel are 'very well' served include families with young children (79%); children (71%); shut-ins / homebound (58%); seniors (46%) and adults (42%). Groups that scored lower in terms of being very well served included home schoolers (25%); BIPOC (Black, Indigenous, Persons of Colour) (21%); those experiencing homelessness (21%); and New Canadians (13%).
6. Staff indicating that the Library needed to provide more of the following spaces included:
- a. study space for students (88%)
 - b. in-library programs for specific groups (68%)
 - c. digital studio space (65%)
 - d. access to online and streaming content (54%)
 - e. community meeting room space (42%)
 - f. computers for use in the Library (25%)
 - g. books to borrow (17%)

- h. reference collection (8%).
7. Staff views on the future of the Library, post pandemic included agreement with the following:
- a. demand for online services will continue and likely grow (70%)
 - b. some form of physical distancing will be here for the foreseeable future (71%)
 - c. we will see greater caution on the part of patrons in attending events and activities (54%)
 - d. I think we will go back to 'business as usual' (29%)
8. When asked to report their preferred vision about future library branches in the municipality:
- a. Expand Alder Street branch (48%)
 - b. Create a new branch somewhere else (21%)
 - c. Keep the branches as they are now (17%)
 - d. Expand the Mill Street branch (13%)
- Of those who wanted a new branch somewhere else (5 individuals), 100% thought that one should be located in Area 1 (northwest Orangeville) and 50% in Area 2 (northeast Orangeville).

2.3. Stakeholder Consultations

A total of 17 key stakeholders were consulted over the assignment. They represented Library Board members, Mayor, Deputy Mayor and Councillors, as well as senior staff in the Town of Orangeville. In the summary below, comments are added periodically which illustrate stakeholders' perspectives, ideas, and insights into specific aspects of the Library system overall including the functionality of the branches, services and programs.

1. 67% of respondents indicated they were extremely familiar with the services of the Orangeville Library; and 33% that they were somewhat familiar.
2. Many stakeholders felt that all Library programs were working well before the pandemic; children and youth programs were specifically identified as working well.
3. When asked about programs and services not working well, a few respondents mentioned 'none' implying that all worked well. Other topics included day time utilization at Alder Street; that Mill Street is a bit clunky and disjointed; and that some may not visit because of folks hanging out in the Library.

4. The following shows the proportion of stakeholders who feel each group is 'very well' served by the Library:

- d. Families with young children (86%)
- e. Children (86%)
- f. Adults (64%)
- g. Teens (29%)
- h. Shut-ins / homebound (29%)

5. All feel the Library is a welcoming space for diverse groups.

6. Some comments on various aspects of **Mill Street Branch**:

Size

- a. Good
- b. Needs to be larger with more modern programming and equipment; footprint and historical nature of the building prevents that
- c. Comfortable, welcoming

Functionality of the Space

- a. Reasonably functional
- b. Main floor does not feel functional
- c. Great spaces, especially the children's area and central fireplace area

Strengths of the Facility

- a. Location
- b. Helpful staff
- c. Aesthetics
- d. Children's area
- e. Comfortable seating
- f. Variety of spaces to enjoy privately and / or collectively
- g. Beautiful facility, historic charm

Weaknesses of the Facility

- a. Elevator and stairs
- b. Lack of modern accoutrements – eg, 3D printers, recording studios, etc.
- c. Physical layout and amount of space
- d. Need meeting rooms not in the basement
- e. Limited space to grow
- f. Needs repairs, maintenance, accessibility improvements
- g. Lack of parking

Accessibility to the Branch

- a. Lack of adequate parking at Library, but lots downtown
- b. Those not downtown may not travel to the Library

Accessibility within the Branch

- a. Challenges due to multiple levels
- b. Main floor ok, other floors more difficult to access if have disabilities
- c. Elevator issues and meeting AODA standards will continue to be a struggle

7. Some comments on various aspects of the Alder Street Branch:**Size**

- a. Would be nice to have additional rooms
- b. Underutilized

Functionality of the Space

- a. Good layout, undersized programming area
- b. Lots of angles makes it feel smaller
- c. Little room for programming
- d. With Humber vacating meeting rooms, there will be an opportunity to review the space and layout with the computer lab

Strengths of the Facility

- a. Alternate location with lots of parking
- b. Access to other amenities (rec centre)
- c. Good study space
- d. More modern location with substantial usage
- e. More books and computers
- f. Good location to appeal to families

Weaknesses of the Facility

- a. Interior location which sometimes doesn't draw the number of users expected
- b. Out of the way location – far from parking
- c. Lack of programming
- d. Lacks character of Mills Street
- e. Located inside another facility that can cause issues
- f. Out of sight on second floor
- g. Does not appeal to older demographic, lacks warmth of Mill Street branch

Accessibility to the Branch

- a. Lots of parking
- b. Bit of a walk from the parking lot
- c. Parking an issue when facility in high use
- d. Good location for population outside Orangeville

Accessibility within the Branch

- a. Second floor with a good elevator
 - b. Bigger to allow more room
8. Some new programs or services they would like to see:
- a. Language and learning conversational languages
 - b. Idea Exchange, eg, Cambridge Public Library, video editing, recording, 3D modelling, Comic Arts Festival
 - c. Expand items to borrow
 - d. Programs for shut ins and seniors
 - e. After school programs for teenagers
 - f. More non-book collections
 - g. More diverse programming (maker space, free play)
 - h. More programming for children and seniors at Alder Street
 - i. Maker space and programs geared to science and technology
 - j. Like to see Library partner with Ec. Dev./Culture office to deliver culturally oriented workshops.
 - k. Book making events, culinary workshops, entrepreneurs offering talents, speakers brought in
 - l. More accessible books
 - m. Children's events
 - n. Authors' nights
9. Some new partnerships with community groups:
- a. Good connection with teens who are not fully connected to the Library
 - b. Reach out to community groups
 - c. Book clubs
 - d. Connections to support groups, youth centre, men's shelter, etc.
 - e. Ec Dev / Culture to deliver culturally oriented workshops
 - f. Services and relevance to post secondary students are important especially with Georgian College
 - g. Reach out to service groups
10. Respondents were split on whether to keep the Library as is (46%) or to change it (46%).
Comments included:
- a. Increase the Library's online presence
 - b. Need to build a modern library in Orangeville. Respect the tradition of the Carnegie library, but expensive to maintain. Dufferin County libraries should be folded in with Orangeville to create a County system. Tony Rose a good location; the new library should be a regional facility.
 - c. Add to the front of the library, glassed in; use for town events.
 - d. Only one library required which should remain downtown
 - e. Add more tech and multi-media

- f. Maker space at Alder Street
- g. Keep Mill location as a library. Our community has voiced this desire repeatedly. Helps promote the Town as a cultural destination/historic features. Adapt Alder to serve more as a pickup location and space there could be utilized for additional workshop/learning/lab space.

11. The stakeholders were not in favour of adding a new branch.

2.4. Synthesis of Key Research Themes

A number of key research themes were heard throughout the interviews and consultation process. The chart below lists these themes (in approximate order of frequency with which they were made) and shows the source of the various comments.

Theme	From Interviews	From Staff Survey	From Community Survey	From Benchmarking	From Consultant's Analysis and Judgment
• Mill Street branch should be retained	✓	✓	✓		✓
• second branch should be in Alder Street location			✓		✓
• more space is needed in the system overall	✓	✓	✓	✓	✓
• greater marketing and promotion of the programs and services available at the library needs to be undertaken	✓		✓		✓
• hours of operation should be reviewed to enable optimal accessibility by the community			✓		✓
• improvements at Mill Street branch need to be undertaken in terms of a general refurbishment of the facility	✓	✓	✓		✓
• collections should continue to respond to growing community diversity to a greater degree, including Indigenous materials	✓	✓	✓		✓
• the desire for non-traditional collections also should also be explored (e.g., musical instruments)			✓		✓
• the Library should do more to serve the needs of disadvantaged, marginalized and special needs groups (e.g., the homeless, new Canadians, etc.)	✓	✓	✓		✓
• opportunity for more school-age programs tied into the curriculum	✓	✓			✓
• maker space and creative facilities will be increasingly demanded in future			✓		✓
• demand for on-line and digital collections will continue to grow	✓	✓	✓		✓
• alternative delivery services for areas in Orangeville that are not within easy distance of a branch should be explored			✓		✓
• opportunities for more partnerships with community groups	✓	✓	✓		✓

3. FACILITIES PLANNING

3.1. Standards and Guidelines

Standards and guidelines offer a method for libraries to measure their resources and activities against widely accepted norms. These often vary from one jurisdiction to another. The following guidelines were used to determine the space requirements for the Orangeville Public Library. The population used is the current and projected populations of the Town of Orangeville. The public library also serves residents of the surrounding municipalities.

The standards and guidelines considered here are:

(A) Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO) – Guidelines for Rural/Urban Public Library Systems

The Guidelines for Rural/Urban Public Library Systems are developed and administered by the Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO). The edition used for this study is the 3rd edition, published in September 2017. For the most part, the ARUPLO Guidelines pertain to public library branches within a county Library system, in which some staff functions are performed at an administrative office elsewhere, including Interlibrary Loan, materials processing, off-site storage and other administrative functions, thereby reducing some staff and storage space that a standalone Library needs to accommodate. However, they are among the few addressing Library space needs.¹

According to the ARUPLO Guidelines, Alder Street Branch is currently a Medium Branch (serving from 5,000 to 10,000 population), but is projected to be a Large Branch (serving from 10,000 to 35,000 population) by 2031, currently on the high end of Medium and projected to be on the low end of Large. In general, the ARUPLO Guidelines for space allocates 1.25 gross square feet (GSF) per capita, resulting in approximately 17,963 GSF for a projected 2031 population of 14,370 for the Alder Branch.

¹ ARUPLO, Guidelines for Rural/Urban Public Library Systems, 3rd Edition.
http://aruplo.weebly.com/uploads/2/8/3/7/2837807/aruplo_guidelines_3rd_edition.pdf

ARUPLO Guidelines

	ARUPLO Medium	Alder 2016	ARUPLO Large	Alder 2031
Population Served	5,000 – 10,000	8,670	10,000 – 35,000	14,370
Library space GSF	6,250 – 12,500	4,750 (existing)	12,500 – 43,750	17,963 (@ 1.25 GSF per capita standard)
Hours of Operation per week	25 - 45	20 (Dec 2021) 58 (2019)	45 - 65	
Staff (FTE)	2.5 – 5		5 – 17.5	
Qualifications of Branch Supervisor	Professional Librarian or Library competency		Professional Librarian	
Collections (physical items)	12,000 – 24,000	35,000	24,000 – 50,000	

(B) Southern Ontario Library Service (SOLS) – Making the Case for Your Library Building Project

Published by the Southern Ontario Library System in 2010, this is particularly useful for Library space planning from a functional point of view.² This assessment will not be going into that level of detail but note that the additional services and collections required for a Makerspace or the storage and lending of non-traditional items requires additional space.

Service Levels

The per capita standard provides an average square foot (square meter) per capita for a library building based on three levels of service – basic, enhanced and comprehensive.

Basic Service

A library building that houses the minimum staff, collections and technology to meet the basic library needs of its service population. Note: This service level applies to any deposit branch and some neighbourhood branches of a multi-branch system.

Enhanced Service

A library building that meets the basic standard and includes administrative or technical services plus a modest range of additional public services and programs for the people in its

² SOLS, Making the Case for Your Library Building Project, Library Development Guide, #5, 2010, <https://www.sols.org/files/docs/develop/publications/current/Final-MakingtheCaseforYourLibraryBuildingProject.pdf>

designated service area. Note: This service level applies to neighbourhood and regional branches and may apply to stand-alone buildings.

Comprehensive Service

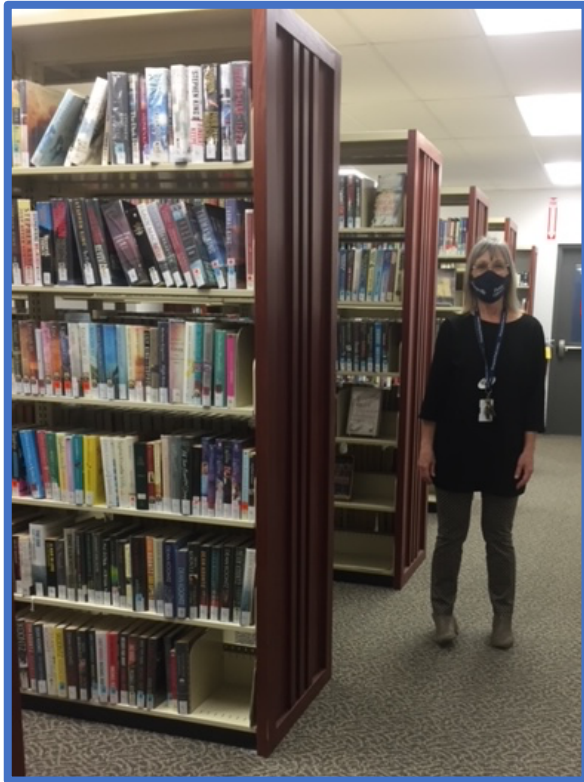
A library building that meets the enhanced standard and includes space for a broad range of public services and programs for people in its designated service area. Note: This service level applies to neighbourhood and regional branches and stand-alone buildings.

Standards Table (Minimum Square Footage & Square Feet/ Metres Per Capita) Measurements in this table refer to a building's gross square footage			
Service population of library building under review	Level of Service		
	Basic	Enhanced	Comprehensive
Buildings serving 5,001 – 15,000 people use minimum square footage OR square feet per capita whichever is greater	8,100 sq. ft. (753 sq. m.) minimum	10,125 sq. ft. (941 sq. m.) minimum	12,650 sq. ft. (1,175 sq. m.) minimum
	1.05 sq. ft. (0.098 sq. m.) per capita	1.31 sq. ft. (0.122 sq. m.) per capita	1.64 sq. ft. (0.152 sq. m.) per capita

(C) Barrier-Free Access to the Library

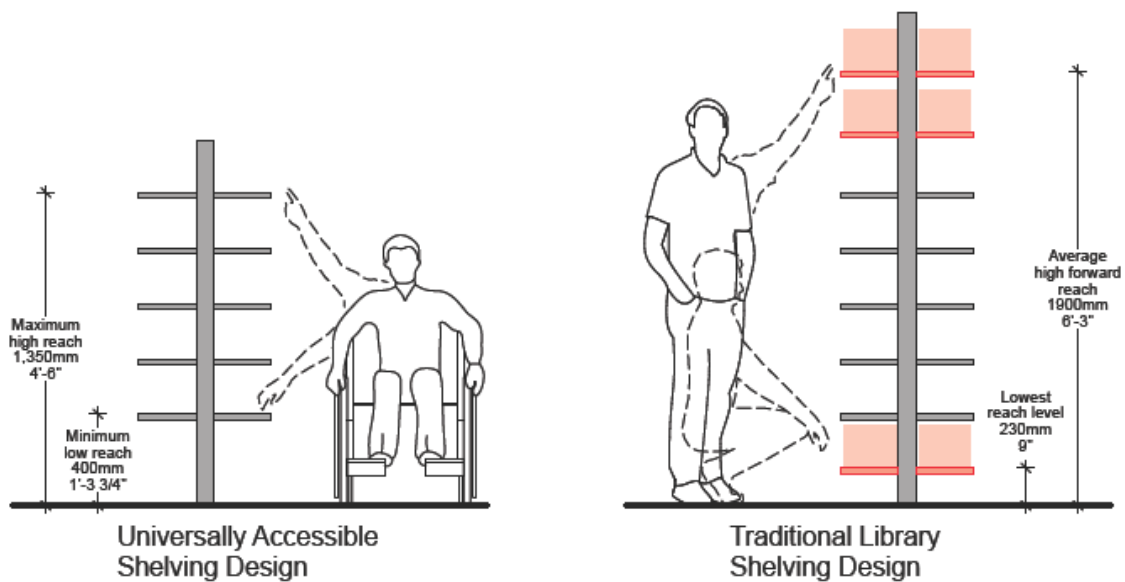
Under the *Accessibility for Ontarians with Disability Act (AODA)*, barrier-free requirements for new buildings, such as access to the building, universal washrooms, elevators, and the provision of accessible workstations and furniture, clear aisle space and the height of book shelves are important elements of an accessible public Library (see the diagram below). This results in a larger space requirement for the collection. It also has the benefit of making the Library more attractive, open, and easier to supervise.

Further to this provincial requirement, many municipalities have committed to Facility Accessibility Design Standards, which has a significant impact on public libraries. At this point, neither the Town of Orangeville nor the Orangeville Public Library has committed to this standard.



For example, applying this standard to the stacks at the Alder Street Branch do not meet accessibility guidelines as they are too tall.

The following diagram shows the impact of implementing universally accessible shelving.



Barrier-free design requires 43% more floor space to accommodate universally accessible shelving than traditional shelving designs, widely acceptable at an average of 10 volumes per square foot. FADS allow for 7 volumes per square foot, which incorporates the shelving model above, as well as wider aisles and turning radiuses.

For example, if the above accessibility standard were applied to the collection at the Alder Street Branch of the Orangeville Public Library, currently approximately 35,000 items, 5,000 square feet would be required to house it. This is larger than the current footprint of the Library.

(D) Our Recommended Standard

There are several factors that explain a revised square-foot-per-person standard of library space provision (resulting in a higher figure than the 0.7 per sf standard espoused by the OLS and used in many library studies a decade ago). These factors are:

1. Additional space to accommodate new accessibility standards;
2. Additional public space required for meeting rooms, study spaces, etc.;
3. Additional space required for administrative purposes; and
4. Additional space required by the impact of Covid.

The rationale for additional space in each of these areas is outlined below.

1. **Additional space to accommodate new accessibility standards:** As outlined above, the AODA and FADS standards 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. Library aisles also have to allow for wheelchair travel and turning room. Note that the AODA standards, previously discussed, would require 43% more space, 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 culling approach to the materials they keep in the stacks). As a very general rule of thumb, a more proactive approach to culling may result in (say) 10% downsizing of the space requirements of the library.

So, putting this all together, the amount of additional space required in a modern accessible library compared to what it might have been 10 to 15 years ago could be calculated as follows (this example is based upon a hypothetical example of a library with 10,000 sf of space at present devoted to collections):

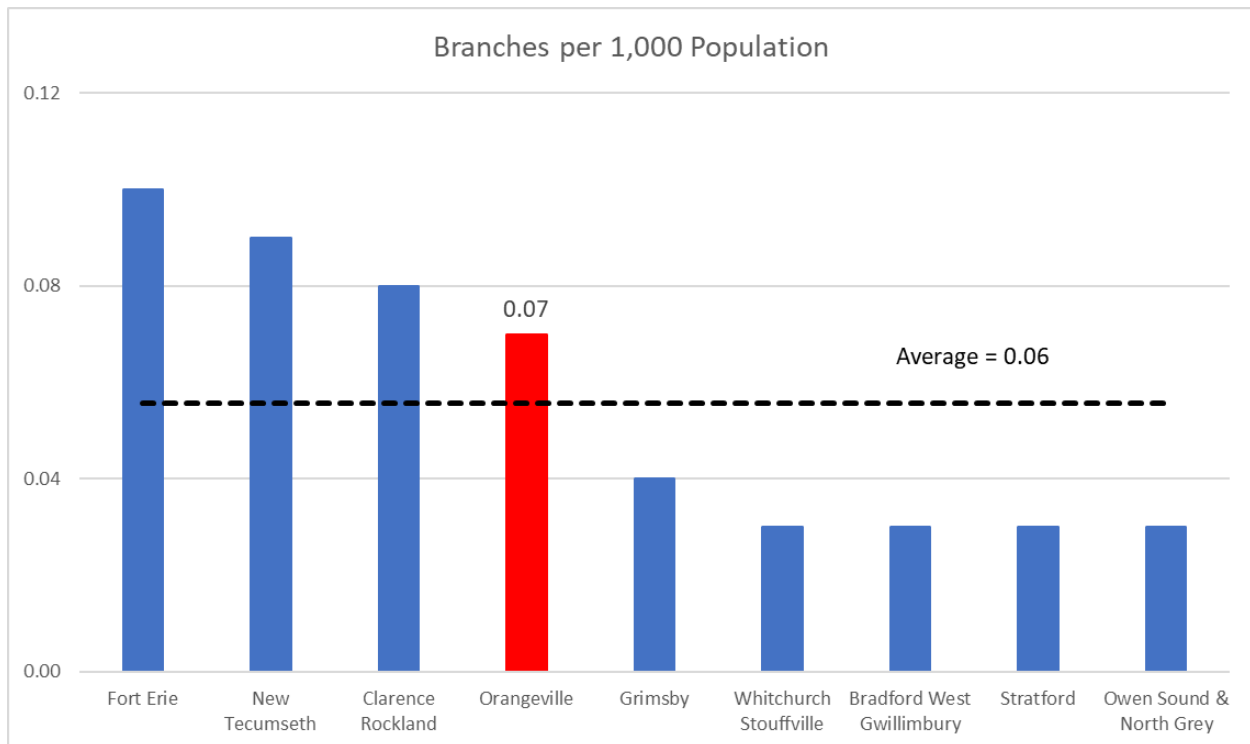
Space currently devoted to collections under 0.7 SF per capita standard	10,000 sf
Space required to meet current accessibility standards (40% more)	14,000 sf
Space saved as result of more intensive culling approach (10% of 'new' total of 14,000 sf)	1,400 sf
Net total space required	12,600 sf
Percentage increase over space required under 'old standard'	26% more

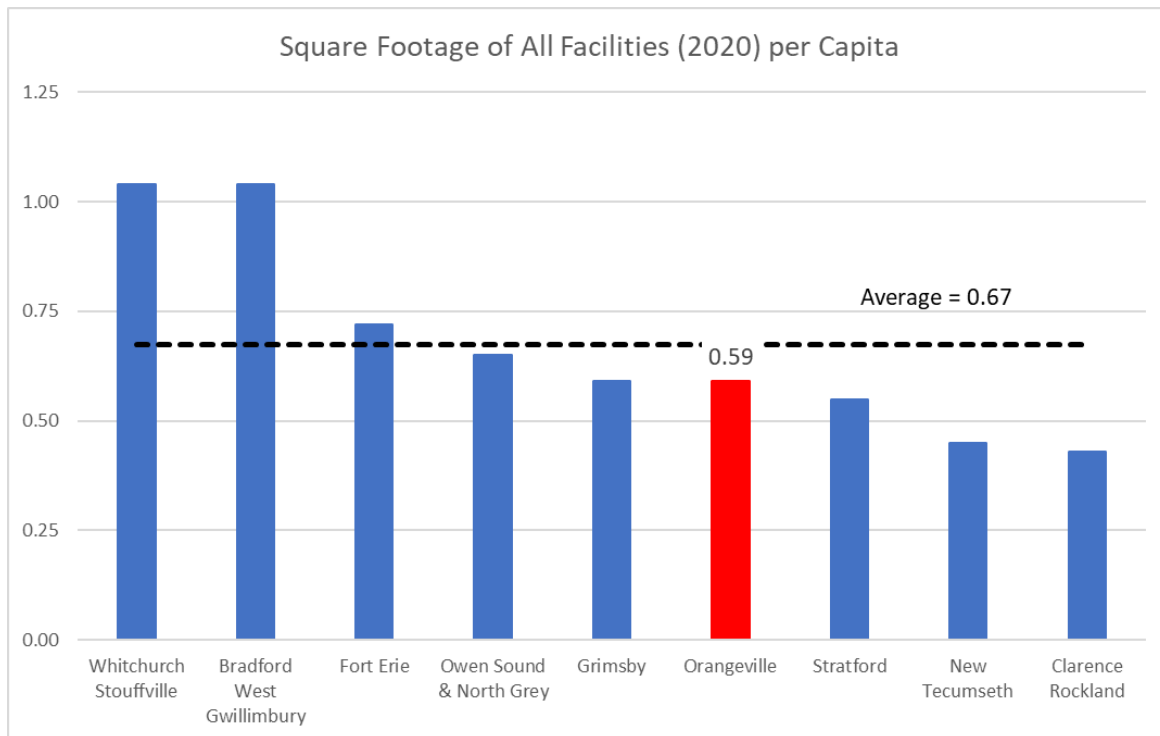
2. **Additional public space required for meeting rooms, study spaces, etc.:** A second factor contributing to an increase in the per-square-foot standard stems from the changing role of libraries as being not just places to store information and books, but places to encourage social interaction, creative activities, workshops, learning experiences and community gathering places. This results in an increase in demand for meeting rooms, study spaces, creative spaces (eg, maker spaces, 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.
3. **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. 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).
4. **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 in order to accommodate the same number of persons as was the case prior to the pandemic.

Revised Standard: A commonly used standard a decade ago was 0.7 sf per capita. There are also several standards (eg, ARUPLO, SOLS, etc.) that are much higher than this level which are discussed in the previous section. Increasing the 0.7 sf per capita standard used a decade ago by 26% yields approximately 0.87 sf per capita. Rounding down to 0.85 sf per capita is in our view a reasonable approach.

If we look around at other libraries similar to Orangeville, we see the following comparisons.





3.2. Implications for Mill Street Branch

The Mill Street Branch is a Carnegie Library built in 1907 and renovated and expanded since then for a total space of 12,885 square feet. It is centrally located in the vibrant downtown core and serves residents in the surrounding area as well as shoppers and people doing business in the area.



Attractive children's area at Mill Street.



As there is no room for expansion at the Mill Street Branch, the following analysis of space needs will focus on the Alder Street Branch.

3.3. Implications for Alder Street Branch

The Alder Street Branch is located on the second floor of the Alder Recreation Centre with an area of 4,750 square feet. The only program space is a small room used for preschool storytime. It serves residents in the neighbourhood as well as visitors to the recreation centre. Orangeville is well served by both branches in different areas of the city and playing different roles.

The relevant guidelines are as follows for the Alder Street Branch based on the following assumptions:

1. The Mill Street Branch serves approximately 70% of the current population;
2. Future population growth will be served by the Alder Street Branch;
3. New programs and services requiring additional space will take place at the Alder Street Branch.

Year	Total Population	Population Allocated to Mill Street Branch (estimated)	Population Allocated to Alder Street Branch (estimated)
2016	28,900	20,230	8,670
2031	34,600	20,230	14,370

Therefore, a design population of **14,370** for the Alder Street Branch is used. It is also anticipated that future services and collections will be provided at the Alder Street Branch, for

example a Makerspace or Creative Centre, and collection of non-traditional items, such as sports equipment or household tools.

Applying the SOLS standard to the Alder Street Branch results in the following for a Basic and an Enhanced Level of Service. (Note GSF = Gross Square Feet)

Alder Street Current 4,750 GSF	Basic Standard	Enhanced Standard	<i>OR (whichever is greater)</i>	1.05 sq. ft. per capita	1.31 sq. ft. per capita
Current Population Served 8,670	8,100 GSF	10,125 GSF		9,104 GSF	10,611 GSF
2031 Population Served 14,370	8,100 GSF	10,125 GSF		15,089 GSF	18,825 GSF

The space deficit to be addressed at Alder Street Branch can be summarized as follows:

Guideline	Required	Less existing space	Deficit GSF
ARUPLO	17,963	4,750	13,213
SOLS	18,825	4,750	14,075

As noted above, the research team recommends a guideline of 0.85 GSF per capita for the Orangeville Public Library system as a whole. There are some efficiencies with the Alder Street Branch co-located in the recreation centre.

Current and Future Space Deficit for the Orangeville Public Library

Year	Population	Current GSF	Recommended @ 0.85 SF per capita	Deficit GSF
		17,635		
2016	28,900		24,565	6,930
2031	34,600		29,410	11,775

The consultants recommend an addition of 12,000 GSF be added to the Alder Street Branch, combined with the existing 4,750 GSF for a total of 16,750 GSF. Preferably, this space would be at street level and have a prominent street presence.

The addition of 12,000 at Alder Street branch would provide sufficient space to address the 2031 space gap outlined for the OLS as shown in the table above.

In the short-term, the Alder Street Branch should expand into adjacent space recently vacated by Humber College in order to establish a Makerspace and expand the “Library of Things” of non-traditional items such as puzzles, household tools and appliances, and recreational items.

3.4. Longer-Term Implications for New Branch(es)

The research did not identify a need for additional branches required in the ten-year timeline based on the population of Orangeville. One option considered was to close the Alder Street Branch and provide the additional space required at a new branch, but the Alder location is optimal, being co-located with the recreation centre. It is most efficient to add the space required to that location.

In the longer term, (post 2031), Orangeville may consider adding a branch in another part of the municipality. The community survey revealed that 71% of the respondents indicated that no new branches were required and 25% thought that one new branch was required. 36% of them thought that a new branch should be in Area 1 (northwest Orangeville) and 33% thought it should be in Area 2 (northeast Orangeville).

The staff survey results indicated that 48% of the staff thought that the Alder Street Branch should be expanded and 22% thought that a new branch should be created somewhere else. Of those, 100% thought that one should be located in Area 1 (northwest Orangeville) and 50% in Area 2 (northeast Orangeville).

3.5. Alternative Service Delivery Options

As noted in the community survey, there was some interest in the alternative delivery options expressed in the community survey. The following were 'definitely interested' in the following alternative service delivery options

- a. Access to an off-site book locker where I could pick up my requests / holds (22%)
- b. Access to off-site book kiosks that have around 300 titles (without staff) (18%)
- c. Access to a mobile library service which would travel to different locations in Orangeville (16%)

Alternative service delivery options can extend the reach and accessibility of library services and are often placed in high traffic community spaces or growing areas of a community that are not well served by a branch. They can also be used in connection with existing branches, if an individual wishes to pick up books in off hours when the branch is closed.

Pricing for remote lockers from Biblioteka, a vendor of holds lockers, was recently quoted as follows:

Solution	Budgetary price	Year 2 Service and maintenance
remoteLocker 2 x 15 tower + 1 central	\$39,000 + shipping + tax	\$4,994
remoteLocker 2 x 15 towers + 4 locker and return bin + central tower	\$48,000 + shipping + tax	\$6,242

The above costs do not include staffing and transportation which is estimated to be approximately 1 hour per day. However, staff time will vary based on the Library's intended use, location and user behaviour.



Holds lockers are in use in University of Winnipeg, Calgary Public Library, Winnipeg Public Library, Oakville Public Library, York University and University of Western Ontario.

Book lending kiosks are estimated to start at approximately \$30,000; prices will vary depending on the quantity, implementation requirements, degree of customization and service agreements. They are in use in many libraries including Niagara Falls, Kingston, Ottawa, Brampton, Innisfil, St. Catharines, St. Thomas, Edmonton, and Halifax Public Libraries. Operating costs are estimated to be approximately \$3,500 annually for service and maintenance. Staffing and transportation costs would need to be added to this. Kiosks can also be used for holds pickups. Again, staff time will vary depending on the Library's intended use, location and user behavior.

Different book lending kiosk systems are illustrated below.



It should be recognized that alternative service delivery options such as holds lockers, book kiosks or mobile services tend to focus primarily on books. They do not provide the full array of services, resources and spaces that are available in a branch, and therefore do not service as vital community hubs the way a branch would.

Mobile services are often used in communities that are spread out geographically. As Orangeville Public Library through its reciprocal agreements also provides a regional service, it may be worth investigating the acquisition of a mobile service to help provide service in outlying jurisdictions in Dufferin County.

Bookmobiles are popular among libraries serving a wide geographic area and range in size from a Sprinter van with a price tag of approximately \$65,000 to a full-sized bus upwards of \$750,000. Prices vary according to how much customization is required for the vehicles. Operating costs will include staff, collections, internet, and fuel. Like the holds lockers and kiosks, bookmobiles are a delivery mechanism for materials, stopping for a couple of hours at each location, and do not generally provide the community hub and “people” space and programming that branches do. Step vans, short school busses or even RV trailers can all be upfitted to act as a bookmobile. It may not house or fit as many books or people onboard, but the price may be more attractive than purchasing a new vehicle.

A mobile service can also be wrapped with bright colours and branding and used at community events and activities to help promote OPL services and outreach activities.

We caution also that mobile services can be expensive costing more than a branch operation in some instances. Costs of operating a vehicle will depend on usage and the type of vehicle.

Costs will include maintenance, fuel, fleet fixed charges, insurance, depreciation and staffing costs and will be highly variable depending on the type of vehicle and usage. A capital reserve account may also be contemplated for vehicle replacement. We are not directly recommending the addition of a mobile service, but if the opportunity presents itself at an attractive price, then the benefits of the option need to be considered carefully, particularly if it helps contribute to marketing, service to underserved areas, regional outreach, between branch movement of materials and partnership development. Perhaps the regional partners may also contribute to the costs.

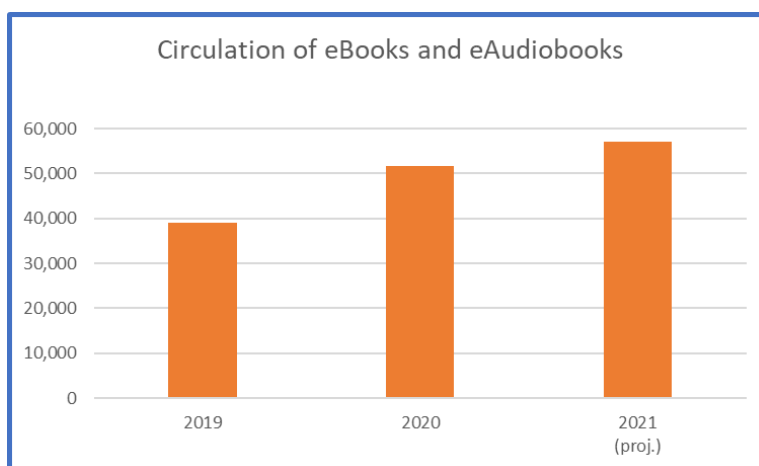
4. OTHER STRATEGIC CONSIDERATIONS

4.1. Future Collections (physical and digital)

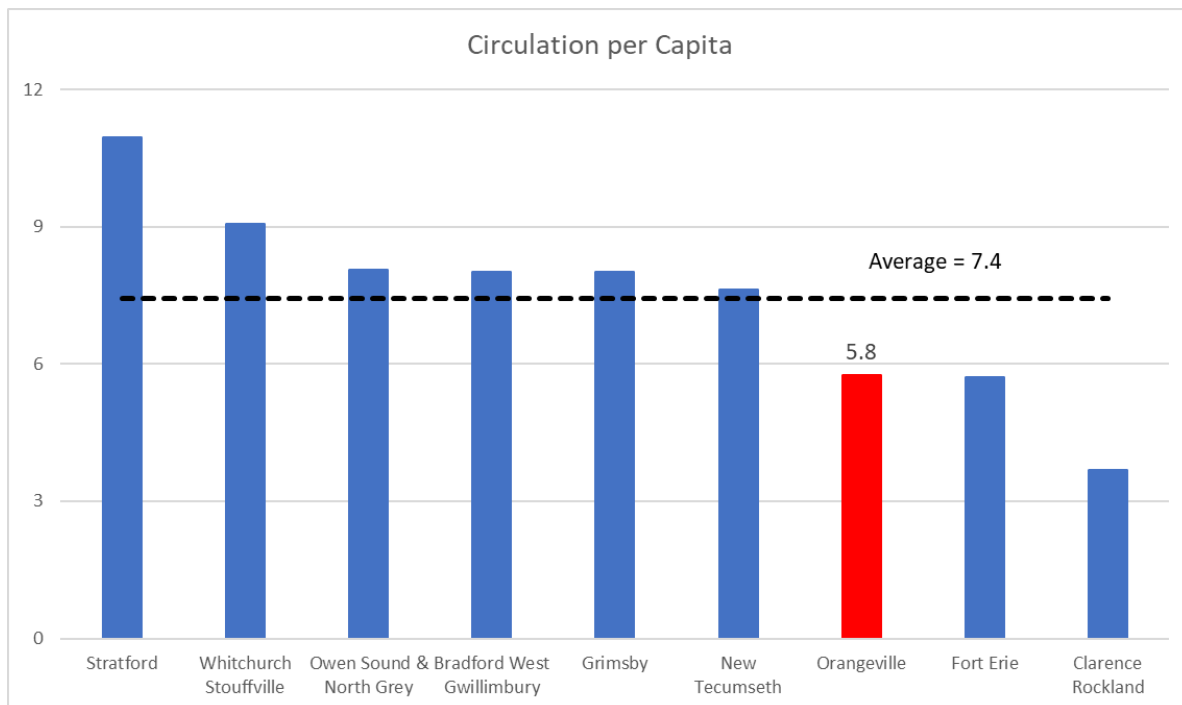
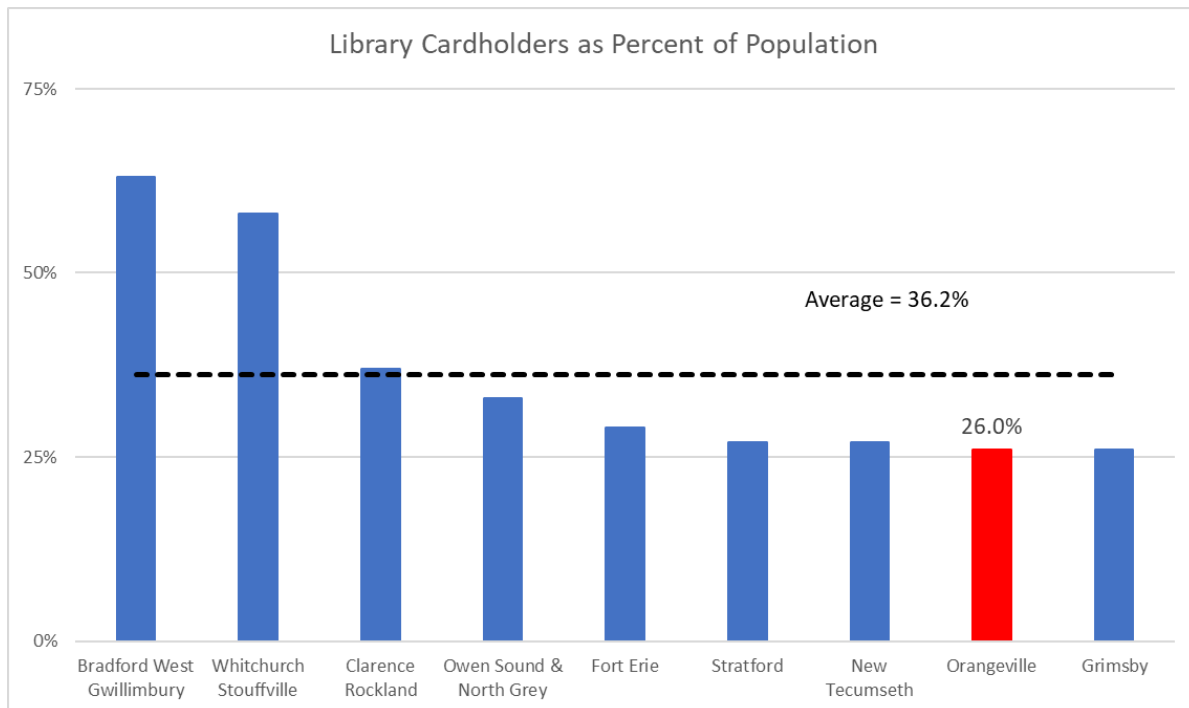
The community and staff surveys indicated satisfaction with the library's physical collection of books and other materials, with a slight recommendation from staff that the reference collection could be reduced. This is common among public libraries as both staff and the general public turn to the Internet for reference information in many cases. The Orangeville Public Library has an Automatic Release Plan (ARP) with its supplier, which makes materials selection efficient, and it can be supplemented by materials of local interest.

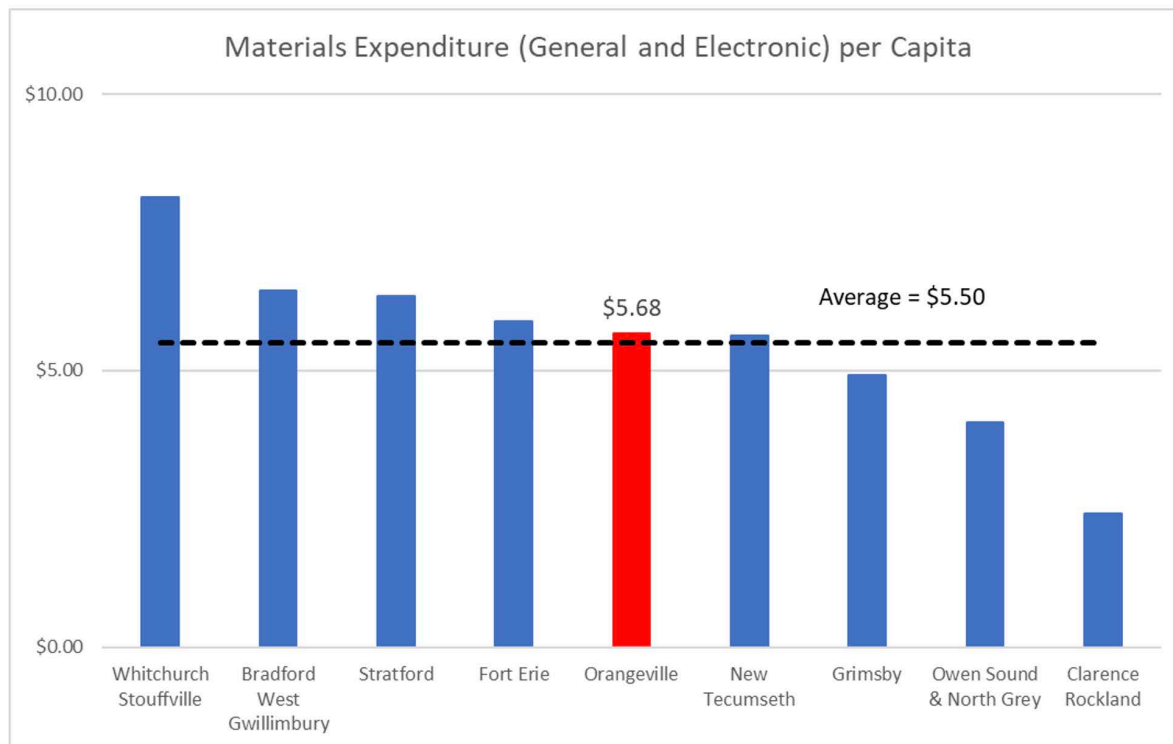
There was significant interest in expanding the collection of non-traditional items, sometimes referred to as a "Library of Things." 32% of respondents to the community survey were interested in it. The Orangeville Public Library already lends museum and parks passes, radon detectors, power meters, and kits from the health unit. Many libraries offer items such as small power tools, kitchen appliances, sewing machines, puzzles, and games. These allow library customers to borrow items to try before making their own purchase or might only use occasionally. A Library of Things requires much more space and staff involvement than traditional items such as books. It would be most appropriately located at the Alder Street Branch in an expanded space.

Fifty percent of respondents to the community survey thought that online and digital collections would be important to them in the future. Seventy-nine percent of the staff thought that the demand for online services would continue and likely grow. This is supported by library statistics that saw the circulation of online eBooks and eAudiobooks grow from 39,004 in 2019 to 51,716 in 2020 and projected (based on YTD at November) to 57,000 for 2021. As experienced by many other libraries, the pandemic restrictions on library visits affected the borrowing of physical materials and the interest in downloadable and streaming materials. Even though libraries are now open again for browsing, interest in downloadable books continues.



Again, we can look at statistics from other libraries for comparison to see where Orangeville can strive for improvement.





4.2. Technology

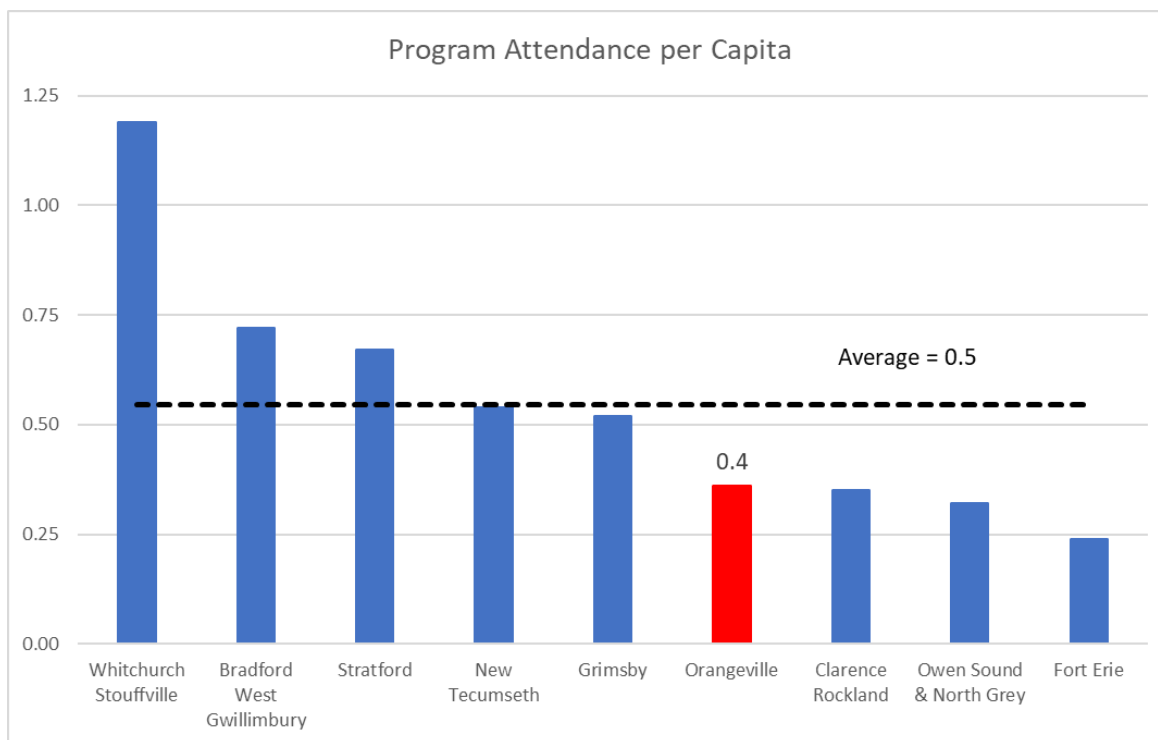
Makerspaces are becoming more popular in public libraries, from digital labs to creative studios, including equipment such as 3-D printers, vinyl cutters, sound and video recording equipment, scanners, and a growing variety of equipment. This supports digital literacy in the community, both for individuals and for businesses, which can use the equipment to test prototypes for example. In the community survey, 31% of the respondents thought that this would be important to them in the future. In the staff survey, 54% thought the library needed to provide this service. The Orangeville Public Library has applied for grants to purchase equipment for a makerspace. This should be located at the Alder Street Branch and requires that current staff be trained in the basic use of core equipment.

Further, public libraries have long been leaders in fostering digital literacy in their communities. There is a role for a Digital Technology Specialist (or Emerging Technology Librarian, for example) in the library to manage the above equipment and teach people how to use it both in workshops and one-on-one tutorials. This staff member could also take some programs out to the community such as outreach visits to retirement homes to assist residents with the use of their own devices, such as iPads.

The digital literacy specialist can also assist the library in ensuring that digital resources provided by the library are up to date and that staff have the training to use them and assist the public to use them.

4.3. Future Programs and Services

The Recreation and Parks Master Plan noted the significant contribution to non-sport programming by the Orangeville Public Library. However, comparison with peer libraries shows that Orangeville falls below average in program attendance. It should be noted that the Alder Branch has very little space for programs, yet a great captive market, especially for families, being located in the recreation centre. The Whitchurch-Stouffville Public Library and the Bradford West Gwillimbury Public Library both have fairly new or expanded buildings, within the past five and ten years respectively.



Survey respondents identified a wealth of programs and services they were interested in. Some examples are listed below, categorized by type of program. (Those listed in bold were mentioned somewhat more frequently than others.)

Demographic or Cultural Groups	<ul style="list-style-type: none"> • Love to see toddler programs back up and running • After school programs and children's programs • More programs centred around tweens and teens • Programs for adults and seniors • Youth/kids programs after 6 or on weekends • General interest programs for seniors (ie, travel, how to, author talks, book clubs, social groups) • Literacy and social development for young children • Programs for kids with special needs • More LGBTQ+ programs • Welcoming new residents to Beautiful Orangeville • Programs for young children only available during the day and unavailable to those who work during the day • Programs for deaf, hard of hearing, blind, programs for parents, everyday life skills
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Topic Areas	<ul style="list-style-type: none"> • French books and French language programs • Tutoring • Literacy programs • Programs on Indigenous culture and engagement – ways we can engage in reconciliation as a town/region • Language learning programs • Creative writing club for adults and teens • How to write a novel • Computer education programs • Programs for grades 7, 8 and readiness for high school • Teen stress management • STEM programs • Headwaters Human living library – great to bring that back
Activities	<ul style="list-style-type: none"> • Crafts workshops • Cooking for kids and adults • Library hosted book fair • Repair Café • Craft, painting or cooking classes • Game night • Chess club • Saturday morning programs for kids • Piano practice rooms
Collection and Tools	<ul style="list-style-type: none"> • Library of things • Cricut cutter • More series on DVDs • More classical CDs • Maker resources for 3D printing, laser cutting • Raz books subscription • Non-traditional items to check out, household items, musical instruments, etc.
Services	<ul style="list-style-type: none"> • Tutoring • Help with genealogy • Having info on programs. I used to get it from the Library, but now I don't know what is going on. • Need to promote programs and services better • Access to a 3D printer • Meditation or mindfulness groups • More for teens, and allowing them to volunteer • Digital reservations

Staff should review the list of programming and service suggestions from the community survey with a view to initiating some new ideas and determining if there is sufficient demand to continue offering the programs. There were also a few respondents who said they lacked awareness of the programs that were being offered. This lack of awareness may have been as a result of covid where we assume fewer programs were being offered.

In addition to the items noted above, there was strong interest in OPL continuing to offer and expand its online and digital collections; its non-traditional lending collections (eg, musical instruments, household items, tools, games, etc.). This would presumably expand on the Library's Passes and Things collection. There was also considerable interest in continuing to offer children's and school aged programming, as well as maker space equipment such as 3D printers, Cricut, coding, film editing, etc.

4.4. Partnership Development

The Orangeville Public Library already has an extensive list of partners with whom it works. The list in 2021 comprised the following:

Canadian Volunteer Income Tax Program Celebrate Your Awesome Committee DCAFS - GLOW Downtown Orangeville BIA Dufferin County Canadian Black Association Dufferin OPP Detachment Dufferin Paramedic Services EarlyON Dufferin Family Transition Place Grand Valley Public Library	Headwaters Writers' Guild Hospice Dufferin Muslims of Dufferin Scientists in School Shelburne Public Library Sustainable Orangeville Committee Town of Orangeville Fire Service Town Recreation & Events UW Engineering Science Quest Wellington Dufferin Guelph Public Health
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These partnerships range from the provision of space by the Library for the organizations to meet and/or provide services to the public, to the active cooperation to provide programs to the public (either in the Library, online, or on an outreach basis).

Suggestions made in the surveys concerning additional partnership development included:

- Form a partnership with neighbourhood libraries to strengthen interlibrary loan capabilities which have been reduced with provincial cut backs to interlibrary loan
- Through a partnership with Orangeville Parks and Recreation, offer loans of items such as life jackets, outdoor activities such as KanJam, Spikeball, Ping Pong, Disc Golf, Ball Hockey, Bocce
- Programs coordinated with Teamworks Dufferin (programming for special needs)
- More partnerships with community organizations
- Partnerships with local schools and outreach to seniors
- Partnerships with children's groups (eg, earlyON)
- More partnerships between our public library systems and colleges and universities
- From the stakeholder survey, in cooperation with Ec Dev / Culture to deliver culturally oriented workshops
- From the stakeholder survey, consider a partnership with Georgian College to assist post-secondary students

Note that there were several suggestions made for partnerships with the organizations listed above, indicating a general lack of awareness as to what the Library is *already* doing. (This was common theme throughout the project, with the general public and even key stakeholders not being completely aware of the full range of activities of the Library.)

The Library should continue to explore the development of programming partnerships, particularly with community organizations, social agencies, and cultural organizations. Through these partnerships, it may be a way for the Library to increase its exploration and participation in diversity, equity and inclusion initiatives and programs.

The Library may also wish to develop additional partnerships with neighbouring municipalities and library systems as it continues to provide a number of library services that might be more regional or county-wide in nature. Services to consider include provision of some community information, or municipal services at the Library (eg, information for newcomers, transit passes, garbage tags, payment of taxes, etc.). Another regional partnership to explore relates to the possibility of using a vehicle to provide mobile library services to neighbouring municipalities.

4.5. Staffing Implications

The proposed model of an expanded Alder Street Branch complete with a MakerSpace, Library of Things, and programming space will require additional staff for supervision and program delivery at this location. Some of this might be incremental over the next few years as interim space may be acquired for the MakerSpace.

The Orangeville Public Library front-line staff are part-time Public Service Assistants (PSAs) who are well trained generalists who can assist with Readers Advisory, Reference, and Circulation, a successful blended model of library staffing. The Alder Street Branch is proposed (2022) to be open 50 hours per week which will require additional staff on duty while the library is open. The library needs to monitor the use of the branch and review its HR capacity including the hours needed and the skills required, which might eventually expand to match the Mill Street Branch.

When the Alder Street Branch is expanded to meet library space guidelines, additional staff and skills will be required. The current staff costs at Alder Street Branch including training and benefits are approximately \$200,000. If the hours and skills were expanded eventually to match the Mill Street Branch, the costs for front line staff will increase accordingly.

With additional programming and level of service enhanced, the branch will likely require a Branch Supervisor. The MakerSpace will require a Digital Literacy Specialist as indicated above, which should be planned for as soon as the MakerSpace is available. Total staffing costs including front line and professional librarians will need to be reviewed to provide these additional services and may range from \$300,000 to \$400,000 above current levels depending on the level of service and skills required.

Orangeville Public Library will need to review its HR capacity both in terms of levels of staffing and skill sets required to support expanded services.

5. BRANDING AND POSITIONING

See Appendix C for the detailed Brand Guidelines.

5.1. Current Image and Identity of the Library



5.2. Positioning Statement and Tagline

The following positioning statement was adopted by the library's board during the branding process. It is meant to serve as an elevator pitch for the library. It reads as follows:

The Orangeville Public Library is integral to sustaining and enhancing the educational and cultural fabric of the Town of Orangeville and its surrounding communities. Our friendly, highly-trained staff provide excellent service to our visitors, engaging programming, and a myriad of enriching experiences. Dedicated to serving the needs of all residents, we are committed to providing a complete range of traditional library services, as well as access to new technologies and innovations. Our two physical locations are coupled with a dynamic online presence that together give our patrons access to so much more than just books. The Orangeville Public Library is a dynamic space for building and sustaining community, championing inclusivity, and encouraging literacy in all its forms—all while fostering a lifelong love of learning.

Below is the recommended tagline with a rationale:

Books are just the beginning.

- Subscribes to the KISS idiom (keep it simple stupid).
- Short and sweet.
- An inherent promise that today's library offers far more than books.
- An appeal to draw new visitors.
- Hopefully arouses curiosity: what else do they have?

5.3. Key Messages *(with suggested headlines)*

Below are Key Messages with suggested headlines that support that message. The list below, also included in the Brand Guidelines document, will serve as a communications resource for the Orangeville team.

1. Our passion is fostering lifelong learning and a love of literacy.

Opening minds since 1908.

We opened our doors in 1908. We've been opening minds ever since.

Learning starts here.

Start here.

Your journey begins here.

Burning questions? We have the answers.

You have questions. We have answers.

Nobody has all the answers. (Except us.)

If we don't have the answer, nobody does.

For life-long literacy.

A place to grow.

Our doors are open. Is your mind?

Community. Learning.

2. A 21st-century library that's so much more than just books with access to technology, a wide variety of media, eclectic programming, and online services.

The times have changed. Fortunately, we've changed a little faster.

We've changed. How about you?

So much more than books.

Books are just the beginning.

Everything you'd expect. Nothing you'd expect.

Tomorrow's library, today.

We will surprise you.

Surprise.

3. With an online presence, we are not bound by the walls of a traditional library.

Your gateway to the world.

From the written word to motion pictures, we've got it all.

We've combined a traditional library with the library of the future.

4. A place to expand your attitudes, opinions, and interests.

What's your story?

Come, interact, learn, grow

Water your mind.

Nourish your mind.

If we don't have the answer, nobody does.

Learn at the library.

5. We champion inclusivity: no matter your background, age, or interest.

Two welcoming branches. One great experience.

How can we help you help you?

For people in their learning years (1,2,3,4,5,6,7,8,9... 98,99,100)

6. We'll never lose touch with the core of what makes a library special: a quiet place to read with access to a lot of books.

Come, relax, get between the covers.

Get between the covers.

We tell a really good story.

We tell a really good story or two. (Or five billion.)

We're here to spread the word(s).

The best bookstore in the world—and it's free!

The best place in Orangeville to get lost.

Get lost.

7. Our cheerful and welcoming staff offer thoughtful, one-to-one support.

Not the library you'd expect. Not the librarians you'd expect.

Great resources. Really, really nice people.

We're a lot like Siri. Only we're human. And we have great chairs.

8. With space for hosting a variety of programming, events, and meet-ups, OPL is a place to build and sustain community.

Orangeville's _____ hub.

Orangeville's community hub.

Orangeville's creative hub.

Orangeville's learning hub.

Orangeville's digital hub.

9. With two branches and an online presence, we offer convenient and accessible service to everyone in Orangeville.

Two branches. One great experience.

Two great branches. One great online experience.

The best-kept secret in town.

We want you back!

Check it out.

An open book. (And website.)

Our doors are open. Our books are open. Our website is open. Care to join us?

We're an open book.

5.4. Visual Vocabulary: Logo *(with suggested design)*

Logo:



Logo Rationale:

The mark incorporates an "O" shape representing "Orangeville" as well as a book icon.

The book is intentionally in the open position which conveys engagement and participation. The book can also be interpreted as a flying bird which presents a second layer of meaning: taking flight; reaching new heights; soaring—all positive connotations that tie into learning and educational enrichment.

The mark's simplicity will allow it to work well at any size, which is beneficial for digital applications such as social media, where logos are often presented at very small sizes.

6. RECOMMENDATIONS

6.1. Recommendations

The following recommendations represent the results of the analysis and creative input of the entire study team. They are divided into four areas:

- A) facilities
- B) collections, programs and services
- C) branding and positioning
- D) strategy development

These address the major themes that emerged from our research and analysis.

A) Facilities

1. An additional 12,000 of library space will be needed over the next decade: With an expected population of 34,600 by the year 2031, and at a recommended 0.85 square feet of library space per capita, Orangeville will require a total of approximately 29,400 sq. ft. in that year. This implies a deficit of approximately 11,800 sq. ft. over the current provision of 17,600 sq. ft.

2. Retain the Mill Street Branch: There is a strong desire in the community to keep the current downtown Mill Street Branch, which has at present about three times the utilization of the Alder Street Branch. While there are some upgrades that should be considered (to improve accessibility and functionality), Mill Street should be retained as the downtown branch of the Orangeville Library System. There is, however, no potential to expand the Mill Street Branch to meet the space shortfall predicted.

3. Expansion should occur at the Alder Street Branch: This is the optimal location for expansion for several reasons: a) it has an existing library presence and tradition of usage; b) there is expansion room on the site (and with the vacated Humber College space in the facility); and c) it is co-located with other community facilities and so can become an effective community hub. The entire amount of expansion should occur on this site. Added to the existing 4,100 sq. ft. of library space already on the site, this would imply a branch of approximately 15,900 sq. ft. (round up to 16,000) at the Alder St. Branch.

4. Planning should begin in the near future for a major expansion on the Alder St. site: The next step in facilities planning should be to retain an architect to design a space plan and capital cost estimate for a major branch expansion on the Alder St. site, of the size and scale suggested by this assessment. The Library Board should also develop a plan for managing the capital costs of this major facility. Such an expansion plan should be developed immediately upon completion of a strategic plan for the OPL (see subsequent recommendation).

5. Develop a refresh plan for the Mill Street Branch: The consultation process also revealed several desired upgrades to the Mill Street Branch including a) improvements to the elevator, b) refresh of the main lobby to make it more welcoming, and c) re-configuration of interior areas to create more study space. Simultaneous to the planning for the Alder St. expansion, a refreshment plan should be undertaken for the Mill Street Branch to deal with these aspects.

6. Explore alternative delivery service options: While consultation process did not reveal a compelling interest in alternative service delivery options such as book kiosks and mobile book delivery, this may be an area to explore in terms of service delivery to outlying jurisdictions. (The community survey revealed considerable use of OPL's services by residents of adjacent communities.) This may be an area where the Library Board needs to 'lead' the community in determining the most appropriate route forward. Various other outreach services (such as expanded services for the homebound) might be considered as well. This should be explored in the development of an OPL strategic plan (see subsequent recommendation).

B) Collections, Programs and Services

7. Additional collections, programs and services should be considered: The community survey and consultation process revealed a number of new and expanded programs and services that were desired by the community. The feasibility of offering them should be considered in future, specifically within the context of an updated OPL strategic plan (see next recommendation). These should be considered in terms of the on-going development and evolution of the mix of services provided by OPL to its public. Some of these services (such as a maker space and digital studio) will have facility implications that should be considered in the detailed space planning for this facility.

- state of the art in offering online and digital collections
- explore a variety of non-traditional lending collections (e.g., musical instruments, tool library, etc.) to supplement the Passes and Things collection
- expand school-age children's programming tied into the curriculum
- a maker space lab with equipment (3-D printers, simple robotics, coding, film-making, photo editing, laser cutters, etc.) and training
- spaces and programs for arts and culture activities

8. Additional community partnerships should be explored: Partnerships with other community organizations are an excellent way to not only provide new innovative programs and services, but also to further promote the existence and relevance of the library to the community. While OPL already has a number of successful partnerships in place, there is certainly scope for more activity in this regard.

C) Human Resources:

9. Assess future HR capacity and skills requirements to support expanded services:

Orangeville Public Library will need to review its HR capacity both in terms of levels of staffing and skill sets required to support expanded services. In particular, this will review considerations such as future programming and level of service provision to support the expansion of the Alder Street branch and provision of additional services proposed in this plan.

D) Branding and Positioning

10. Positioning Statement: “The Orangeville Public Library is integral to sustaining and enhancing the educational and cultural fabric of the Town of Orangeville and its surrounding communities. Our friendly, highly-trained staff provide excellent service to our visitors, engaging programming, and a myriad of enriching experiences. Dedicated to serving the needs of all residents, we are committed to providing a complete range of traditional library services, as well as access to new technologies and innovations. Our two physical locations are coupled with a dynamic online presence that together give our patrons access to so much more than just books. The Orangeville Public Library is a dynamic space for building and sustaining community, championing inclusivity, and encouraging literacy in all its forms—all while fostering a lifelong love of learning.”

11. Recommended Tagline: Books are just the beginning.

12. Recommended Logo:



E) Strategic Recommendations

13. Prepare a strategic plan: While it has a recently-developed mission and vision, the OPL has never had a comprehensive strategic plan to guide its overall involvement in the community. With the various recommendations presented here (new programs and services, a major new branch, new branding and positioning) the time is opportune to develop such a plan to ensure that these changes are implemented within an overall strategic context. The recent and widespread consultation efforts associated with this business plan and branding strategy provide a very timely resource for the creation of such a plan. This plan would contain as well a detailed implementation strategy to ensure that the development of new programs and services, the move forward to develop a major new expanded facility at Alder St., the refresh of

the Mill St. Branch, and the deployment of the new branding and positioning initiatives are all undertaken within a coordinated and strategic context.

14. Proposed Statement of Purpose: The results of the consultation process have generated a provisional Statement of Purpose that has been use as key context for the branding work undertaken. This statement should be adopted as ‘interim’ and reviewed in depth in the previously recommended strategic planning process:

Statement of Purpose

“Through two locations as well as our online presence, we encourage literacy in all its forms and stimulate a lifelong love of learning. We do this by providing access to a full range of fun and educational resources for all residents of our town and surrounding areas through welcoming spaces and friendly staff. By building and sustaining community in this way, we contribute to a stronger and more dynamic Orangeville.”

6.2. Timing and Critical Path Considerations

Recognizing that the next step for the OPL is to embark upon a strategic plan, this business and branding project has a fairly short-term focus, considering the next three-year period (i.e. 2022, 2023, and 2024). The chart below shows the recommended timeframe within this window for implementation of each of the recommendations here.

Recommendation	Year 1 (2022)	Year 2 (2023)	Year 4 (2024)
1. Commit to an additional 12,000 sf of library space over the coming decade (as a fundamental target for the strategic plan)			
2. Commit to retaining the Mill Street branch			
3 & 4. Develop plan for expansion at Alder Street branch			
5. Develop refresh plan for the Mill Street branch			
6. Explore alternative service delivery options			
7. Additional collections, programs and services should be developed			
8. Additional community partnerships should be explored			
9. Review HR capacity and skills required			
10. Positioning Statement			
11. Recommended Tagline			
12. Recommended Logo			
13. Prepare Strategic Plan			
14. Use proposed Statement of Purpose in Strategic Plan			

6.3. Resource Implications

The resource implications of each of these recommendations can only be estimated at a very high level at this point. (A better understanding of resource implications will presumably be developed in the strategic planning process, which is recommended as a next step for the OPL.

Capital Costs of Alder Street Branch Expansion

The following provides a summary of capital costs associated with an expansion of the Alder Street branch.

The cost consultant, Altus Group, releases an updated Canadian Cost Guide to reflect current Real Estate Development and Infrastructure Construction Costs. This guide breaks down prices from different public and private building types and in different regions across Canada. All costing in this report is based on numbers noted in the Altus Group “2021 Canadian Cost Guide”.

The 2021 Altus Report lists Library Construction costs in the GTA Region at \$345 - \$580 per SF.

These costs are a guide only and are to describe, “an average range exclusively for that type of building. The unit rates assume that a level, open site exists with no restrictions from adjoining properties. It is assumed that stable soil conditions prevail. Average-quality finishes (unless otherwise stated), both to the exterior and interior are also assumed.” Unit costs also exclude all site development and premiums associated with unique architecture and HST. For Libraries specifically the guide notes that, “Library costs vary depending on size and whether the building is standalone or part of a multi-use facility.”

Without more specific information about the type of building and the site, for the purposes of this Library Study we are utilizing the mid-range cost of **\$462.50** in all project cost estimates.

The first priority for Orangeville Public Library in this report is to prioritize an expansion to the Alder Street branch that would add 12,000 gross square feet (gsf) giving that Branch a total of 16,750 square feet. Including the 12,885 square feet at the Mill street branch, this would give the OPL 29,638 gross square feet of space which will meet the Library’s total space needs up until 2031.

The costing situation outlined below assumes that the Library would keep its existing 4,750 square feet at Alder Street and that 12,000 sf of new space would be added on the ground floor. Therefore, no costs have been assigned to the existing 4,750 sf of library space at Alder Street.

We estimate that the expanded branch at Alder Street would therefore require an additional 12,000 sf of space. The high-level costs associated with this branch are outlined below:

• Construction Costs	12,000 sf x \$462.50 = \$5,550,000
• Site Work Allowance	(estimated at \$50 per sf) = \$600,000
• Consultants' Fees	8% (Construction Costs + Site Work) = \$492,000
• Soft Costs (Permits, Fees, Legal)	5% of Construction Costs = \$277,500
• Collection Cost	16,765 new items (@ \$35 each) = \$586,775
• Furniture, Fixtures & Equipment	10% of Construction Costs = \$550,000
• Project Cost Total	\$8,061,275, or \$8.1 million rounded

If there are significant renovations to the existing space, this would add to the project cost. If it is not possible or desirable to include the existing 4,475 sf of floor space at Alder Street and therefore a new build of 16,750 sf of floor space would be needed at Alder Street, then the total capital costs would be \$11.0 million.

Operating Costs of Alder Street Expansion

For the incremental operating costs associated with the expansion of the Alder Street Branch, as noted in the staffing section, there will be a need for the library to investigate its HR capacity the programming and service needs and the skills required to support the Alder Street expansion. The additional staffing costs including benefits and training would range from \$300,000 to \$400,000. Further, staffing costs represented 83.6% of the OPL operating expenditures, while other operating costs represented 16.4% of total expenditures.

If other operating costs remain at the same ratio as currently, then total incremental operating costs associated with the expansion of the Alder Street branch will be \$360,000 to \$480,000 rounded. The non-staffing costs are based on the entire OPL and may need to be adjusted if there are significant additional facility operating costs incurred associated with the expansion.

Summary Costs

At this preliminary stage the resource implications are seen to be those involving financial and human resources, as indicated in the chart below. Again, it is stressed that these are very order-of-magnitude and preliminary in nature.

Recommendation	Human Resources	Financial Resources
1. Commit to an additional 12,000 sf of library space over the coming decade (as a fundamental target for the strategic plan)	see #3&4 below	see #3&4 below
2. Commit to retaining the Mill Street branch	minor	see #5 below
3 & 4. Develop plan for expansion at Alder Street branch	significant time on part of staff and Board involved in the planning and execution of the project	\$8.1 million as previously outlined; operating cost implications as outlined

5. Develop refresh plan for the Mill Street branch	staff time in planning refurbishment	Some capital cost implications – to be determined
6. Explore alternative service delivery options	some senior staff time involved in investigations: estimate 1 – 3 persons days in total	To be determined pending results of investigation
7. Additional collections, programs and services should be developed	to be determined	to be determined
8. Additional community partnerships should be explored	to be determined	to be determined
9. Review HR capacity and skills required	Staff and Board time to review future service delivery	Additional operating costs as outlined
10. Positioning Statement	minimal	minimal
11. Recommended Tagline	minimal	Some cost involved in changeover to the new logo – to be determined
12. Recommended Logo	minimal	
13. Prepare Strategic Plan	Some senior staff and Board time involved in preparation of plan – target one person-day per week (in total) on part of those involved in a Steering Group	Given the base on useful information developed over the course of this work, estimate \$15,000 to \$20,000 (assuming external assistance retained)
14. Use proposed Statement of Purpose in Strategic Plan	contained above	contained above

6.4. Conclusion and Next Steps

This work has outlined a clear path for the Orangeville Public Library in terms of what is desired and needed by the community. First, Orangeville will need more library space over the coming decade – our estimate is 12,000 additional sq. ft. in order to be able to properly serve the growing municipality. Second, it is apparent that the community wishes to keep the Mill Street branch – which, with some improvements, can continue to be a fully functioning and contributing facility. Third, expansion should take place at the Alder Street location, which is well-located adjacent to other community recreation resources and has expansion room.

As well, this work has developed a refreshed brand identity, logo and tagline for the OPL that will re-frame the library in the mind of the public as a compelling and interesting resource. This should be implemented without delay. Finally, with these fundamental facility decisions and a new fresh identity, the stage is set for OPL to embark upon a strategic planning process, to take maximum advantage of the new facility and branding directions that are to be embraced.

This process should consider the many suggestions for new collections, programs and services gleaned through this extensive consultation process, in order to optimize the use of the data collected. It is an exciting time for the Orangeville Public Library!

APPENDICES

A. Community Survey Results (separately submitted)

B. Benchmarking

	Bradford West Gwillimbury	Clarence- Rockland	Fort Erie	Grimsby	New Tecumseth	Orangeville	Owen Sound & North Grey Union	Stratford	Whitchurch- Stouffville
Resident Population Served	38,559	25,326	30,710	27,314	34,242	29,986	34,585	31,465	30,705
Contracting Population Served	-	-	-	-	23,884	-	-	3,810	-
No. of Active Library Cardholders	24,164	9,328	8,991	7,011	9,255	7,749	11,457	8,582	17,664
Total Materials Expenditure	\$ 248,722	\$ 61,029	\$ 180,787	\$ 133,999	\$ 192,962	\$ 170,259	\$ 140,837	\$ 199,424	\$ 250,077
General materials (not electronic)	\$ 194,832	\$ 55,733	\$ 116,959	\$ 101,480	\$ 144,136	\$ 130,851	\$ 85,710	\$ 100,825	\$ 154,543
Electronic	\$ 53,890	\$ 5,296	\$ 63,828	\$ 32,519	\$ 48,826	\$ 39,408	\$ 55,127	\$ 98,599	\$ 95,534
Main Library	1	1	1	1	1	1	1	1	1
Main Library Hours Open Per Week	66.5	56	57.5	68	52	62	64	62.5	62
Number of Branches	0	1	2	0	2	1	0	0	0
Hours open of Branches	0	14	76.5	0	88	58	0	0	0
Total Square Feet of all locations	40,000	10,816	22,000	16,000	15,318	17,660	22,582	17,202	32,000
Total Annual Circulation	308,413	93,419	175,276	218,422	261,384	172,418	278,311	344,235	278,407
No. of programs held annually	1,201	493	526	1,210	703	541	396	887	2,288
Annual program attendance	27,810	8,964	7,366	14,202	18,377	10,724	11,132	21,215	36,513

Note: 2019 Data was used for pre-COVID library service.

2020 Square Footage was used.

Ontario Public Library Statistics <http://www.mtc.gov.on.ca/en/libraries/statistics.shtml>

Orangeville materials expenditure corrected by staff.

C. Brand Guidelines

(See following page)

Brand Identity Guidelines



Introduction and Contents

Version 1.0 – 2022

Brand guidelines are clearly defined rules and standards that communicate how your brand should be represented to the world.

In this Brand Identity Guidelines, you will find the building blocks of the Orangeville Public Library brand, including what we stand for and what sets us apart from others.

Follow these rules strictly to maintain brand consistency across different mediums.

Prepared by Key Gordon.

- 2 Positioning Statement
- 3 Tagline
- 4 Key Messages
- 9 Logo
- 11 Logo Typography
- 13 Logo Colour
- 14 Clear Space
- 15 Logo Usage

Positioning Statement

The Orangeville Public Library is integral to sustaining and enhancing the educational and cultural fabric of the Town of Orangeville and its surrounding communities. Our friendly, highly-trained staff provide excellent service to our visitors, engaging programming, and a myriad of enriching experiences. Dedicated to serving the needs of all residents, we are committed to providing a complete range of traditional library services, as well as access to new technologies and innovations.

Our two physical locations are coupled with a dynamic online presence that together give our patrons access to so much more than just books. The Orangeville Public Library is a dynamic space for building and sustaining community, championing inclusivity, and encouraging literacy in all its forms — all while fostering a lifelong love of learning.

Tagline

Books are just the beginning.

Subscribes to the KISS idiom (keep it simple stupid).

Short and sweet.

An inherent promise that today's library offers far more than books.

An appeal to draw new visitors.

Arouses curiosity: what else do they have?

Key Messages

1. Our passion is fostering lifelong learning and a love of literacy.

Opening minds since 1908.

We opened our doors in 1908.
We've been opening minds ever since.

Learning starts here.

Start here.

Your journey begins here.

Burning questions? We have the answers.

You have questions. We have answers.

Nobody has all the answers. (Except us.)

If we don't have the answer, nobody does.

For life-long literacy.

A place to grow.

Our doors are open. Is your mind?

Community. Learning.

Key Messages

2. A 21st century library that's so much more than just books with access to technology, a wide variety of media, eclectic programming, and online services.

The times have changed.
Fortunately, we've changed a little faster.

We've changed. How about you?

So much more than books.

Books are just the beginning.

Everything you'd expect.
Nothing you'd expect.

Tomorrow's library, today.

We will surprise you.

Surprise.

3. With an online presence, we are not bound by the walls of a traditional library.

Your gateway to the world.

From the written word to motion pictures,
we've got it all.

We've combined a traditional library with
the library of the future.

Key Messages

4. A place to expand your attitudes, opinions, and interests.

What's your story?

Come, interact, learn, grow

Water your mind.

Nourish your mind.

If we don't have the answer, nobody does.

Learn at the library.

5. We champion inclusivity: no matter your background, age, or interest.

Two welcoming branches.

One great experience.

How can we help you help you?

For people in their learning years
(1,2,3,4,5,6,7,8,9... 98,99,100)

Key Messages

6. We'll never lose touch with the core of what makes a library special: a quiet place to read with access to a lot of books.

Come, relax, get between the covers.

Get between the covers.

We tell a really good story.

We tell a really good story or two. (Or five billion.)

We're here to spread the word(s).

The best bookstore in the world—and it's free!

The best place in Orangeville to get lost.

Get lost.

7. Our cheerful and welcoming staff offer thoughtful, one-to-one support.

Not the library you'd expect. Not the librarians you'd expect.

Great resources. Really, really nice people.

We're a lot like Siri. Only we're human.
And we have great chairs.

Key Messages

8. With space for hosting a variety of programming, events, and meet-ups, OPL is a place to build and sustain community.

Orangeville's _____ hub.

Orangeville's community hub.

Orangeville's creative hub.

Orangeville's learning hub.

Orangeville's digital hub.

9. With two branches and an online presence, we offer convenient and accessible service to everyone in Orangeville.

Two branches. One great experience.

Two great branches. One great online experience.

The best-kept secret in town.

We want you back!

Check it out.

An open book. (And website.)

Our doors are open. Our books are open.

Our website is open. Care to join us?

We're an open book.

Logo - Standard Version

This is the standard version of the logo.
Use this version whenever possible.



Logo - Icon Version

Icon version is a shorter version of our Standard logo. Use this version if you do not have enough room for the Standard logo and where the icon should create a visual impact.



Logo - Greyscale Version

In instances, where printing or using the standard logo in colour is not an option, consider using the greyscale version.



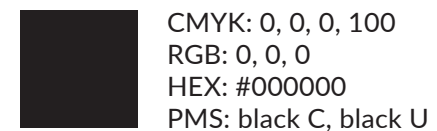
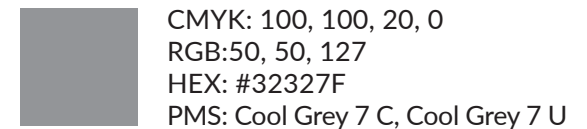
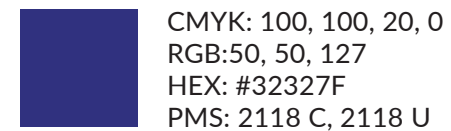
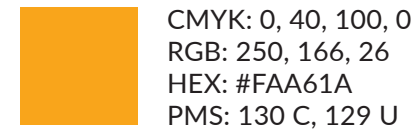
Logo Typography

The Orangeville Public Library logo uses
“Brandon Text Medium” for typography.



Logo Colour

The Orangeville Public Library Standard logo uses “Dark Blue” and “Light Orange” as primary colours. While the Greyscale Logo uses “Black” and “Grey”.



Clear Space & Minimum Print Size

Clear Space

To ensure legibility, always keep a minimum clear space around the logo. This space isolates the mark from any competing graphic elements. As a rule, the clear space surrounding the logo should never be less than the height of the “L.”



Minimum Print Size

The Orangeville Public Library logo should never be placed smaller than 2" (50 mm) in length.



Logo Usage

A few rules are necessary for maintaining the integrity of the brand. Here are a few examples of some ways you should never ever consider using the logo.



Don't change the logo colours



Don't outline



Don't rotate



Don't skew or shear



Don't make the icon smaller



Don't change spacing



Don't switch the order



Don't stretch or squeeze the logo



Don't place the logo on a busy photograph or pattern



Don't place the logo on similar coloured backgrounds



Don't contain the logo in a box when used on a background

