

# Lethbridge Public Library Facilities Master Plan

2023 — 2050



## Lethbridge Public Library Facilities Master Plan

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*Prepared for the City of Lethbridge Library Board by:*



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## **Executive Summary**

## Executive Summary

### Why the Public Library is Essential to the Community

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Public library systems are an essential civic infrastructure and continue to provide cultural, educational, and economic benefits to society. To do this, our library must grow with the community to ensure Lethbridge's diverse populations are appropriately and visibly served. The single largest driver of library facilities is the size of the population it serves or is projected to serve.

The existing Main Branch is unsuitable for the delivery of contemporary library services and resources and therefore in need of replacement. It is dysfunctional in terms of public access, orientation, and navigation, making it difficult to get around, particularly for those with mobility issues. Broken into a number of small areas with poor sightlines and flow, and the need for multiple entrances, it is difficult for staff to monitor, and exacerbates security challenges. In key areas, it lacks the structural capacity to accommodate collections. A new Central Library will anchor our downtown core and be a full-service destination for the education, social and recreation needs of the community.

There is a need for additional library facilities to be strategically located throughout the city. In response to emerging patterns of population density and distribution, neighborhood branches will increase community

sustainability and be accessible hubs for literacy, leisure, learning and innovation.

Public libraries are key economic drivers for communities by building literacy skills and providing education, employment opportunities and resources to improve one's quality of life. This bolsters the financial health of the city by increasing our community capacity to contribute and invest in economic activities.

### Purpose of the Plan

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Development of this Facilities Master Plan has been funded by the City of Lethbridge Capital Improvement Program. The objective of the Plan is the determination of the profile of future Library services, resources, and facilities based on:

- The City of Lethbridge population projected to 2050
- Population distribution and demographic patterns
- Anticipated urban and suburban development
- Features of access and public safety that will optimize attendance by community members and support the effective delivery of library services
- Accepted library planning standards
- Anticipated future visits to Lethbridge Public Library (LPL) branches.



***By 2050, LPL will attract an estimated 500,000 to 750,000 visits a year***

## **Plan Foundation**

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The Plan is based on information assembled from multiple sources, including:

- Profile of the Lethbridge community
  - Community development profile, including City of Lethbridge Planning documents
  - Community needs assessment
  - Dialogue with community stakeholders, including:
    - Lethbridge community members
    - Civic Planning Department
    - Opportunity Lethbridge
    - Potential co-location partners
    - Potential operating partners
    - Social and Cultural Standing Policy Committee of Council
    - Library staff
    - Library Board
  - Library use statistics and current service profile
  - Public library trends and best practices
  - Existing facilities assessment
- Main Branch: 48,000 ft<sup>2</sup> building that is operationally dysfunctional for public access, orientation, navigation, security and safety, and unsuitable for the delivery of contemporary library services and resources
  - West Branch: 25,025 ft<sup>2</sup> branch that has the flexible infrastructure to successfully support the service needs of the community it currently serves
- Library Information Technology and communications infrastructure assessment
  - Review of Return on Investment and funding opportunities
  - Library service assessment, including:
    - Current services
    - Utilization patterns
    - Emerging service expectations
    - Interfaces with other community services.

## **The Facilities Master Plan**

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The vision for the LPL System is encompassed in the following statements:

- The future Library system will be understood as essential to the civic engagement of the community



- The Library will contribute significantly to dynamic community development, lifelong education, and cultural vitality
- The future Library system will respond proactively to emerging social, informational, and technological trends, sustaining collaborative community partnerships, and delivering innovative services
- The Library will strategically inform the wider community, newcomers, and immigrants, about the services, resources, and opportunities that the Library provides
- The future Library System will respond to emerging patterns of population density and distribution and will provide easily accessible focal points for community interaction.

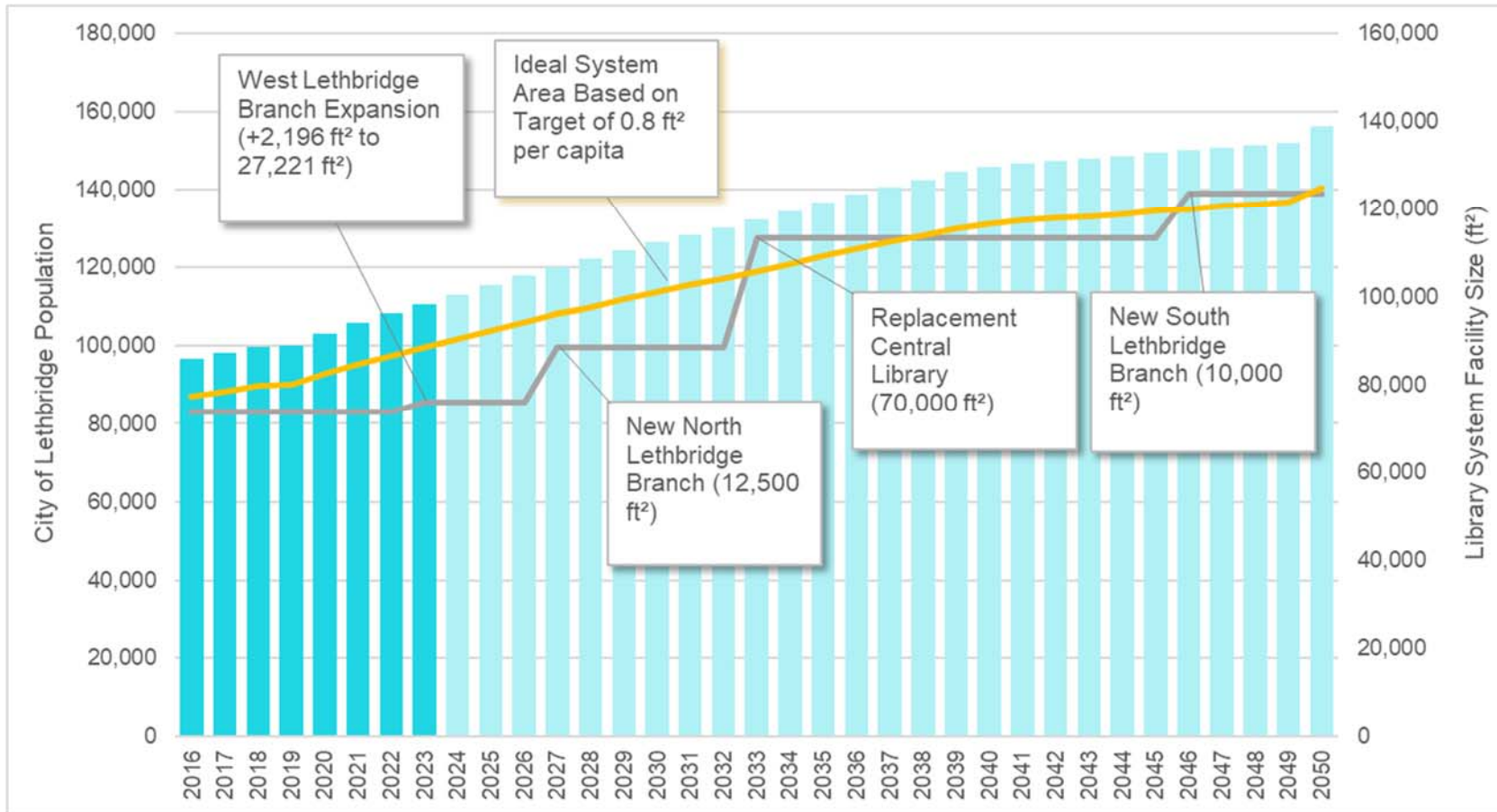
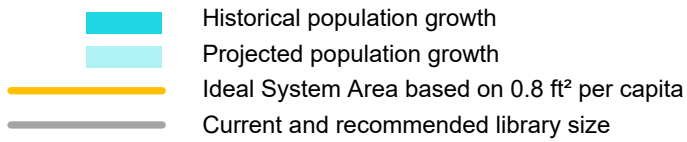
strategically situated sites optimizing urban design opportunities and synergistic community activities, resulting in operationally sustainable facilities that increase the livability of communities by enabling residents to walk to or easily access services.

- Future library facilities and services will respond to the current and future needs of the community by providing flexible and adaptable spaces that support a range of activities and programs
- Future library facilities will explore operational synergies with site partners that together create safe, accessible, and attractive key destinations for informational, recreational, civic, retail, professional and residential services and activities, including parking

### **The Future Library System**

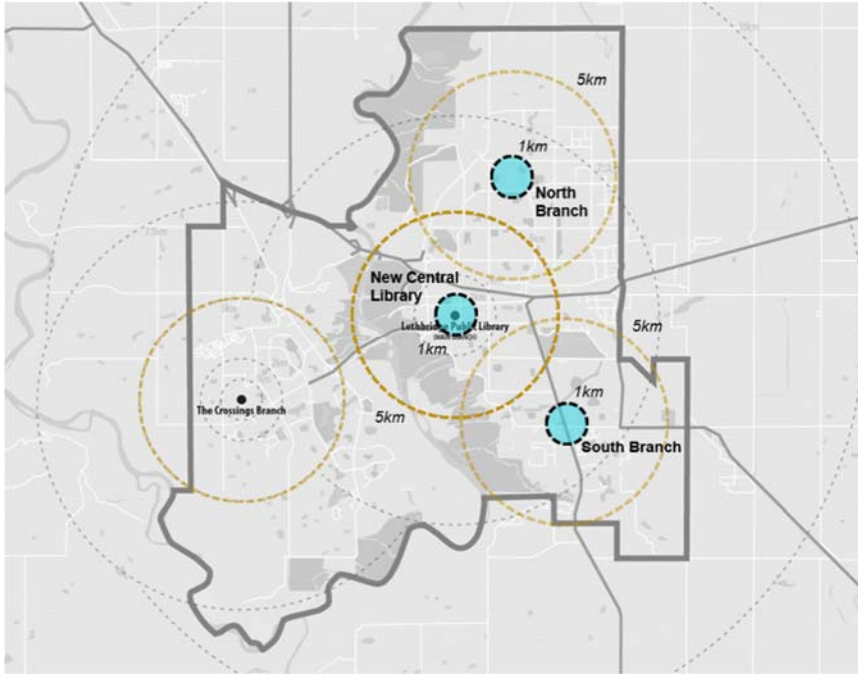
- Space entitlement will be calculated according to community needs, library planning standards, and population projections, resulting in 0.8 ft<sup>2</sup> per capita, compared to an industry best practice of 1.0 ft<sup>2</sup> per capita. The overall entitlement will be approximately 120,000 ft<sup>2</sup> in 2050 when the population is estimated to be over 150,000.
- Future library facilities will respond to the goals and objectives of the City of Lethbridge. They will be placed on





**Fig. 1 - Recommended Proposed Library Sizes Based on City of Lethbridge Population Growth Overtime**

Source: City of Lethbridge Census 2023



**Fig. 2 - Potential Branch Locations**  
 Source: Adapted from Lethbridge Public Library Community Needs Assessment 2018

## Future Library Services

The Plan focuses on ensuring:

- The development of a strengthened and operationally superior new Central Library as a replacement for the existing Main Branch. Located in the downtown core, it will serve as a destination for all residents of Lethbridge, providing specialized programming and resources and comprehensive services. It will capitalize on

synergistic partnerships and will be the administrative hub for all library services.

- Residents of Lethbridge have universal access to resources, information, and technology by building on the existing branch system and locating new branches central to the North side, and South side communities
- LPL has the ability to offer specialized programs for newcomers, children, young adults, seniors Indigenous and other user groups in the community
- Strengthened direct and indirect connections to community resources and services
- Celebration of community identity and origin through specialized services, collections, and resources.

### Operational Resources:

- Specialized staff expertise
- Comprehensive print collections
- Comprehensive digital collections and databases
- State-of-the-art information and communications technology
- Community building meeting rooms and program/event spaces
- Individual and group study spaces
- Multifunctional digital resources
- Makerspace and studio spaces



- On-site parking
- Well-planned and safe staff workspaces and material sorting equipment.

*Facilities:*

*Store Front and Mobile Pop-up Service: Implementation – As required*

Store Front spaces, which may be leased by the Library, provide a flexible and low cost way to engage with the community before there is the larger commitment of a new permanent branch library.

Mobile Pop-up Services are small scale, movable outreach initiatives, and build on the Library’s Bookmobile experience, providing an extension to the more permanent services and reaching residents where they are and where they congregate.

*North Side Branch of 12,500 ft²: Implementation – 2027*

The North side is the most underserved area of the city and has a high number of young families and newcomers. This new branch will provide programs promoting early literacy, and feature collections and community meeting space. Located central to the community it will support easy access by all.

*New Central Library of 70,000 ft²: Implementation – 2035*

The Main Branch is in need of replacement due to the challenges of providing services within a building that operationally does not support the delivery of library services, and the escalating costs of aging building

systems that will need repair and/or replacement. However, it is assumed that planning and development of a new Central Library may take up to ten years, to secure funding, capitalize on partnership opportunities and for planning and construction.

The new Central Library will be the primary destination of the LPL system, where the core administrative functions of the system are housed, and a major hub for new program development and technology testing. It will feature the largest community meeting and performance spaces, house the most comprehensive collections, and be the central access point to specialized technology and resources. Finally, it will act as the home branch for those living in and around the downtown core.

**Why Build a New Central Library Rather Than Renovating and Expanding Existing Main Branch?**

- Challenges with the basic design and floor load capacity of existing building

**Why Build on a New Site?**

- The need to find a temporary location through construction on existing site
- Capitalize on synergistic opportunities for partnering to create a larger and more dynamic downtown
- Opportunities for sale or re-purposing of existing site and facility

### *South Side Branch of 10,000 ft<sup>2</sup>: Implementation – 2045*

The South side population currently has a high number of older adults and will likely see significant demographic changes in the future. This new branch will provide programs that support the needs of the population in 20 years. It will provide a central and easily accessible location to access library services and build community.

*Preliminary Capital Costs Estimates in \$2023 and excluding escalation:*

- *Mobile Pop-up Service:* Varies
- *Storefront Library:* \$625,000 to \$1,250,000 for tenant improvements
- *North Side Branch:* \$6,227,015 for new or \$3,645,000 for tenant improvements
- *New Central Library:* \$43,071,600 for new library
- *South Side Branch:* \$5,062,115 for new or \$2,975,500 for tenant improvements.

### **What about West Lethbridge?**

While no new capital initiatives have been identified specifically for West Lethbridge, West Lethbridge does have the newest branch library which was expanded in 2023. It likely will have the largest allocation of library space per capita, even in 2050.

However, due to the large geographic area of West Lethbridge, consideration should be given to focussing a storefront library as part of a community hub as they develop, and to providing pop-up library services to extend the reach of library services in a cost-effective way.

### **Next Steps**

- Community engagement around specific branch services and locations
- Confirm site selection criteria and identify possible sites
- Explore opportunities for partnerships with City departments and others
- Develop detailed functional programs for each branch and detailed costs
- Develop business cases for each branch, including possible funding
- Undertake conceptual design and design development

# 1 | Introduction

## 1-1 Introduction and Purpose

The Facilities Master Plan identifies and responds to the social and technological factors that are changing expectations for public library services, as well as the scope, range, and complexity of services. This Plan provides directions for library services and facilities for the next 25 years and includes an implementation plan that begins immediately.

Recommendations in this Facilities Master Plan provide a framework for responsive and innovative library services. Recommendations are intended to integrate sustainable building and operational practices into the future of library facilities. The Plan is intended to enhance the Library and its services in the Library's pivotal role as a catalyst of community development and engagement.

The services, programs, staff, technology, and facilities in public libraries are in the midst of a major metamorphosis, which has been continuous for the past two decades and which will continue to change in response to the proliferation of information, the variety of formats and applications, expanding public expectations, and the need for collaborative engagement of the community.

The public library must respond to these transformational expectations and opportunities and be a leader providing residents of Lethbridge with information, access to technology, and social, cultural, and educational programs and spaces. It must empower individual

community members and work collaboratively with partners to extend the reach of its services.

The Facilities Master Plan is intended to create an understanding and snapshot of the current Library system and provide direction for where Lethbridge Public Library wants to be in the future. This Facilities Master Plan serves as a living document and is intended to be adapted as necessary.

*“The library building itself is a form of library service, a neutral public space that houses library collections and services as well as community activities.*

- *The library is a safe, neutral, open ‘third space.’ The library is typically the best example in the community of an interior space that is non-commercial, open to all, and free of ideology or expectations.*
- *Libraries are a social gathering space and community hub, a role which is increasingly important and relevant.*
- *Libraries are often located in visible, accessible locations in a community.”*

- [Government of Alberta Best Practices for Public Libraries in Alberta \(2018\)](#)

## 1-2 Methodology

The Facilities Master Plan development process was multi-phased and is outlined in the diagram below.

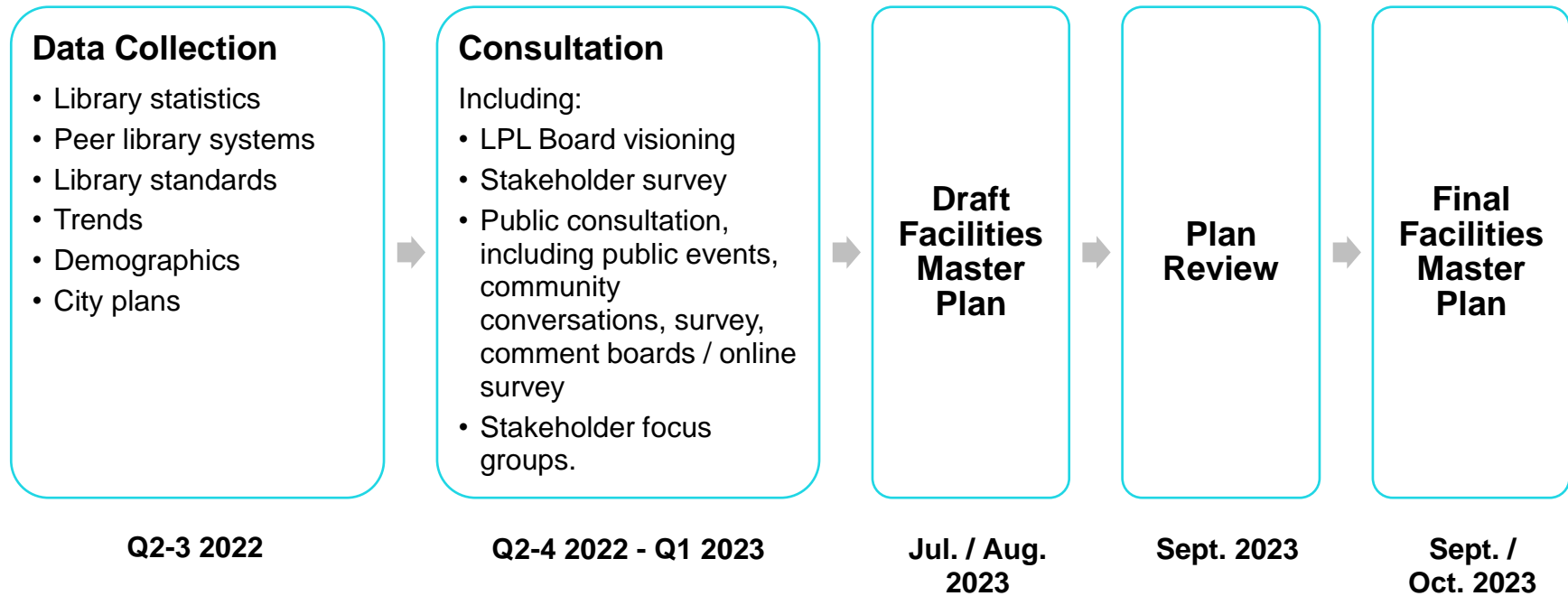


Fig. 3 - Facilities Master Plan Methodology

## **2 | Plan Foundation**



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## 2-1 Introduction

The Plan Foundation section provides an overview of the context to which the Facilities Master Plan responds. This includes a review of the priorities and challenges of the City of Lethbridge, the existing Lethbridge Public Library system and its current performance and role within the greater Chinook Arch Regional Library System, as well as current and future demographic information.

The Plan Foundation also reviews community needs, current Library services and the challenges associated with the existing Main Branch in terms of building systems and overall operability.

It ends by identifying an overall provisioning allocation for the Library based on library standards, a review against peer systems, and the application of the Province of Alberta's Best Practices methodology. It also includes sections on the economic impact of libraries on local economies.

The information is not intended to be comprehensive but presents the major factors affecting the growth of the city and implications for the delivery of future library services and the facilities required to accommodate these services.

### About demographic numbers:

The Facilities Master Plan contains demographic information drawn from a range of sources:

- Overall population for 2023 for the City of Lethbridge, including its three areas, is based on the *City of Lethbridge 2023 Census*
- Detailed demographic information that drills down to socio-economic factors, is based on data from *Statistics Canada 2016*
- Population projections are based on figures provided by the City of Lethbridge
- Population numbers found in comparative analyses with other systems is based on information provided by the Canadian Urban Libraries Council (CULC) for member libraries, and directly sourced from Alberta libraries
- Other population statistics are derived from the Government of Alberta's Regional Dashboard.

While there may be minor differences between some of the numbers, particularly population, these differences do not impact the general findings and recommendations of this report.

## 2-2 Community Profile

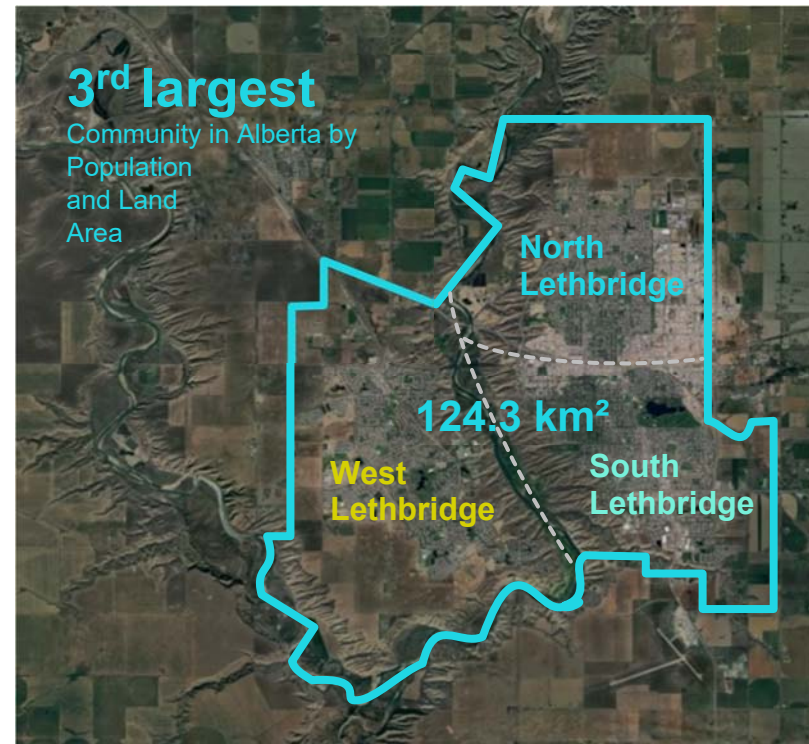
### Introduction

Lethbridge is the third largest city in Alberta. Located in south-west Alberta, it is – importantly – bisected by the Oldman River and its unique coulee formations, including 755 hectares of protected urban park system. The Oldman River valley separates North and South Lethbridge from West Lethbridge with two direct connections (Whoop Up Drive, which is 2.5 kilometers at its shortest point, and Highway 3).

Lethbridge is an economic hub that serves 340,000 people in southwestern Alberta and south-east B.C. Projections identified a growth Gross Domestic Product (GDP) of 2.7% for 2020 (*Source: Choose Lethbridge*)

Lethbridge is home to three post-secondary institutions:

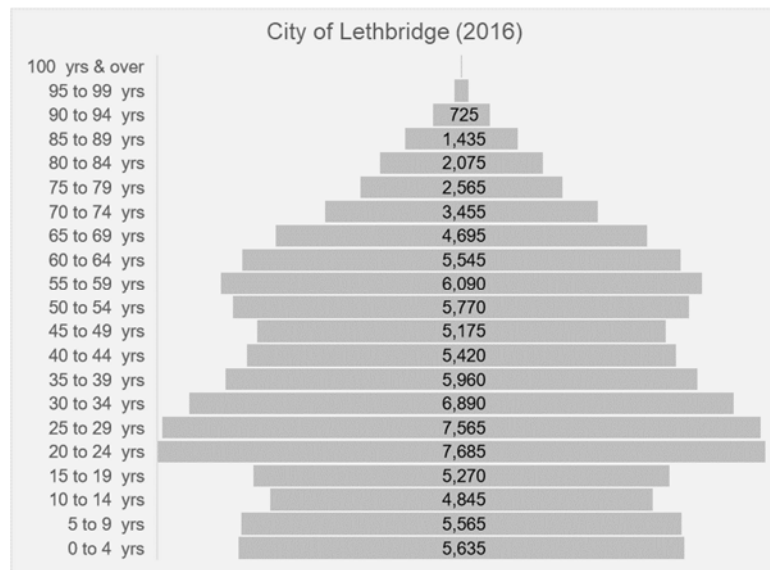
- The University of Lethbridge (West Lethbridge)
- Lethbridge College (South Lethbridge)
- Red Crow Community College (North Lethbridge).



**Map 1 - Lethbridge, Alberta**  
*Source: City of Lethbridge, Adapted from Google Earth*

## Demographic Profile

This section provides an overview of the demographics of the city of Lethbridge and organizes much of the data into the city's three geographic areas. The graphed demographic information is taken from Statistics Canada 2016 data and City of Lethbridge Census 2023, which are the most recent available sources of information.

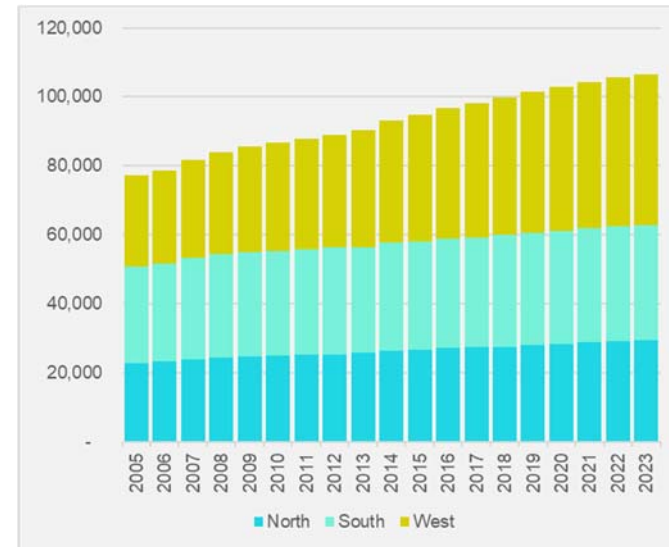


**Fig. 4 - Population by Age in the City of Lethbridge (2016)**  
Source: Statistics Canada 2016

### Observations:

- There are larger populations of those in their early twenties to mid-thirties followed by those in their late fifties

- The number of children between zero to nine years is growing.

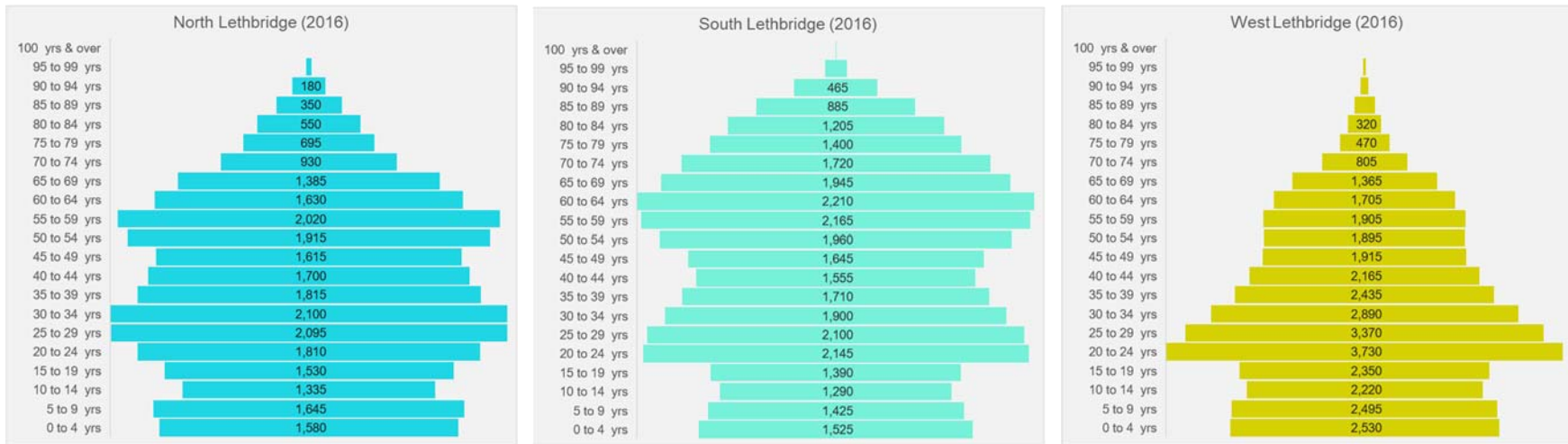


**Fig. 5 - Historical Population Growth of Lethbridge's Three Geographic Areas**  
Source: City of Lethbridge 2023 Census

### Observations:

- North Lethbridge saw continuous moderate growth
- South Lethbridge saw higher levels of growth early on, but slower growth recently
- West Lethbridge has seen the greatest amount of growth.

**Overall Population Profile:** The following population pyramids illustrate and compare North, South, and West Lethbridge.



**Fig. 6 - Population by Age in North, South, and West Lethbridge (2016)**

Source: The City of Lethbridge

### North Lethbridge

*Observations:*

- North Lethbridge has similar concentrations of dominant age groups as the city of Lethbridge overall.

*Assumptions and Implications:*

- Those with less financial means and who may be first entering the housing market including those who are younger, or have young families, may be attracted to this part of the city due to lower cost of housing.

### South Lethbridge

*Observations:*

- South Lethbridge has significant numbers of older adults compared to North and particularly West Lethbridge.

*Assumptions and Implications:*

- Presence of Lethbridge College may attract higher numbers of younger adult students
- The presence of older adults may result in lower income levels as many will be retired and living on pensions and savings.

## West Lethbridge

### *Observations:*

- West Lethbridge has a high proportion of people in their early to mid-twenties
- There is a much lower population of older adults than North and South Lethbridge.

### *Assumptions and Implications:*

- The University of Lethbridge, which is the largest of Lethbridge's three post-secondary institutions, accounts for a high concentration of younger adults who are students
- Higher numbers of young families with children compared to North and South Lethbridge.

## Population by Year and Region (2007-2023)

Source: Lethbridge Census 2023

**+23%** (5,424 people)

North Lethbridge

**+14%** (4,084 people)

South Lethbridge

**+54%** (15,350 people)

West Lethbridge

**+30% Total Growth**

(81,692-106,550 people)

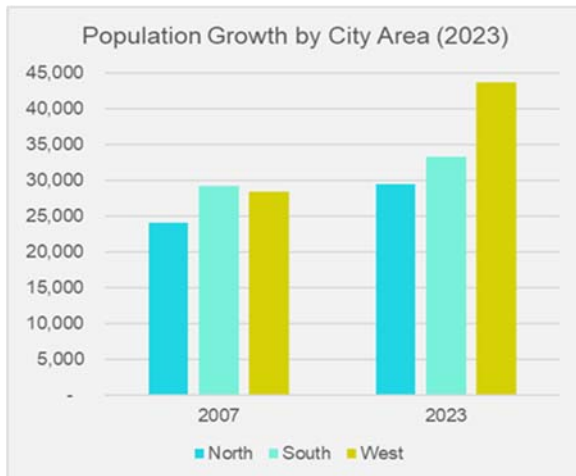


Fig. 7 - Population Growth by City Area (2023)  
Source: Lethbridge Census 2023

## Population Growth By Year (2019-2023)

Source: City of Lethbridge Census 2010-2023

**+1.25%**

Annually

## Indigenous Population Growth (2006-2016)

Source: Statistics Canada 2016

**+50%**

Lethbridge

**+6%**

Alberta

## Immigrant Population (2016)

Source: Statistics Canada 2016

**+900**

2001-2005

**+3,000**

2011-2015

## Average Age (2023)

Source: City of Lethbridge 2023 Census Results

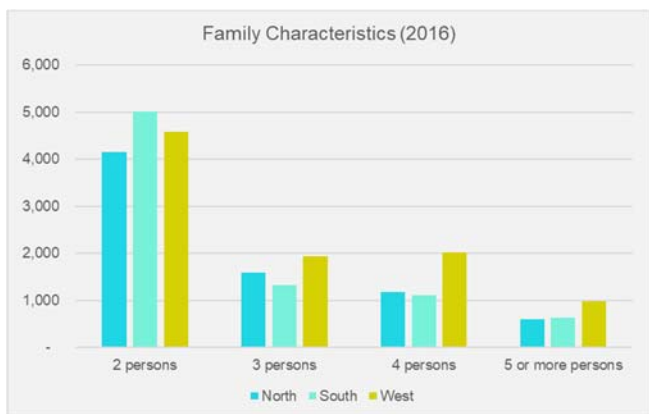
**39.0**

Table. 1 – Population by Year/Region and Recent Growth

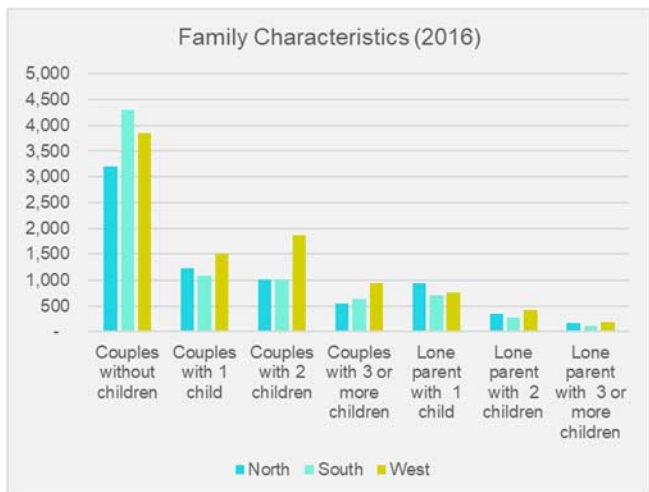


Fig. 8 - Typical Neighborhoods in North, South, and West Lethbridge, Respectively  
Source: Google Earth

**Family Characteristics:** The following charts illustrate the family characteristics of North, South and West Lethbridge.



**Fig. 9 - Family Characteristics – Household Size (2016)**  
Source: Statistics Canada 2016



**Fig. 10 - Family Characteristics (2016)**  
Source: Statistics Canada 2016

**Observations:**

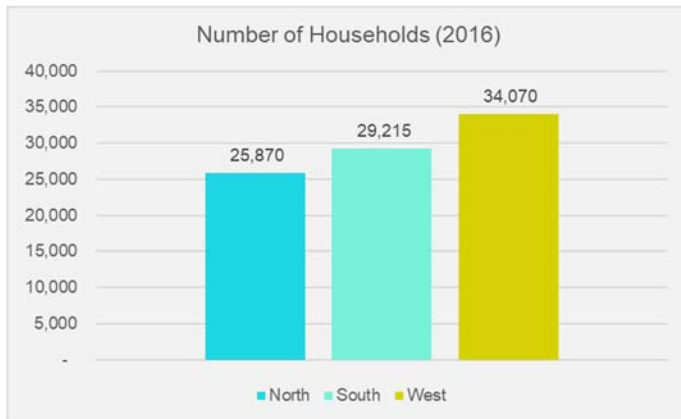
- Overall, there is a high number of couples without children. This is particularly true for South Lethbridge – likely due to its older population – and West Lethbridge.
- There are more people per family in West Lethbridge than North and South Lethbridge
- North Lethbridge has more lone parent-one child families and West Lethbridge had more lone parent-two and three child families.

**Assumptions and Implications:**

- A growing number of people are not having children
- Lower cost of housing in North Lethbridge may attract those first entering the housing market and those with more limited financial means
- Family value differences exist between North, South and West Lethbridge.

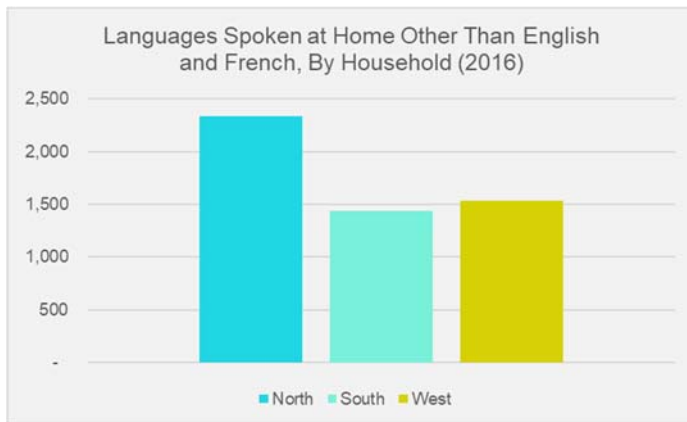
**Language Spoken:** The following graphs indicate the number of households in North, South, and West Lethbridge. It serves to provide context to the two subsequent graphs which identify the primary languages spoken at home.





**Fig. 11 - Number of Households (2016)**

Source: Statistics Canada 2016

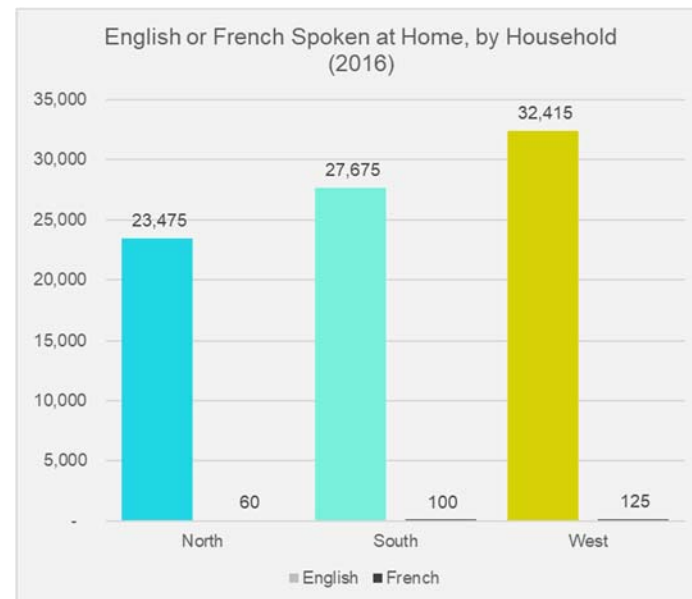


**Fig. 12 - Languages Spoken at Home Other Than English and French, By Household (2016)**

Source: Statistics Canada 2016

**Observations:**

- West Lethbridge has the highest number of households with those speaking English or French compared to North and South Lethbridge
- North Lethbridge has the highest number of households with those speaking languages other than English and French, followed by South Lethbridge and then West Lethbridge.



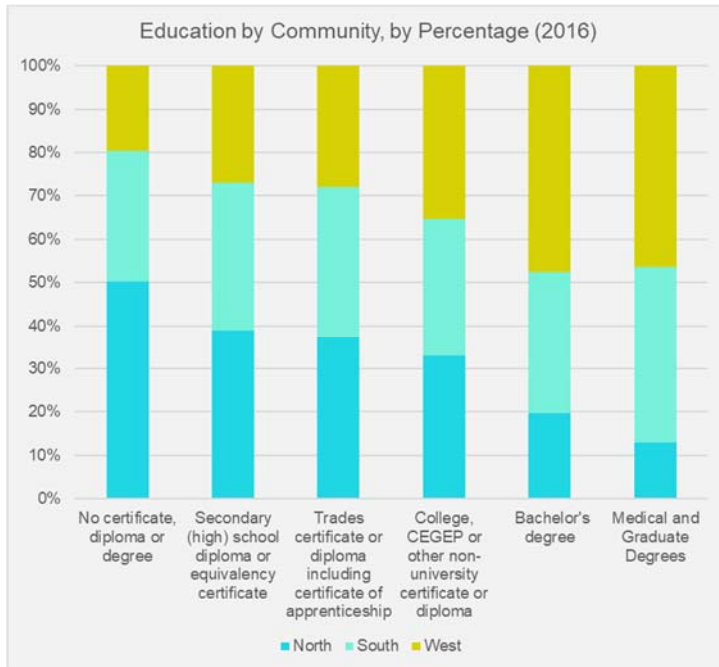
**Fig. 13 - English or French Spoken at Home, By Household (2016)**

Source: Statistics Canada 2016

**Assumptions and Implications:**

- North Lethbridge has a higher population of new Canadians

**Education Levels:** The following graphs indicate the level of education of residents in North, South and West Lethbridge.



**Fig. 14 - Education by Community, by Percentage (2016)**  
Source: Statistics Canada 2016

**Observations:**

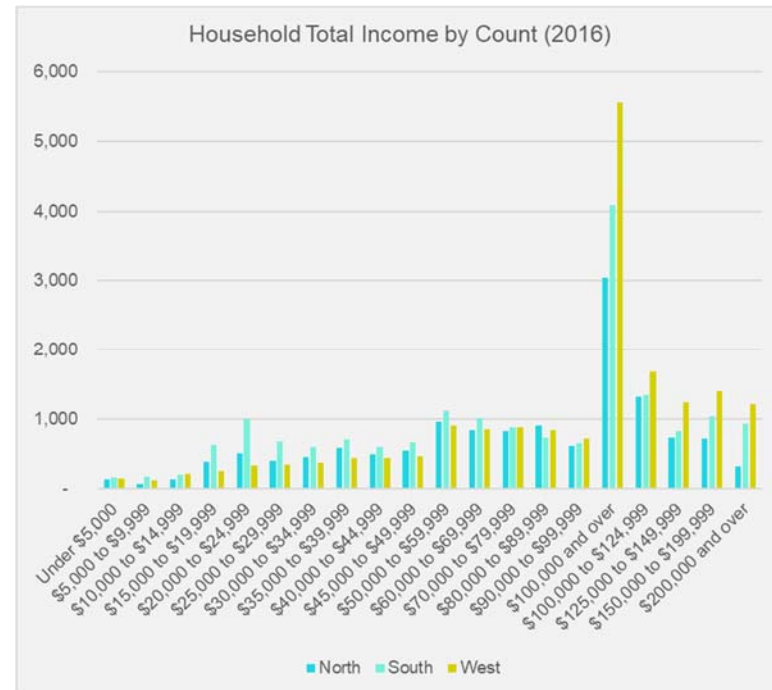
- West Lethbridge has the highest number of people having completed post-secondary education, with the majority having obtained a college diploma or bachelor's degree
- North Lethbridge has the highest number of people without a certificate, diploma, or degree,

and the highest number of people with a maximum of a high school diploma and trades certification.

**Assumptions and Implications:**

- North Lethbridge has a high concentration of adults who have immediately entered the workforce full-time after graduating high school, who may have had limited access and financial means for post-secondary education.

**Income Levels:**



**Fig. 15 - Household Total Income by Count (2016)**  
Source: Statistics Canada 2016

### *Observations:*

- The majority of households in West Lethbridge have a total income level \$100,000 to \$200,000+
- North Lethbridge residents have the lowest income.

### *Assumptions and Implications:*

- South Lethbridge has a high number of older adults who are retired and collecting a pension. While income may be low, they may be financially comfortable.

## **Childhood Development – Ages and Stages Study**

- “Assessing Executive Functions Through the Application of ASQ & ASQ-SE as a Determinant to Early Child Development”<sup>1</sup> is a study by Kara Doro that measures childhood development geographically. Conducted in 2023, the study used the Ages and Stages Questionnaires (ASQ) and Ages and Stages Questionnaires – Social Emotional (ASQ-SE) screening tools to gauge executive functioning skills among children in North, South-east, and West/Central Lethbridge. 1,336 children participated.

- The study noted that, while children in South Lethbridge were developmentally on track, children in North and West/Central Lethbridge were similar in developmental ability and require monitoring and intervention. This study helps to inform the priorities for library services within Lethbridge communities, and in part informed the recommendation for a North side branch as a priority location.
- Libraries offer children of all ages engaging environments, educational tools, and opportunities to be with other children. This can provide learning and exploratory opportunities beyond what a child may have regular access to and offers children an early start in their learning.

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<sup>1</sup> See Doro

## 2-3 Strategic Context

This section provides an overview of the goals and vision of City Council and City planning documents, which Lethbridge Public Library's Facilities Master Plan should support.

### Gateway to Opportunity: 2022 Lethbridge City Council Action Plan



Source: [City of Lethbridge](#)

The following principles are particularly relevant to the Library's Facilities Master Plan:

#### “Strategic Leadership

**Economically prosperous:** *Actively encourage the development and diversification of the local economy*

**Healthy and Diverse:** *Prioritize health-supporting developments and the wellbeing of all residents*

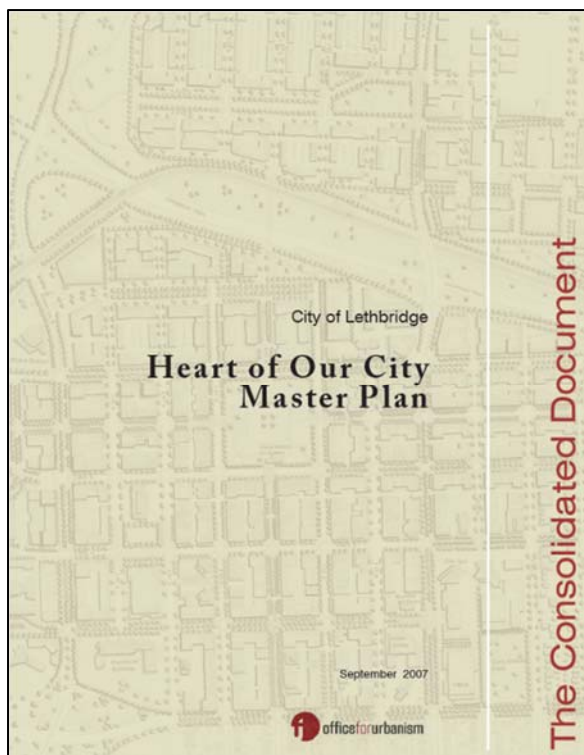
**Culturally vibrant:** *Support the creation of a thriving, dynamic environment that exudes a sense of place and of community identity and belonging*

**Well designed:** *Strive to enhance and sustain a quality built environment*

**Environmentally responsible:** *Strive to enhance and sustain the natural environment*

**Supports the region:** *Contribute towards shared regional objectives”*

## Heart of Our City Master Plan (2007)



Source: [City of Lethbridge](#)

The City of Lethbridge's *Heart of Our City Master Plan (2007)*, was developed as a comprehensive guide to support decision-makers, stakeholders, and design teams in revitalizing downtown Lethbridge. Six Campaign Pillars were defined as part of the Master Plan's Vision Statement that reflect the City and general public's aspirations for a successful downtown community. The pillars are summarized below:

### 1. *A Beautiful Downtown*

A beautiful downtown consists of streetscapes that are aesthetically appealing, integrate well within the urban context, function effectively in connecting people to a network of city amenities and destinations, create inspiring opportunities for public space, and showcase the City's architecture.

### 2. *A Livable Downtown*

A livable downtown is a complete and walkable community offering all the necessities and amenities needed for a high quality of living. A livable downtown is active and vibrant, supports diverse communities, and is safe.

### 3. *A Sustainable Downtown*

A sustainable downtown is one that is socially, economically, and environmentally sustainable. Lethbridge's downtown should be active year-round and throughout the day, improving public safety, and encouraging public transit use and the supporting of businesses. In planning for future construction, considerations should be given to local environmental context and sustainable building practices.

### 4. *An Exciting Downtown*

An exciting downtown is self-sustaining and bustling with activity throughout the year and throughout the day. It's a community with

residential growth, has appeal to a younger demographic who choose to live and work in the community, draws tourism, and is economically vibrant.

### **5. An Accessible Downtown**

An accessible downtown is one that can be accessed by everyone. Its community is diverse in population and housing types. Infrastructure is in place for multiple modes of travel within and from surrounding communities.

### **6. A Vibrant Downtown**

A vibrant downtown is appealing to those employed in growing creative industries such as the technology sector. It provides housing, educational opportunities, amenities, and the lifestyle which appeals to a demographic valuing innovation and diverse interests.

In addition to the six foundational Pillars above, the *Heart of the City Master Plan (2007)* identified key lessons learned from a precedent review of successful revitalization efforts in downtown communities across North America, comparable in size to Lethbridge. The lessons learned are as follows:

*“1. Downtown revitalization should be a community-driven process - involving citizens, the City, the private sector, non-profits, and the University.*

*2. A Downtown task force or revitalization authority needs to have a clear mandate. It also needs to take responsibility for Downtown. These elements succeed by providing leadership to refocus investment and living downtown.*

*3. A University presence in the Downtown and linkages with the greater community often act as incubators and catalysts to revitalization.*

*4. Regional branding is essential to establish Downtown as a destination – for university, nightlife, restaurants, civic offices and facilities – but also attractions such as historic character, distinctive architecture, green space, civic events and tourist activities.*

*5. The first project is often the hardest: resist doing what is “easy” and keep the long-term vision in view.*

*6. Pioneering projects encountered resistance or false starts. Expect and be prepared to work through it.*

*7. Flexibility in approach and periodic redirection are necessary to achieve long-term solutions as cities are in constant flux.*

*8. Successful, revitalized downtowns have champions: leaders in governments, the private sector and in the community.*

*9. Maintaining key infrastructure and civic facilities downtown signals a commitment to Downtown and attracts investor confidence.*

*10. Downtown retail often thrives by building synergy with other traffic generators – an adjacent mall, an entertainment district, a waterfront, a university.”*

It is important to note that the public library is such a key traffic generator, attracting over 200,000 visits per year, with many more visits anticipated by a new facility.

## **Downtown Safety Issues**

While varying from year to year, in 2022, Lethbridge was given a high Crime Severity Index (CSI) score.<sup>2</sup> Many of the crime and safety issues are focussed in the downtown area and are related to homelessness, addictions, and associated property crimes. It has resulted in the residents of Lethbridge feeling unsafe in the downtown area, particularly after dark, as confirmed by a Lethbridge Police Services poll. Issues around crime and safety must be addressed in the planning and design of a new Central Library and in the revitalization of the downtown.

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<sup>2</sup> See Canada Crime Index

“We are a City that works together with our community and partners to ensure that Lethbridge is a leader in environmental stewardship, innovation, and active leadership. We are recognized as being safe, healthy, vibrant, prosperous, economically viable and a place where all people can participate in community life.”

- [City of Lethbridge Municipal Development Plan Vision Statement \(2021\)](#)



Source: [City of Lethbridge](#)

## Key Lethbridge Development Issues

The city must assemble a critical mass of facilities, services and public spaces required to create and sustain a vibrant urban centre as explored in the 2007 *Heart of Our City Master Plan* and 2018 *Civic Commons Master Plan*.



Fig. 16 - Lethbridge Viaduct

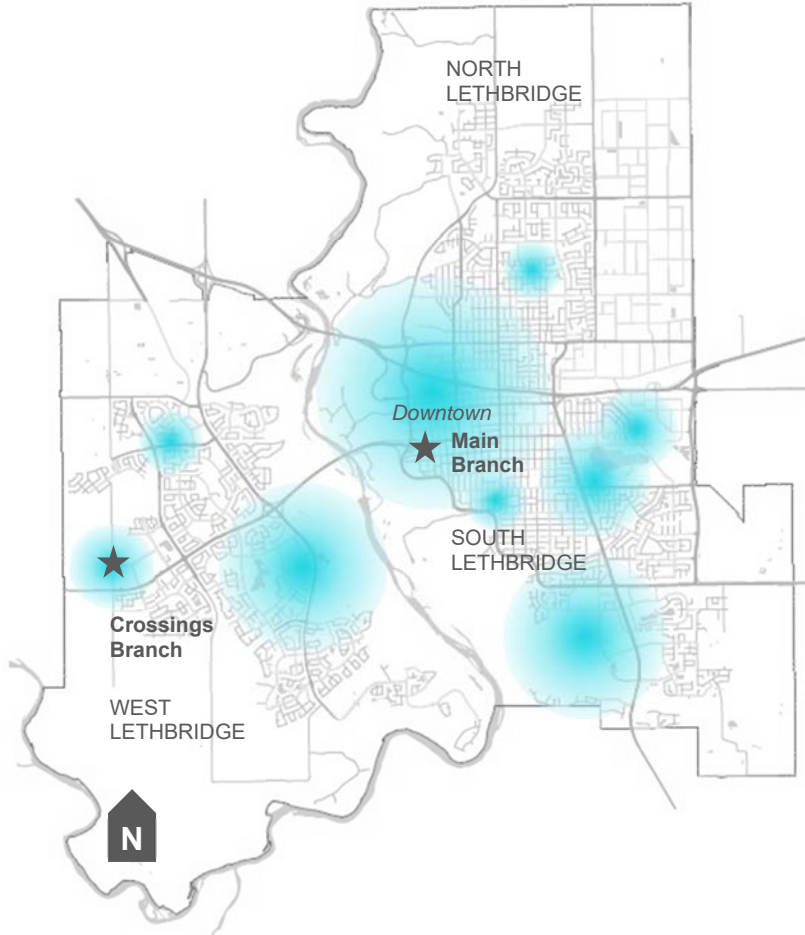
Source: [The Canadian Encyclopedia](#)



Fig. 17 - Downtown Lethbridge

Source: [Downtown Lethbridge](#)





**Map 2 - Activity Nodes**

Source: Adapted from the *City of Lethbridge Municipal Development Plan (2021)*

### **Areas of Growth and Activity Nodes**

Activity nodes are hubs within the city with robust transportation networks, notably public transportation, as well as varied land uses and housing types. For more details on the various land use types and distribution, see the *City of Lethbridge Land Use Districts Map*.

### **Key Policies of the Municipal Development Plan (2021)**

Key policies of the *Municipal Development Plan (2021)* have been repeated here as they provide direction to library developments across the city. They are categorized as those that relate to all libraries, a new Central Library, or specifically to new branch libraries.

#### **Related to All Library Development**

##### ***“Community Wellbeing: City Support Programs***

***Policy #46: ENSURE*** accessibility for community programs and services, preferably close to other services and amenities by providing opportunities for co-location.”

#### **Related to the Central Library**

##### ***“Places: Downtown***

***Policy #110: ENSURE*** downtown continues to develop as a strong and vibrant neighbourhood where people can live, work and play, by:

A. *Developing and reviewing programs and the statutory and regulatory environment to promote, facilitate and incentivise:*

- *The development of residential, commercial, institutional and mixed- use development in a variety of forms throughout the downtown, to help grow the resident population and increase activity.*
- *Downtown as a setting for the best in urban design and architecture.*

B. *Committing to the continued revitalisation and redevelopment of the downtown as the cultural, economic and civic heart of the city and region, including:*

- *Assessing opportunities for major cultural facilities to locate downtown as a preferred location.”*

## **Related to Branch Libraries**

### ***“Places: Design and Built Form***

***Policy #113:*** *PROMOTE a sustainable development pattern which makes efficient use of land, minimises the need for motorised travel and facilitates social cohesion, by encouraging:*

- *The design of live, work, shop and play land uses in proximity to one another.*

- *Mixed-use development and a mix of land uses in existing and future commercial areas.*
- *The design of neighbourhoods to minimise driving distances and reduce automobile trip generation, through the use of grid or modified grid street layouts (where topography and storm water management solutions allow) and a mix of land uses which aims to allow residents to meet their daily needs within a 750 m. walk of their homes.*
- *The creation of city and neighbourhood focal points that provide opportunities for community gathering, and that encourage interaction between all age groups and abilities.*
- *Neighbourhood design and public spaces to mitigate the impact of climatic extremes.”*

## **Contemporary Social Trends**

The following social trends, which are gleaned from a review of literature and past library planning projects, affect all economic, cultural, and educational activities occurring in the community and all individuals living in the community. These trends are altering the social landscape and the services required to build and maintain social capital and achieve and sustain community wellbeing and identity.

1. There will continue to be increased citizen access to extensive information and real time emerging information.
2. There will continue to be increasing amounts of information, and multiple modes of accessibility and connectivity of information.



**Fig. 18 - Calgary Central Library, Calgary AB** | Dialog, Snøhetta  
 Source: *Entro*

3. There will continue to be an increasing capacity of information technologies and multiplicity of devices.
4. Information technology devices continue to become more powerful, more portable, and more integrated with traditional technologies.
5. Members of the community now expect lifelong participation in structured community educational programs, individual research, study, and recreation.

6. The average citizen now exhibits increased user autonomy and self-direction.
7. The scope of public literacy is evolving:
  - In terms of dexterity with technological devices
  - In terms of the scope of information accessed and understood
  - In terms of the assembly, creation, and communication of information.



**Fig. 19 - Carnegie Library of Pittsburgh, Pittsburgh PA**  
 Source: *Carnegie Library of Pittsburgh*

8. The social and cultural profile of communities is increasingly multilingual and multicultural.
9. There is an expectation on the part of the public of an inclusive third space and destination in the community (i.e., not home or workplace).



**Fig. 20 - Varina Area Library, Richmond VA | BCWH Architects**  
 Source: *Arch Daily*

10. Anticipate ongoing fiscal and legal challenges related to copyright, digital rights and privacy concerns involved with new technologies and services, such as e-books and digital publishing.
11. Due to the rise of social media platforms, the views of individuals may be increasingly reinforced as they interact only with those with shared beliefs, with a resultant erosion in general societal cohesion.
12. Spaces to build community understanding by bringing together people from various socioeconomic backgrounds are being promoted and pursued.



**Fig. 21 - Brooklyn Public Library – Adams Street Branch, Brooklyn NY | WORKac**  
 Source: *AIA New York*

## Economic Benefits of Public Libraries

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### Introduction

Libraries are often viewed as a service with a cost by civic governments; however, there are a number of documented economic benefits that result from the provision of library services. This overview is a condensation of many reports that address the economic benefits of public libraries (see 4 Bibliography). While this overview is not comprehensive, it does provide a context for understanding current and future contributions made to the social, economic, and cultural vitality of the city by LPL.

### Overview

The public library has been transformed from a passive warehouse for printed materials to an interactive information centre. The library is a resource centre, community centre, and social services hub connecting people with resources. It is typically the most frequently used community facility in the city. Effects on the community are structural and pervasive.

Public libraries provide many intangible, indirect, long-term benefits to individual and community social capital. There are also many tangible, specific, short-term benefits to individuals and to projects. Library resources and programs empower individuals and raise the level of collective interaction, social capital, cohesion, and creative capacity. Resources provide lifelong, informal

educational opportunities that promote personal growth and adaptability, social maturity, cultural development, vocational development, and economic productivity and resiliency.



Fig. 22 - Lawrence Public Library, Lawrence KS | Multistudio  
Source: *Multistudio*

### Key Library Resources

1. Physical and virtual access to extensive information.
2. Local, national, and global connectivity.
3. Availability of expert professional assistance.
4. Spaces and programs that bring diverse community members together fostering mutual understanding.

5. A large clientele that can support adjacent services and activities.



**Fig. 23 - Salt Lake County Library – Kearns Branch UT** | Architectural Nexus, Margaret Sullivan Studio  
 Source: *Library Journal*



**Fig. 24 - Southwest Library, Washington DC** | Perkins&Will  
 Source: *Perkins&Will*

## Benefits

### 1. Direct cost savings for users and taxpayers

- With a library membership, library resources are free for all users, resulting in savings relative to private market costs
- Libraries work in collaborative networks to maximize savings and increase value for tax dollars

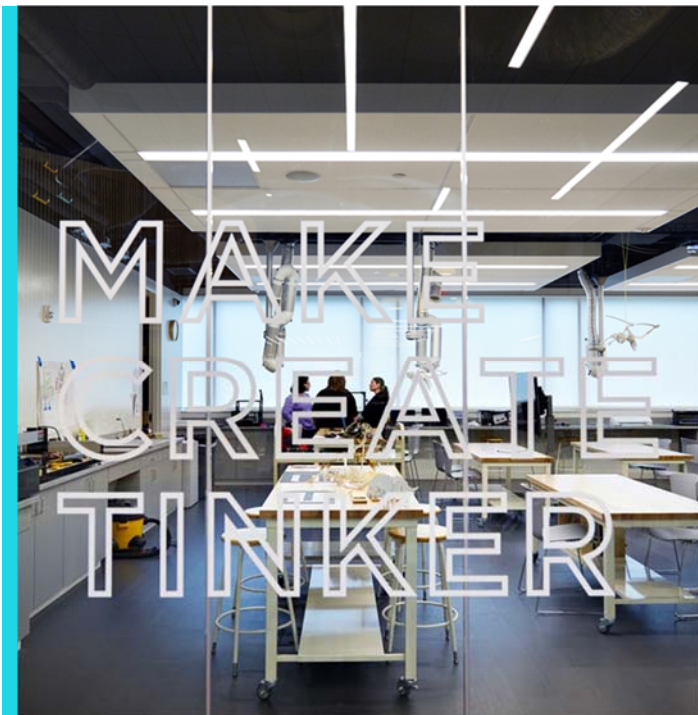
### 2. Benefits to general local economic development

- Creation of jobs directly through library service delivery
- Purchase of local services and resources required for operation
- Power of digital collections and technologies facilitate the transition to high tech and information economies

### 3. Business and small business support

- Support work from home initiatives by offering space, connectivity and specialized environments
- Focus on building stronger self-sustaining local networks
- Services offered by the library may include:
  - Online business resources/databases
  - Business support services

- Business start-up support
- Partnership development
- Reduced startup costs for entrepreneurs and optimized business performance
- Programs that provide users with an introduction to services and activities that businesses offer in the community, such as maker spaces (which often partner with local businesses), pop-up tables and handmade fairs



**Fig. 25 - Route 9 Library, New Castle DE | Perkins&Will**  
 Source: *Perkins&Will*

**4. Long-term economic productivity achieved through library programs, including:**

- Public education campaigns
- Parental training workshops
- Model literacy programs
- Special needs programs
- Support for childcare
- Support for high school and college educational programs.

**5. Strategies for developing the workforce:**

- Job information centres, may include referrals, counselling, public agency interaction
- Point of contact for people entering workforce online
- First point of contact for technology training and support
- Expanded training opportunities, technology skills training
- Supplement the work of other community training services
- Targeted employment outreach.

**6. Sustained social capital:**

- Promotion of civic, financial, and technology literacies

- Support and integration resources for newcomers and marginalized communities.

## 7. Focus of urban amenities and generator of urban vitality:

- Catalyst and anchor for urban place-making
- Attract large amounts of foot traffic, bringing visitors to surrounding businesses, and creating safer streets
- Provide long-term tenancy
- Improve 'livability' of neighbourhoods.



**Fig. 26 - Lawrence Public Library, Lawrence KS | Multistudio**  
Source: [Multistudio](#)

## The Return on Investing in Public Libraries

A number of studies have been conducted in North America and in Europe on the return on investment for public libraries. Findings include:

- A study conducted for the Toronto Public Library in 2013<sup>3</sup>, indicated that for every dollar invested in the Library (98 branches total):
  - Toronto residents receive \$5.63 in return
  - With 72% of Torontonians using the library, this also equates to \$500 per library member
  - 463% return on investment
  - Direct and indirect benefits including job creation within the library and employees contributing to the local economy
  - The Library's collections, resources, programs, and space, enhance and bring value to the local economy by building literacy skills, educational and employment opportunities, and improving one's quality of life. The Library contributes to the financial health of the city and brings economic investment to the city

<sup>3</sup> See Martin Prosperity Institute



- A 2011 Study for Minnesota Public Libraries identified that the return on investment was \$4.62 for every taxpayer dollar attributed to libraries<sup>4</sup>
- A similar New Zealand Study published in 2008<sup>5</sup>, found a 3.5 to 1 benefit to cost ratio, and a Norwegian study found a 4 to1 benefit to cost ratio, that is, there was a \$3.50 and \$4.00 benefit for every dollar spent on libraries
- A 2010 study conducted by the Fels Institute of Local and State Government found that homes in Philadelphia within a quarter mile of a library were worth, on average, \$9,630 more than homes more than a quarter mile from a library. For homes between one-quarter and half a mile from a library, the additional value was \$650. The same study identified that additional home values generated by proximity to a library produced an additional \$18.5 million in property taxes to the City and School District annually<sup>6</sup>.



*“[...] Toronto Public Library develops service strategies that maximize the potential of [the city’s] aging population, contribute to a healthy lifestyle, and aging in place with dignity and respect, while supporting the best quality of life. Library programs enable self-directed learning and skills development to support [residents] through all life’s stages and journeys, including transitions from home to school, school to work, work to second careers, and retirement [...].”*

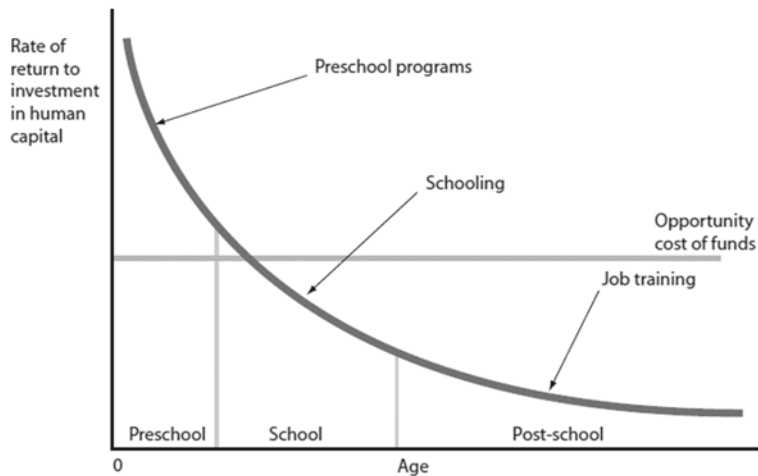
*- [So Much More: The Economic Impact of the Toronto Public Library on the City of Toronto \(December 2013, Toronto Public Library\)](#)*

The following graph indicates that focus on early childhood education yields the greatest return on investment (ROI):

<sup>4</sup> See NorthStar Economics, Inc.

<sup>5</sup> See Hider

<sup>6</sup> See Fels Institute of Local and State Government



**Fig. 27 - Rates of Return on Investment Decrease as Program Participant Ages Increase**

Source: Adapted from Cunha, Flavio and James Heckman. "The Technology of Skill Formation." *American Economic Review*, vol. 97, no. 2, 2007, pp. 31-47.

- In a 2021 study conducted by the Federal Reserve Bank of Chicago,<sup>7</sup> the following findings were reported:
  - Investment in public libraries results in increased library visits (21%), check-out of library material by children (21%), and children's attendance at library events (18%), all lasting for a minimum of 10 years. Additionally, libraries can expand their collections, hire more employees, increase salaries, and enhance library operations

<sup>7</sup> See Gilpin

- Seven years after a large capital investment, reading test scores among children increased by 0.02 standard deviations, particularly among smaller communities where some schools are complemented by educational supports from libraries.

Following, are some additional supports and services that can be offered through libraries which help to foster synergistic economic benefits:

- As long-term tenants or anchor services, public libraries can offer financial security to mixed-use developments
- Public libraries can act as anchor tenants without competing with nearby businesses and support those businesses by attracting a large number of people.



**Fig. 28 - Taylor Street Apartments and Chicago Public Library – Little Italy Branch, Chicago IL | SOM**

Source: SOM

Public Library Strategies	Economic Development Contributions
<b>Early Literacy</b>	School readiness/academic success
Community campaigns	Elevate awareness of the need to read early and often
Baby Lap Sit to Pre-K reading activities	Elevate levels of early literacy, expand learning resources
Outreach to parents and caregivers	Elevate levels of early literacy, improve quality of childcare
Childcare training and certification	Strengthen community-wide childcare provider network, improve childcare worker qualifications
<b>Workforce Development</b>	Expand quantity and competencies of local workforce, long-term community economic capacity
Access to technology	Expand employment aptitudes, competencies
Access to internet	Expand access to employment search and application opportunities
Access to technology training	Expand employment skills and opportunities
English language training, adult literacy resources and services	Expand employment opportunities, economic sustainability
Career skills workshops (with agencies)	Provide support for career pathways, expand audiences/reach of agencies
<b>Small Business Support</b>	Strengthen key local enterprise base and stimulate new job creation
Access to databases and other resources	Reduce cost for research and planning
Technical assistance for start-ups and micro-enterprises	Reduce costs and barriers to entering market, reduce failure rates, expand audience for other local agencies involved in small business support, expand small business sector
Technical assistance to existing businesses	Strengthen viable small business sector, expand reach and lower costs of other local agencies with shared facilities and resources, increase clustering of enterprises for competitive advantages
<b>Physical Development</b>	Contribute to vibrancy in urban, suburban, rural communities
Downtown (often “central” or “main”)	Anchor development, generate foot traffic, revitalize commercial and cultural activity
Mixed-use, residential	Provide amenity value, generate foot traffic, increase quality of life and safety
Mall, commercial development	Generate traffic, but not sales competition, strengthens developer financing pro forma
Joint-Use	Reduce development costs, generate synergy of consumers/service providers

**Table 2 - Public Library Strategies and Contributions to Local Economic Development**

Source: Adapted from Manjarrez, Carlos A. et al. “Making Cities Stronger: Public Library Contributions to Local Economic Development.” Urban Institute, 3 May 2007.

## 2-4 Existing Public Library System Profile

This section provides an overview of Lethbridge Public Library currently.



**Map 3 - Lethbridge Public Library Branches**  
Source: Adapted from Google Earth

## Lethbridge Public Library Mission and Vision

### Mission

*“Lethbridge Public Library is a welcoming, inclusive space that connects and strengthens community through equitable access to learning and leisure.”*

### Vision

*“Lethbridge Public Library is the community’s first choice for the pursuit of literacy, leisure, learning and innovation.”*

- [Lethbridge Public Library Plan of Service \(2022-2026\)](#)



**Word on the Street**

Source: LPL

## Goals and Strategies

The following goals reflect the City of Lethbridge Library Board’s future vision of the library system in Lethbridge:

<p>1</p> 	<p><b>Supporting the needs of Lethbridge residents</b></p> <ul style="list-style-type: none"><li>• Establish the library as a prominent destination, supporting educational, social, cultural, and recreational needs of the community</li><li>• Welcome residents and newcomers, providing an inclusive and accessible environment for all</li></ul>
<p>2</p> 	<p><b>Contribute to Lethbridge’s urban fabric</b></p> <ul style="list-style-type: none"><li>• Create a striking urban landmark</li><li>• Establish a hub for community events</li><li>• Enhance public safety through good design</li></ul>

<p>3</p> 	<p><b>Empower residents with accessible tools and resources</b></p> <ul style="list-style-type: none"> <li>• Provide extensive digital resources and non-traditional collections</li> <li>• Offer practical services and innovative programs</li> <li>• Provide access to affordable food and beverage services while using library services</li> </ul>
<p>4</p> 	<p><b>Provide inspiring library spaces</b></p> <ul style="list-style-type: none"> <li>• Build a new central downtown branch, 2+ branches beyond, and mobile outreach services</li> <li>• Design inspiring and functional spaces supporting varied patron interests</li> </ul>
<p>5</p> 	<p><b>Nurture the future development of the library and community</b></p> <ul style="list-style-type: none"> <li>• Extend hours of operation to meet community demand</li> <li>• Establish collaborative relationships with community partners to enhance services for the community</li> </ul>

## Library Description

- LPL has three branches which also serve several communities outside of Lethbridge:
  - **Main Branch** (South Lethbridge – Downtown), a two-level library totaling 48,000 ft<sup>2</sup> with meeting rooms for staff and the public, a local history room, a theatre gallery space, a community meeting room, Adult Literacy area, Kid’s Corner, Piitoyiss Indigenous Gathering Space, and art gallery
  - **Crossings Branch**, (West Lethbridge) a single-level library totaling 25,025 ft<sup>2</sup> featuring an atrium, meeting/study area/multipurpose rooms for public use, Kid’s Corner, digital learning centre, and board room. In 2023, this branch expanded to 27,220 ft<sup>2</sup> by capturing an existing adjacent space.
  - **Bookmobile**, a travelling branch serving patrons across Lethbridge who live further away from the Library’s other branches or have mobility challenges. Stops include schools, community centres, parks, and senior’s residences.
  - In addition to these three branch locations, the Library stores a small collection of seasonal items at the Bowman Building that are available by request.
- LPL is the resource library for the Chinook Arch Regional Library System, serving residents of Lethbridge and surrounding communities.

- The closest comparator library is Red Deer Public Library (according to the 2021 Census, Red Deer has a population of 100,844).
- According to the *City of Lethbridge 2022 Community Survey*, 90% of respondents felt that the public library system is one of the most important City programs and services.



**Fig. 29 - Lethbridge Public Library – Main Branch**  
 Source: [Lethbridge News Now](#)



**Fig. 30 - Lethbridge Public Library – Crossings Branch**  
 Source: [Crossings Lethbridge](#)



**Fig. 31 - Lethbridge Public Library – Bookmobile**  
 Source: [Lethbridge Public Library Facebook Page](#)



## Current Use Statistics

This section provides key performance indicators used by libraries to measure and compare performance. Numbers for 2022 are generally higher than the previous two years, when in-person access to library facilities was curtailed or unavailable due to the pandemic. Current usage numbers indicate lingering effects of the pandemic where use has not yet reached pre-pandemic levels.

### Recent Snapshot (2022)

Source: 2022 Public Library Survey and Annual Report of Public Libraries in Alberta

<b>20,600</b> Active Cardholders	<b>231,000</b> Total Collection
<b>330,000</b> Annual In-Person Visits	<b>52,000</b> Wifi Sessions
<b>990,000</b> Annual Virtual Visits	<b>83</b> Computer Stations
<b>1,100,000</b> Total Circulation	<b>47,000</b> Computer Usage
<b>14,000</b> Reference/Directional Transactions	<b>100</b> Staff
<b>28,000</b> Program Attendance	
<b>70,374 ft<sup>2</sup></b> Current Inventory of Space	<b>0.7 ft<sup>2</sup></b> Per capita for approx. 100,000 people

Table 3 - Recent Snapshot (2022)

### Chinook Arch Regional Library System

As indicated on the following page, Lethbridge is a member of the Chinook Arch Regional Library System, which serves 32 member municipalities in south-west Alberta.

LPL is the resource-sharing library for the Chinook Arch Regional Library System. The City of Lethbridge is a founding member of the System.

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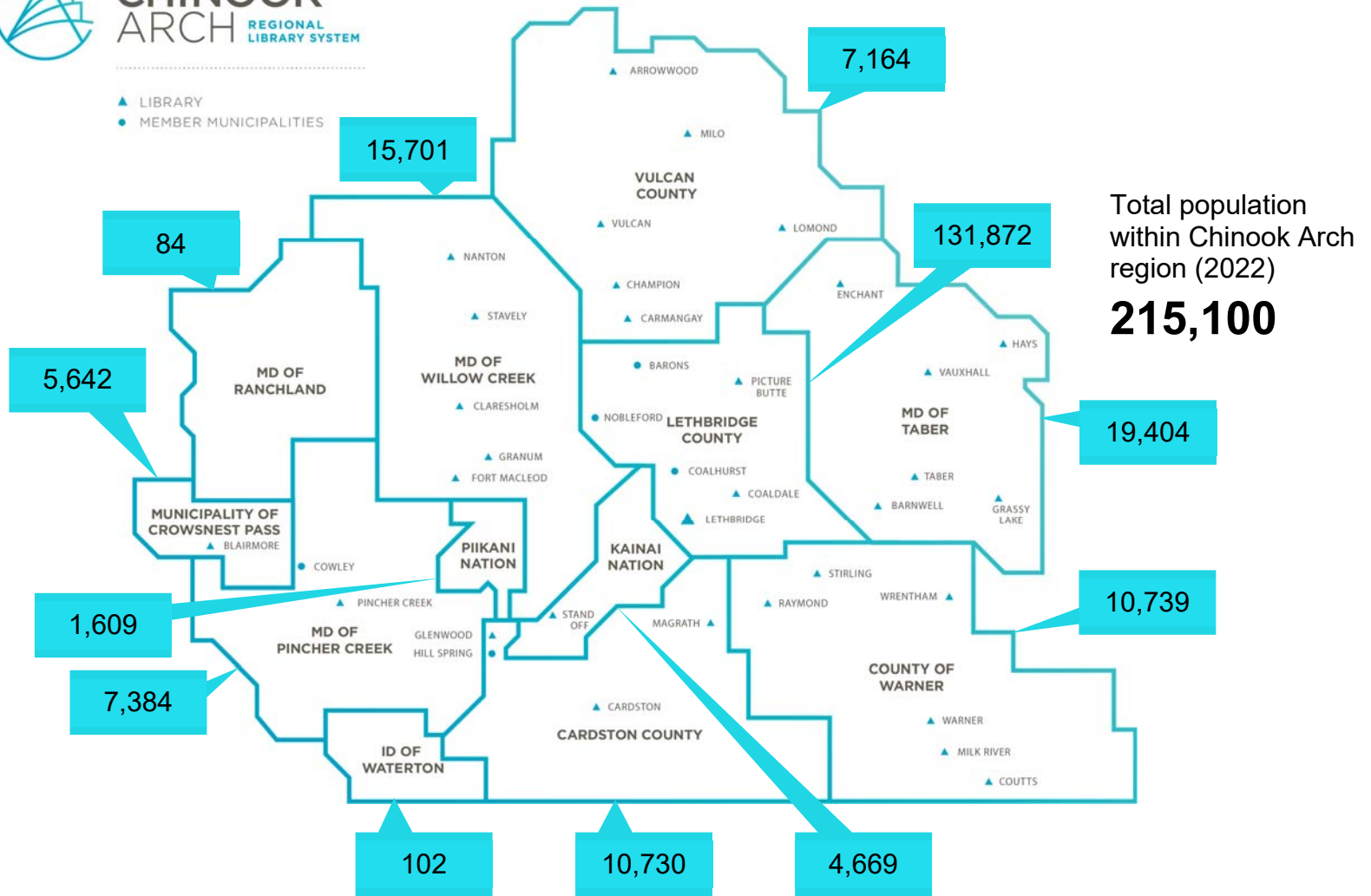
**THRIVING** LIBRARIES.  
**THRIVING** COMMUNITIES.

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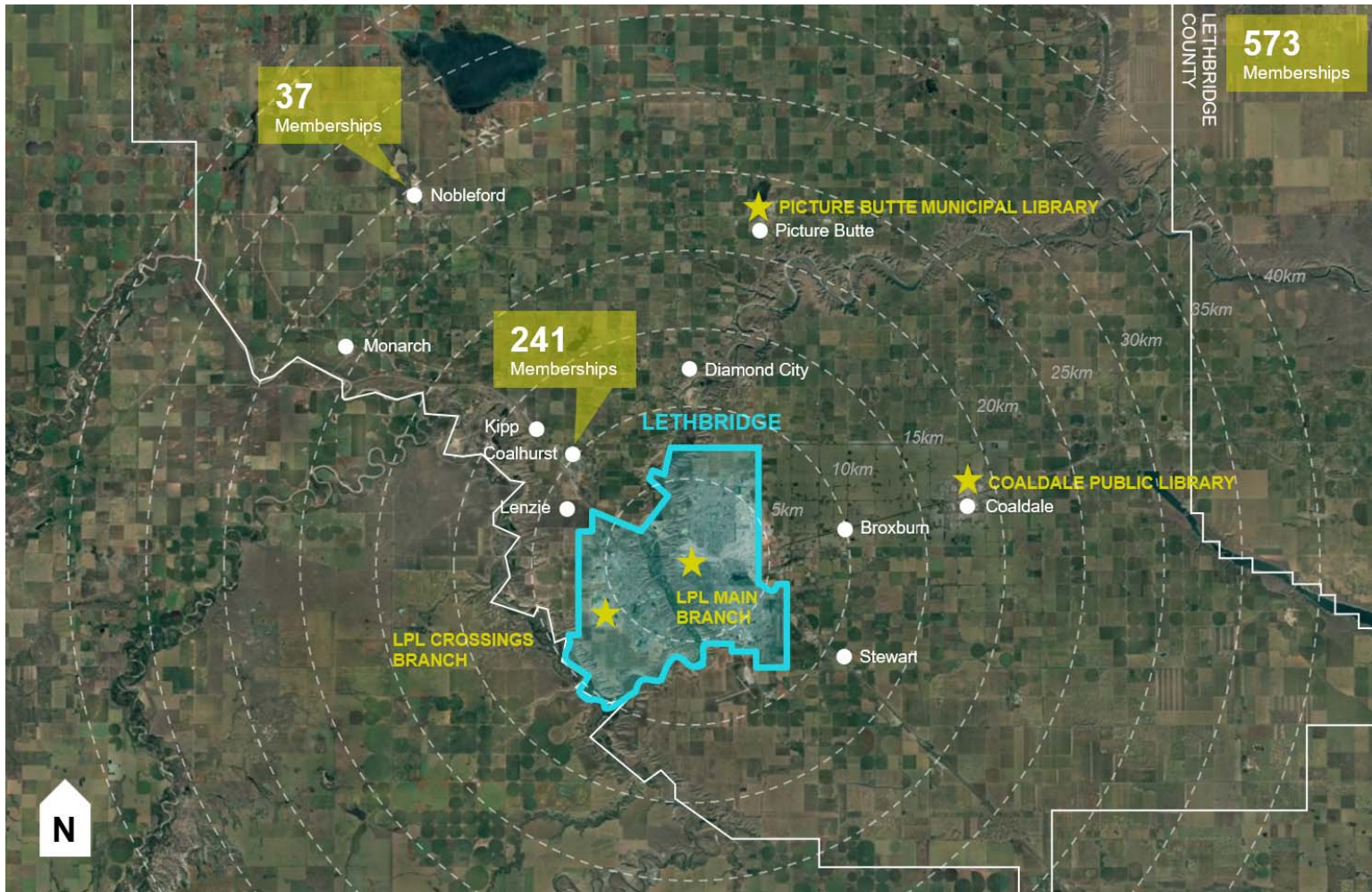


- ▲ LIBRARY
- MEMBER MUNICIPALITIES



**Map 4 - Chinook Arch Regional Library System**

Source: Graphic adapted from *Chinook Arch Regional Library System* and population statistics compiled from Alberta Office of Statistics and Information, *Demography and Social Statistics* (Last Updated: January 11, 2023)



**Map 5 - Existing Lethbridge Public Library Branches**

Source: Graphic adapted from Google Earth and membership counts compiled from Lethbridge Public Library

Approximately 1,400 residents of surrounding communities have LPL memberships. In 2022, communities that had the most memberships outside of Lethbridge were Lethbridge County (excluding the city of Lethbridge), Coalhurst, and Nobleford.

## 2-5 Existing Services and Facilities

### Service Profile

This section provides a summary of the services and functions each branch accommodates.

#### *Main Branch*

The Main Branch accommodates the following services and functions:

#### *Public Services and Functions*

- Access to in-person reference, readers advisory, and technology support services
- Comprehensive collections for all demographics that support the Lethbridge Public Library system as well as Chinook Arch Regional Library System
- Special collections, including toys, physical literacy, seed library, electronic devices, etc.
- Patron access to the Internet, including Library digital collections and resources through:
  - Library Wi-Fi, enabling access from personal devices
  - Mobile devices lent by the Library for use anywhere in the Library
  - Virtual Reality (VR) equipment
  - Public use computers
- Lending of mobile hot spot devices for use outside the Library
- Access to work, study and reading spaces
- Community access to meeting rooms and performance spaces
- Library and partnered program offerings, including adult, teen, and children's literacy programs, lectures, speakers and presentations, recreational and educational programs, community events (such as the Word on the Street festival), and self-directed programs
- Piitoyiss Indigenous Gathering Space
- Access to local history resources and associated expertise
- Welcoming, comfortable spaces with access to water fountains and public washrooms
- Outdoor reading and rest spaces, including a fully-furnished patio
- Public art gallery, highlighting local and special exhibits
- Adult learning and literacy services, including dedicated tutor/learning spaces
- Printing and photocopying services

### *Support Services and Functions*

- Senior leadership and system wide administrative services including Information Technology, Finance, Communications, Facility Services, and Inter-Library Loans
- Main collection sorting and distribution centre.

### ***Crossings Branch Library – West Lethbridge***

The Crossings Branch accommodates the following services and functions:

#### *Public Services and Functions*

- Access to in-person reference, readers advisory, and technology support services
- Physical collections serving the range of patron demographics
- Special collections including toys, physical literacy, electronic devices, etc.
- Patron access to the Internet, including Library digital collections and resources through:
  - Library Wi-Fi enabling access from personal devices
  - Mobile devices lent by the Library for use anywhere in the Library
  - Public use computers

- Lending of mobile hot spot devices for use outside the Library
- Video game stations
- Work, study and reading spaces
- Community access to meeting rooms
- Access to Library and partnered program offerings, including adult and children’s literacy programs, lectures, speakers, and presentations, recreational and educational programs, community events (such as the Big Truck Petting Zoo) and self-directed programs
- Piitoyiss Indigenous Gathering Space
- Printing and photocopying services

#### *Support Services and Functions*

- Branch administration and leadership
- Collection sorting and distribution
- Bookmobile parking and preparation facilities.

### ***Bookmobile***

#### *Public Services and Functions:*

- Access to in-person reference, readers advisory, and technology support services
- Patron access to children’s, teens, and adults’ physical collection materials

- Patron access to the Internet, including Library digital collections and resources, through:
  - Library Wi-Fi, enabling access from personal devices.

### Lethbridge Public Library Five-Year Strategic Goals (2022-2026)

Source: Lethbridge Public Library Plan of Service (2022-2026)

1. Create a gathering place and hub
2. Increase number of users
3. Model welcoming and inclusive spaces
4. Improve physical and virtual spaces
5. Inspire creativity
6. Build literacy skills

Table 4 - Lethbridge Public Library Five-Year Strategic Goals (2022-2026)



## Building Systems Review

This section provides a review of the Main Branch, identifying the general condition of the facility, and improvements which may be required. It does not include a review of the Crossings Branch.

### *Terms of Reference for Evaluation of Existing Conditions*

The facilities review provides LPL with an evaluation of the existing conditions. The building systems review focuses on architectural aspects of the building and site, including:

- Building exterior: walls, foundations, doors, windows, soffits, and plumbing systems
- Building interior: partition walls, floors, ceilings, doors, windows, and millwork
- Roof: roofing system and overall integrity of the roof system
- Conveying equipment: assessment of existing elevating devices
- Site conditions and components.

The assessment does not include review, testing or identification of potential hazardous materials.

## **Existing Documentation Review**

The following reference was used in the development of the review of facilities:

*Lethbridge Public Library Needs Assessment and Facilities Strategic Directions Final Report (2006)*

## **Background Information**

The site occupies the north portion of the block, defined on the north by 5th Avenue S, on the east by Stafford Drive S and on the west by 8th Street S.

As noted in the *Lethbridge Public Library Needs Assessment and Facilities Strategic Directions Final Report (2006)* by RPG and Heaton and Hirano Architects Ltd, the building is situated on approximately 80,000 ft<sup>2</sup> (7,400 m<sup>2</sup>) of land on the edge of the downtown core of the City of Lethbridge. The building footprint is 24,900 ft<sup>2</sup> (2,310 m<sup>2</sup>) overall with approximately 48,000 ft<sup>2</sup> (4,500 m<sup>2</sup>) floor area.

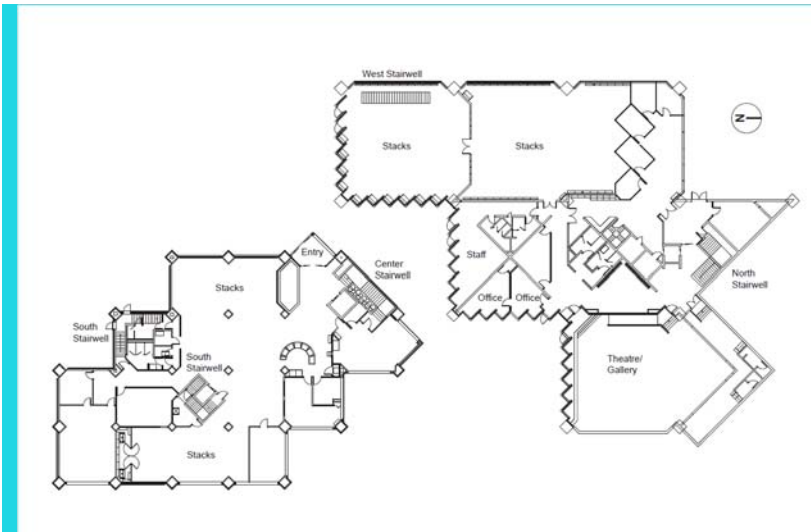
The Main Branch original building, North Wing, was constructed in 1974 with a second building, South Wing, constructed in 1992. The North and South Wings are two stories each with the upper-level opening directly to grade at the north and east sides of the site; the lower level opens directly onto grade at the south and west sides of the site and is connected to the North Wing on the upper level through an environmentally enclosed breezeway/bridge.

Notable renovations were undertaken in the North Wing at the time of the South Wing construction and subsequent renovations and upgrades throughout the main building occurred in 2018. Additional renovations to staff and public washrooms; to the heating, ventilation and air-conditioning (HVAC) system; public address (PA) system; and the security camera system were completed in subsequent years.

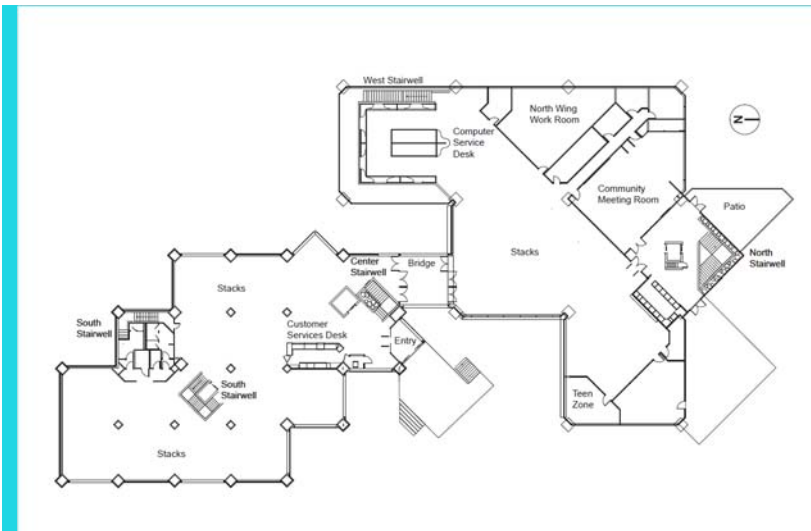


**Map 6 - Aerial Site View**

Source: Adapted from Google Earth



**Fig. 32 - Lower Level Plan**  
Source: Dialog



**Fig. 33 - Upper Level Plan**  
Source: Dialog

## Methodology

The facility assessment is based on visual review of existing facilities and review of reference documentation provided. Site visits took place Thursday 2nd June 2022 and Monday 9th January 2023 by DIALOG. During the site visits, photographs and written notes documented existing conditions. Overall observations are provided in this facility review. The team observed conditions and provided comment on building components.

## Building Systems

### Exterior Envelope Systems

Visual review of the facilities revealed areas of concern with respect to the integrity of the building envelope assembly pertaining to air tightness and continuity of vapour resistance. Given the age of the North and South Wings, it is anticipated that the exterior walls have approximately 50mm of insulation which provides approximately an insulation value of R8, below the R13 – R23 current recommended standard range, resulting in poor overall thermal performance of the envelope assembly.

### Walls

- Exterior wall brick at various locations shows efflorescence which may be evidence of breakdown of exterior envelope seal and moisture related deterioration

- Exterior brick in the Theatre Gallery shows efflorescence on the interior face
- Bricks and end flashings at windowsills are dislodged in several locations with potential for moisture entry into building envelope inner cavity
- Bricks on the upper level North Wing exterior patio at northeast corner show signs of efflorescence
- Drywall damage along west wall window heads in the South Wing Lower Level indicating water leakage and building envelope failure
- Areas of exterior wall in the South Wing have been patched and require painting



**Fig. 35 - Exterior Brick Damage at Windowsill**  
Source: Dialog



**Fig. 34 - Exterior Cladding Damage at Wall Base**  
Source: Dialog



**Fig. 36 - Exterior Brick Efflorescence**  
Source: Dialog





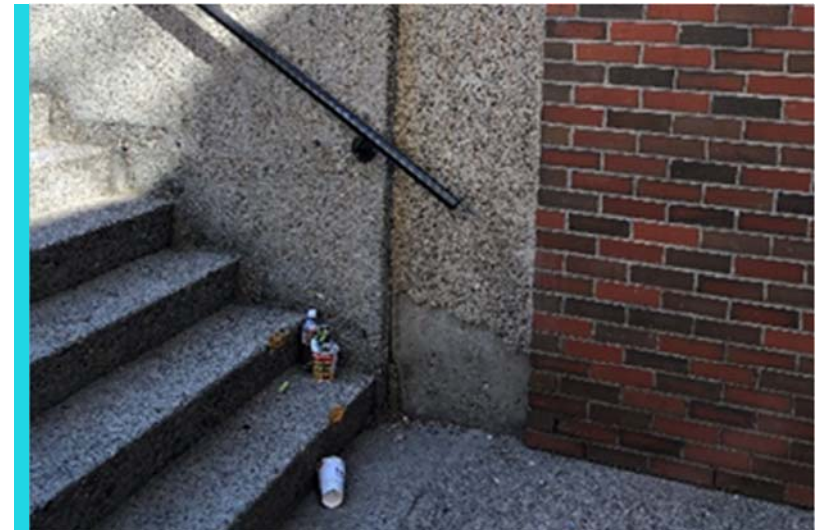
**Fig. 37 - Exterior Brick Damage at Windowsill**  
*Source: Dialog*



**Fig. 39 - Exterior Brick Damage at Windowsill**  
*Source: Dialog*



**Fig. 38 - Exterior Brick Efflorescence**  
*Source: Dialog*



**Fig. 40 - Exterior Cladding Damage at Wall Base**  
*Source: Dialog*



**Fig. 41 - Exterior Brick Damage and Efflorescence**  
Source: Dialog



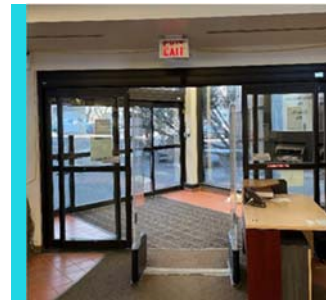
**Fig. 43 - Damage at Exterior Wall and Fascia**  
Source: Dialog



**Fig. 42 - Exterior Brick Damage**  
Source: Dialog

### Exterior Doors

- The exterior person doors have recently been replaced and are in good condition. The overhead service doors are in generally good condition.



**Fig. 44 - Main Entrance Lower Level**  
Source: Dialog



**Fig. 45 - Main Entrance Upper Level**  
Source: Dialog

## Windows

- Window frames are thin and do not appear to be thermally broken; thermally broken frames would be the standard today
- Corner window glass in North Wing appears to be a single glazed unit where double or triple glazing would be the standard today
- Window frames in North Wing are thin and do not appear to be thermally broken, resulting in poor thermal performance
- North Wing skylight glazing appears to be original double pane acrylic composition



**Fig. 46 - North Wing Upper Level Corner Glazing**  
*Source: Dialog*



**Fig. 47 - Exterior Windows**  
*Source: Dialog*



**Fig. 48 - Exterior Windows**  
*Source: Dialog*



**Fig. 49 - Exterior Windows**  
Source: Dialog



**Fig. 50 - Roof**  
Source: Dialog

## Roof

- The roof is in good condition; the North Wing roof was replaced in approximately 2015 and the South Wing roof was replaced in 2020
- Excluding the roof, the exterior in general, would benefit from improvements
- Metal roof panels are discoloured due to UV damage from solar incidence
- Soffits and fascia are in poor condition



**Fig. 51 - Roof**  
Source: Dialog



**Fig. 52 - Roof**  
*Source: Dialog*



**Fig. 54 - Roof**  
*Source: Dialog*



**Fig. 53 - Roof**  
*Source: Dialog*



**Fig. 55 - Damaged Soffit**  
*Source: Dialog*

## Interiors

The interior finishes throughout the North and South Wings are in fair condition and are well maintained.

The components provided in the newer renovations, such as carpeting and base, show normal wear and tear, with most having sufficient service life remaining; however, they will need to be replaced within the next five to ten years as they approach the end of their serviceable life.

Window treatments are horizontal blinds.

## Vertical Circulation

### Stairs

There are two general circulation convenience stairs in the North Wing which are open and interconnected between the upper and lower floors. The first is in the northwest corner adjacent to the loading bay area (north stairwell) and the second connects the lower study area to the computer services area (west stairwell) on the upper level.

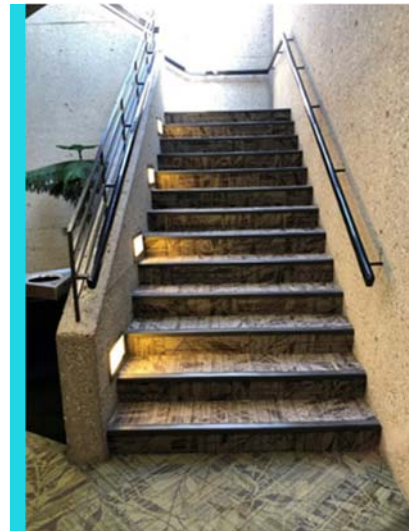
The North Wing north stairwell shows signs of damage and wear to the treads and nosings.

There is one general circulation interconnected convenience stair in the South Wing (centre stairwell) leading from the lower-level entry to the upper level adjacent to the breezeway. The South Wing has one internal enclosed stair (south stairwell) and one enclosed

stair which leads to the exterior (south emergency stairwell).

The South Wing stairs show signs of damage and wear to the treads and nosings. The south stair does not have landing edges and contrasting colours or distinctive patterning to visually mark the stair, as required by the current National Building Code – 2019 Alberta Edition.

The handrails, guard rails, and balustrades on the centre, north and west stairwells do not meet the current *National Building Code – 2019 Alberta Edition*.



**Fig. 56 - Lower Level North Stair**  
Source: Dialog



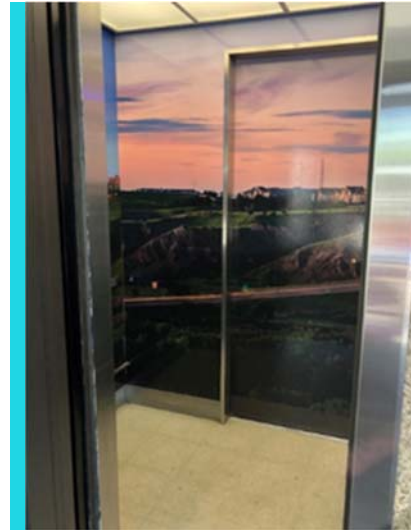
**Fig. 57 - Lower Level West Stair**  
Source: Dialog



**Fig. 58 - Lower Level Centre Stair**  
Source: Dialog



**Fig. 59 - Lower Level South Stair**  
Source: Dialog



**Fig. 60 - North Wing Elevator**  
Source: Dialog

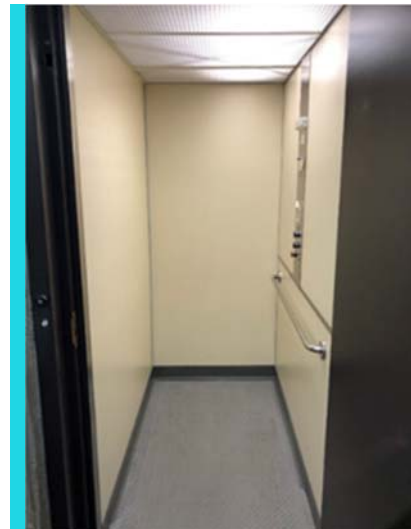


**Fig. 61 - North Wing Elevator**  
Source: Dialog

### Elevators

There are three elevators in the Main Branch facility: one in the North Wing, one in the South Wing and a third wheelchair accessible elevator in the South Wing next to the internal enclosed stairwell mentioned above.

There have been no upgrades to the elevators and while they are safe to use, they do not meet the current code requirements for accessibility and medical access.



**Fig. 62 - South Wing Elevator**  
Source: Dialog



**Fig. 63 - South Wing Elevator**  
Source: Dialog

## Flooring

Flooring types vary throughout the facility and include carpet tile, quarry tile, and sheet vinyl. There are some subsurface irregularities in the floor levels causing specific wear and tear but also compromised function of interior door swings.

Quarry tile is found at the South Wing Upper Level east and Lower Level west entrances. Overall, the quarry tile is in good condition and is well maintained; however, it is difficult to replace and repair, if required. Given the tile was part of the 1992 construction and is over thirty years old, consideration should be given to its replacement in the next five to ten years.

New carpet tile was installed in 2018 throughout the North and South Wings. The overall condition of the carpet tile in public areas is good, with normal wear and tear and some staining evident. Assuming appropriate maintenance and cleaning, the carpet service life expectancy is anticipated to be five years.



**Fig. 64 - North Wing Emergency Exit (elevator, stairs, and patio)**

*Source: Dialog*



**Fig. 65 - South Wing Upper Level Main Entry**

*Source: Dialog*





**Fig. 66 - North Wing Washroom**

Source: Dialog

### Ceilings

Portions of the facility have an exposed concrete ceiling structure which generally appears to be in good condition and with minimal visual disturbances, such as cracks and staining. Overall, exposed ceilings throughout the facility appear to be in good condition and will only need maintenance to prolong the current state and service life.

A suspended T-bar ceiling system is found throughout the North and South Wings. The T-bar ceiling appears to be in good condition with minor localized damage and will not require immediate replacement unless case-by-case conditions arise which deem otherwise. The older dropped acoustic tile ceiling however, found primarily throughout the facility corridors, appears to be in poor

condition, is badly stained, damaged, and dirty, and will require replacement within the next five years.

Some areas have gypsum wallboard ceiling in need of patching and repair where water damage has occurred from the roof leaking.



**Fig. 67 - North Wing Theatre Gallery**

Source: Dialog



**Fig. 68 - Community Meeting Room**  
Source: Dialog



**Fig. 70 - Sorting Room/Lower South Wing Workroom**  
Source: Dialog



**Fig. 69 - Lower North Wing**  
Source: Dialog



**Fig. 71 - Theatre Gallery Foyer**  
Source: Dialog



**Fig. 72 - Upper South Wing**  
*Source: Dialog*

## Walls

Interior walls and partitions are a combination of concrete, masonry brick, concrete masonry units, metal studs, and gypsum board. The assessment focused on the surface of the walls. Wall surfaces throughout the facility appear to be in fair to good condition, with a few areas needing significant repair within the next five years.

In the Theatre Gallery, there are signs of efflorescence on the interior brick finish from the exterior walls.

Drywall wall areas in the South Wing upper level, require patch and repair. Drywall wall areas on the lower level, at window heads along exterior west walls, show signs of water damage, which suggests water infiltration.



**Fig. 73 - North Wing Exposed Concrete Wall Damage**  
*Source: Dialog*



**Fig. 74 - Upper South Wing**  
*Source: Dialog*



**Fig. 75 - Lower North Wing**  
*Source: Dialog*

### **Doors**

The main building includes solid core and hollow metal interior doors in painted pressed steel frames. The condition of the doors varies throughout the North and South Wings.

The doors in the corridors and public areas display the most damage and will need to be replaced within the next five to ten years.

Overall, the hollow metal doors throughout the facility appear to be in fair to good condition and will only need to be upkept to prolong the service life remaining.

The door hardware for most of the doors appears functional but is in poor condition and has exceeded its useful life; the hardware will require replacement within the next five years.

### **Millwork**

The millwork in the facility dates to the original and renovated buildings in both the North and South Wings. The millwork is showing signs of delamination, wear and tear, and scratches beyond repair.

The millwork in the facility should be replaced within the next five to ten years or in the event of a significant renovation.



**Fig. 76 - Theatre Gallery**  
*Source: Dialog*



**Fig. 77 - Lower North Wing Study Spaces**  
 Source: Dialog

### Specialty Components

The condition of specialty components such as metal lockers, toilet partitions, aluminium blinds, whiteboards, and tack boards appear to vary from poor to good condition. The condition of these components will require assessment to ascertain library program suitability and replacement schedule in the event of a substantial renovation.

### Building Code

The *National Building Code – 2019 Alberta Edition* is not intended to be applied retroactively to existing buildings unless an owner wishes to rehabilitate a building, change its use, or build an addition. The *Building Code*

application to existing buildings requires careful consideration of the occupancy and concerns regarding existing conditions and safety risk. Authorities Having Jurisdiction are key partners with building owners and operators in identifying concerns as well as alternate proposals to address challenges.

This assessment provides an overview of select issues observed during the site reviews and is not intended to provide a comprehensive or detailed review of all items relating to Building Code compliance. It is recommended that LPL undertake conversations with the Authorities Having Jurisdiction to ascertain what actions should be taken to respond to life safety.

- There is a dead-end corridor in the North Wing upper level
- Doors forming part of the bridge connecting the North and South Wings at the upper level do not have ULC labels, therefore it was not possible to confirm the fire rating of the closures. Operations personnel indicated that the doors automatically close upon instigation of the building fire alarm system.
- Ceilings in the bridge are lower than required for public assembly corridors, approximately 7'5" high
- Many of the interior door window inserts and adjacent interior glazing units are wired glass. As wired glass breaks easily when impacted and may cause injury, this type of glazing is considered unsafe.



**Fig. 78 - Upper Level North Wing Corridor** *Source: Dialog*



**Fig. 79 - Upper Level N/S Wing Bridge** *Source: Dialog*



**Fig. 80 - South Stair** *Source: Dialog*



**Fig. 81 - Main Entrance Book Drop Elevator** *Source: Dialog*

## Accessibility

As centres of community, libraries of today are inclusive and accommodate activities and learning styles which encompass all, which is much changed from the perspective held when the Main Branch was designed and built. Consequently, the Main Branch does not meet the spatial, accessibility, or program needs of the community. Examples of this include the need to use two elevators to access the Theatre Gallery or Lower North Wing from the parking lot entrance.

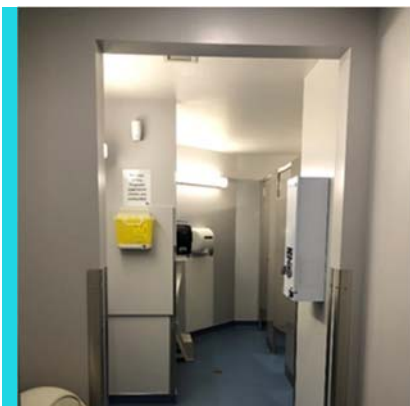
Overtime, the Main Branch has been renovated and revitalized a number of areas to address aging infrastructure as well as evolving standards and requirements of public libraries. Such enhancements include mobility lifts and modifications to existing washrooms.

## Mechanical Systems

Mechanical systems have been well maintained and are in acceptable working order. The North Wing HVAC system was replaced in 2022 and the South Wing HVAC system was replaced in 2020.

The North and South Wing public washrooms have been renovated to include solid surface counters and upgraded lighting.

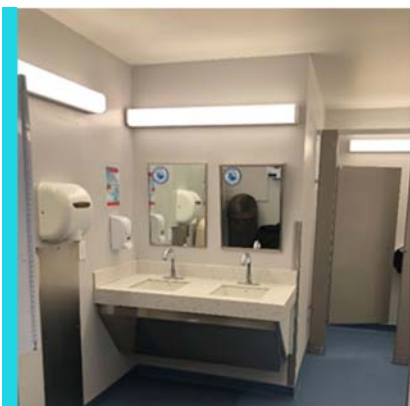
Some concessions to barrier-free accessibility have been incorporated, such as hands-free faucets and barrier-free entrances; however, the spaces are not in complete compliance with barrier-free washroom requirements.



**Fig. 82 - Children's Female Washroom** *Source: Dialog*



**Fig. 83 - Children's Male Washroom** *Source: Dialog*



**Fig. 84 - Upper North Wing Men's Washroom** *Source: Dialog*



**Fig. 85 - Upper North Wing Female Washroom** *Source: Dialog*

## Information Technology (IT)

This section is based on a discussion with LPL's Manager of IT and describes current IT provisions in the Main Branch, Crossings Branch, and Bookmobile. Based on these existing conditions, key takeaways are also described for consideration in future new or renovated facilities.

### Main Branch

- Concrete walls, building layout, and numerous wall nooks and blind corners cause Wi-Fi connectivity issues, resulting in more repeaters and access points than typically needed
- Security camera coverage also suffers because of these physical obstructions and the reduced sightlines they create. This results in barriers to identifying, preventing and deterring security incidents and may result in repeat offenders frequenting the library.
- The conduits running vertically between floors and horizontally between buildings (North & South) are quite full; concrete construction makes it difficult to run physical ethernet cables without interfering with structure. Drilling new holes for additional conduit is avoided due to increased costs for concrete imaging and structural concerns.
- Generally running new lines to set up new desktop computers is costly and difficult and as a result, LPL is making do with existing resources and infrastructure

- Power access is generally adequate and where it's not, extension cords and power bars are used whenever possible to alleviate the need to run additional power
- While material drop bins typically feed into sorter systems, the layout does not allow for this after-hours because of the lack of proximity of the drop bins to the sorters. This requires staff to manually transfer the returned materials from the drop bins into the sorter for processing.
- Currently, digital displays are based on Wi-Fi communications as prohibitive costs limit running of hard-wired ethernet cables for stable Internet connection and proper functioning.
- Primary servers and most critical infrastructure is housed in a secured environment at this location. There is a moderate risk of infrastructure damage due to lack of temperature control, sealed environment, and flood mitigation measures.

### *Crossings Branch Library*

- Overall, IT systems function well in terms of how building design impacts operations
- LPL's main server is accommodated at Crossings Library, removed from the main IT staff area at the Main Branch

- Raised flooring provides easy access and flexibility to make changes to where computers and outlets are located
- Wi-Fi has been spotty since the branch opened (i.e., access points not ideally located, consequently, blocking signal; currently, Wi-Fi is mounted high up without obstructions and signal is now strong)
- While material drops typically feed into sorter systems whenever possible, the two drop bins at this location are either not close enough to the sorter or the drop bin faces in a North Easterly direction which results in wind, snow and rain blowing debris and precipitation into the system which damages the sorter. As a result, staff must manually transfer returned materials from the drop bin into the sorter for processing.
- Secondary servers and some critical infrastructure are housed in a secured, temperature controlled environment at this location. There is a low risk of infrastructure damage due to lack of air flow, sealed environment and flood mitigation measures.

### *Bookmobile*

- Provides free Wi-Fi for patrons (200 ft network access). Providing Wi-Fi increases use of the Bookmobile, and also to LPL library services as a whole. Occasional Wi-Fi range issues do occur.
- Currently, there is one laptop for patrons and one staff station



- Bookmobile currently stops by park benches where patrons have a place to sit to read; therefore, no additional seating needed within
- Bookmobile networking equipment is provided and operated by Chinook Arch. This can sometimes lead to confusion when fixing networking issues as well as delayed IT response.

### Site Conditions – Main Branch

The site slopes down from the northeast to the southwest; the building’s upper level is at grade on the northeast corner and the building’s lower level is at grade at the southwest corner of the site. There is a combination of soft and hard landscaping across the fully developed site.

Soft landscaping includes grass and plantings within planters and some areas of gravel and rock. On the east side between the North and South Wings, there is a planted area surrounded on three sides by the building facade and enclosed on the east by chain link fencing. The plantings within the garden, which begin at the upper level (at grade) and slope down to the lower level, are overgrown and require attention to contribute to the beautification of the adjacent building facades. There appears to have been erosion of the soft landscape around the site with the remaining vegetation in variable condition; this vegetation appears to lack sufficient maintenance and watering.

Hard landscaping on site is comprised of concrete sidewalks and asphalt parking and driveway surfaces as well as exterior terracing. There are 62 visitor vehicle parking stalls and 4 visitor vehicle barrier-free parking stalls located adjacent and to the east of the facility. A loading area is provided at the northwest corner of the North Wing. Hard landscape items in general, appear to be at the end of or past their serviceable lives.

Sidewalk and concrete flat work show signs of wear including cracks—some of which pose a tripping hazard. Some pinned concrete curbs are broken or displaced.

Exterior concrete stairs show signs of erosion, resulting in uneven walking surfaces. Miscellaneous metalwork throughout the site is in various states of repair.



**Fig. 86 - Parking Area Light Standard**  
Source: Dialog



**Fig. 87 - South Wing Main Entrance at Lower Level**  
*Source: Dialog*



**Fig. 89 - North Wing Upper Level Patio West to Parking Area**  
*Source: Dialog*



**Fig. 88 - Looking to North Wing Upper Level at Millennium Gardens**  
*Source: Dialog*



**Fig. 90 - Looking South into Millennium Gardens and to Main Entrance**  
*Source: Dialog*



**Fig. 91 - Exterior South Stairs**  
Source: Dialog



**Fig. 92 - South Wing Upper Level Main Entry**  
Source: Dialog

## Functionality of Existing Facilities

This section provides an overview of the functionality of the Main Branch and identifies key issues around functionality, many of which contribute to a need for additional staffing. Key concerns are difficult wayfinding, the inability for staff to monitor patron activities, and the need for more service desks due to poor sightlines and building design.

Note that each photograph is numbered and with the location of the photograph shown on floorplans of the Main Branch on pages 2.67 and 2.68.

### Facility Exterior

- 1. Visual Identity:** The building lacks a prominent and meaningful visual identity to showcase it as a landmark or inspire the public's imagination.



**Fig. 93 - Main Approach to Library from Stafford Drive South**  
Source: RPG

- 2. Hidden entrances:** Building entrances are difficult to find, uninviting, under-scaled, and ambiguous, with a number of entrances closed for safety reasons and only used as emergency exits.



**Fig. 94 - View to Doors (no access) to North Wing from Stafford Drive South – Upper Level**  
Source: RPG



**Fig. 95 - Main Branch Entrance with After-Hours Material Drop**  
Source: RPG

- 3. Blocked entrances and exits:** Some of the multiple doorways, while designed as entrances, are used as exits only, resulting in confusing wayfinding.



**Fig. 96 - Blocked Entrance to North Wing from Stafford Drive South – Upper Level**  
Source: RPG

- 4. Poor transparency into interior:** There is minimal visual connection into the Library interior from surrounding streets and pathways; interior activity is not visible at night nor during the day.



**Fig. 97 - Library from Stafford Drive with Receding Windows**  
Source: RPG



**Fig. 98 - Library from 8<sup>th</sup> St. South Showing Lack of Windows in North Wing**  
 Source: RPG

**Facility Interior**

- Poor transparency to the exterior:** There is minimal visual connection from surrounding streets and pathways into the Library interior; exterior urban activities are not visible at night nor during the day.



**Fig. 99 - Access to Children's Library from Parking Lot – Lower Level**  
 Source: RPG



**Fig. 100 - North Elevator Blocking View to Exterior – Upper Level**  
 Source: RPG



**Fig. 101 - View to Patio from Approach to North Stairwell – Upper Level**  
 Source: RPG

2. **Visual confusion:** The interior is structurally and spatially irregular which users experience as visual confusion.

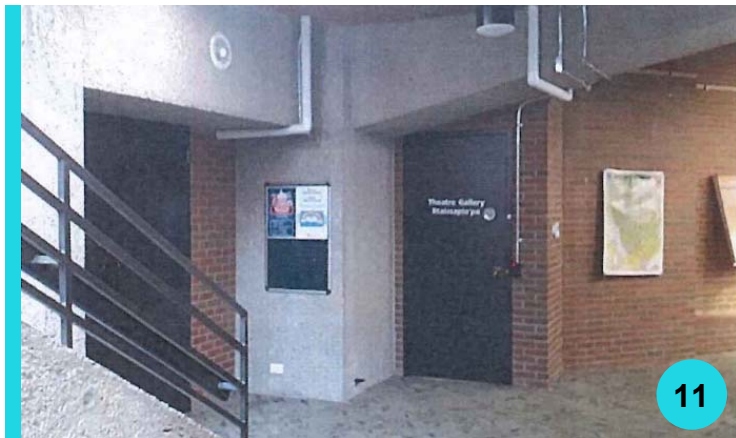


**Fig. 102 - South Wing with Collections and Service Desk – Upper Level**  
Source: RPG

3. **Cramped spaces:** Many spaces are severely constrained by geometries, proportions, and intrusive structural elements, stairways, and elevators.



**Fig. 104 - Adult Literacy Services – Lower Level**  
Source: RPG



**Fig. 103 - Theatre Gallery Foyer – Lower Level**  
Source: RPG



**Fig. 105 - Study and Non-Fiction Stacks – Lower Level**  
Source: RPG

- 4. Confusing Pathways:** The absence of coherent interior pathways, identifying features, and visible destinations results in user disorientation. This has resulted in the need for more staff assistance in providing directions.



**Fig. 106 - Entrance to Read On – Lower Level**  
Source: RPG



**Fig. 107 - Bridge/Breezeway – Upper Level**  
Source: RPG



**Fig. 108 - Stairs from Upper Level to Study/Non-Fiction – Upper Level**  
Source: RPG

- 5. Impractical spatial geometries:** Many user spaces, collection display areas, and technology points are not suitably shaped, proportioned, or scaled to the functions that they contain.



**Fig. 109 - Non-Fiction Collection and Skewed Building Geometry – Lower Level**  
Source: RPG



**Fig. 110 - Executive Assistant Office with Poor Geometry – Lower Level**  
 Source: RPG

- 6. **Disconnected spaces on two different levels:** Floor plans and geometries are different on each of the two levels, resulting in functional disconnections and spatial inefficiencies throughout. This has resulted in the need for more staff to provide access to services and to monitor activities.
- 7. **Confusing stair and elevator systems:** Locations and configurations of stair and elevator systems are inconsistent and functionally impractical.



**Fig. 111 - Exterior Stairs between North and South Wings**  
 Source: RPG



**Fig. 112 - South Central Elevator Entrance – Lower Level**  
 Source: RPG



8. **Hidden and difficult-to-reach public and staff spaces:** Spatial eccentricities result in numerous remote, hidden, and functionally challenging user and staff spaces, resulting in a need for more staff to ensure the safety and security of building users.



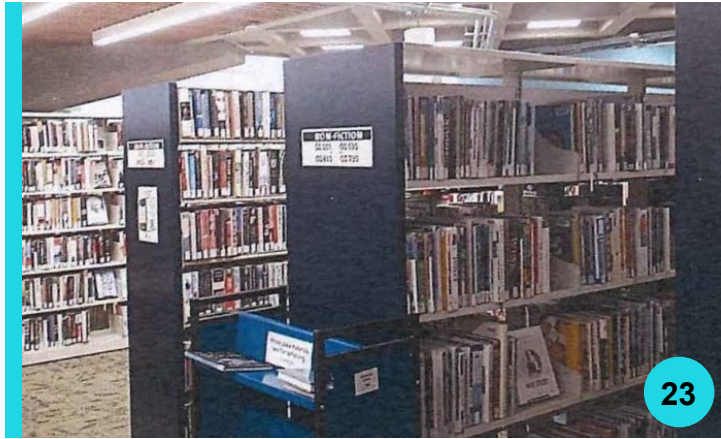
Fig. 113 - Loading Dock Entrance – Lower Level  
Source: RPG

9. **Obstructive building systems:** The geometry and massing of structural, ceiling, and mechanical systems limits user orientation and spatial and operational functionality. It also impedes staff sightlines of public areas, requiring more staff to monitor activities and ensure the safety and security of the public.



Fig. 114 - Loading Dock Foyer – Lower Level  
Source: RPG

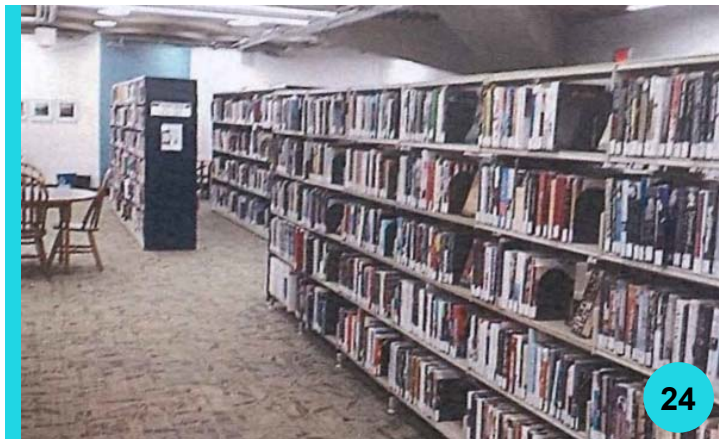
10. **Obstructive shelving and poor collection display:** The size and geometry of collection storage areas precludes the introduction of the high turnover, lower, open-face display shelving required in contemporary libraries. In addition, the inability for the upper floor of the North Wing to support collections means that collections need to be moved to the Lower Level and stored in high density shelving (see Resource Planning Group Inc. and Heaton and Hirano Architects Ltd.).



**Fig. 115 - Study in North Wing – Lower Level**  
 Source: RPG



**Fig. 117 - Collection – Lower Level**  
 Source: RPG



**Fig. 116 - North Wing – Lower Level**  
 Source: RPG



**Fig. 118 - Lack of Collection in Upper North Wing – Upper Level**  
 Source: RPG

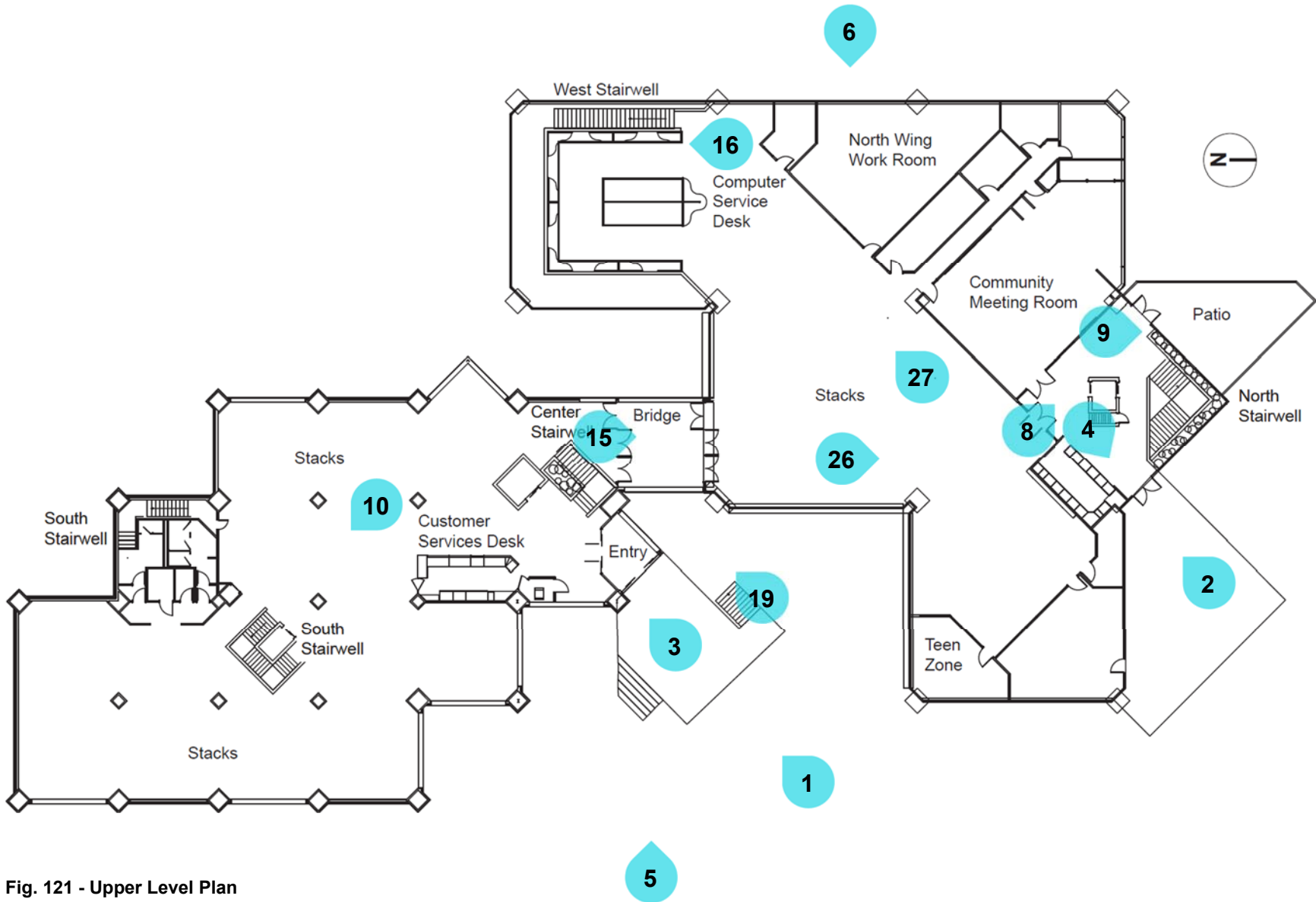
**11. Lack of inspiring spaces and features:** There is a pronounced absence of a unifying central spatial feature and a family of surrounding visually striking and unique secondary destinations.



**Fig. 119 - Breezeway Bridge connecting North and South Wings on Upper Level**  
*Source: RPG*



**Fig. 120 - Reading Area in North Wing – Upper Level**  
*Source: RPG*



**Fig. 121 - Upper Level Plan**

The numbered areas point to areas of interest where the design of the existing facility can create operational challenges. These areas are keyed to the photos on the previous pages.

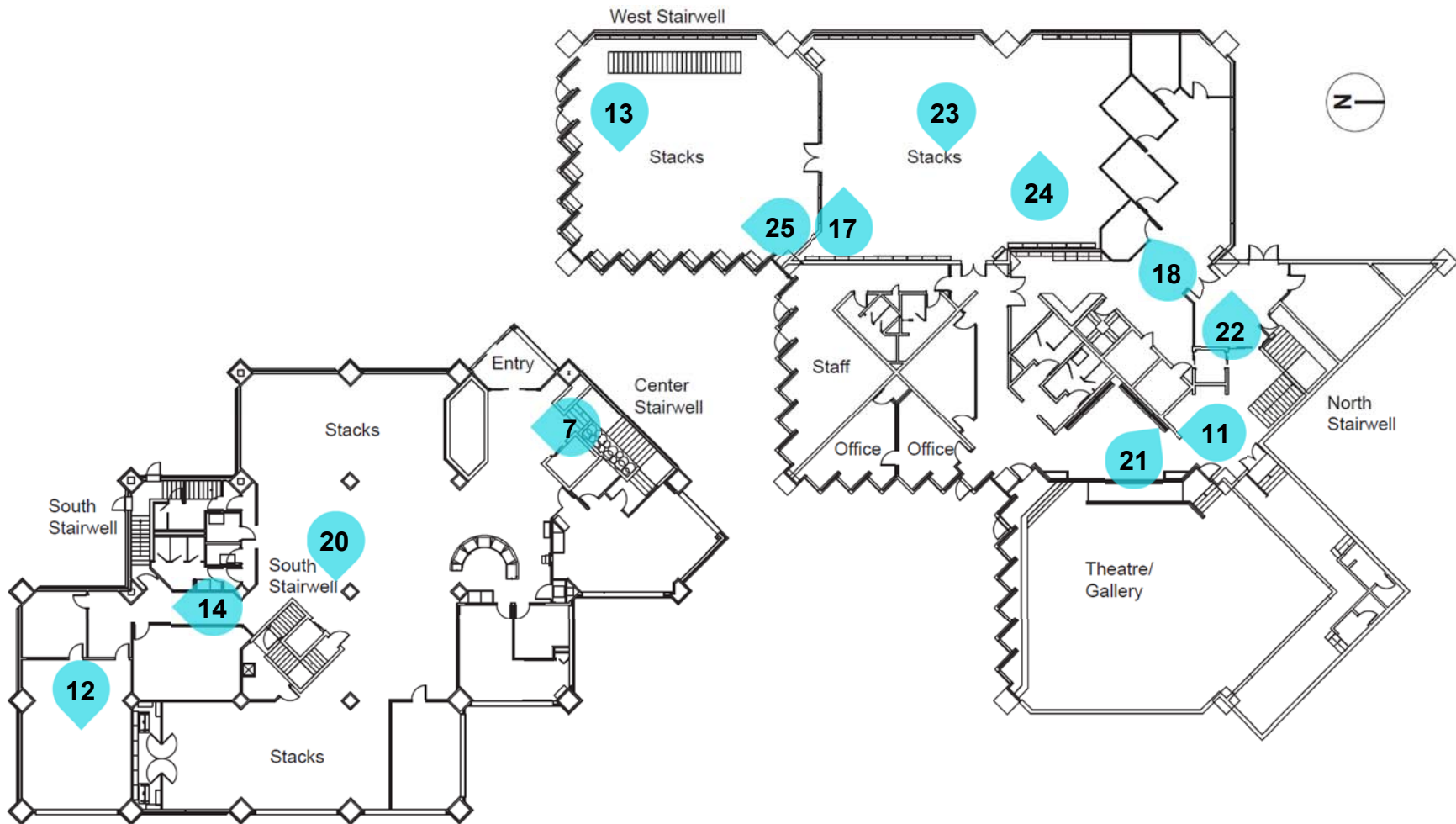


Fig. 122 - Lower Level Plan

The numbered areas point to areas of interest where the design of the existing facility can create operational challenges. These areas are keyed to the photos on the previous pages.

## Peer Libraries

This section compares the services and key performance indicators of LPL with peer libraries. This is important to gain an understanding of whether LPL is a high performing system, which would indicate that more space per capita may be required to support the services, programs and operations of the Library.

Peer libraries are selected based on similarity among the populations served, and overall context. With regards to LPL, comparable peer libraries are Red Deer and Strathcona County.

The following table compares key performance indicators amongst peer library systems and indicates where Lethbridge outperforms others. It should be noted that Airdrie's number of cardholders is anomalous, and that Lethbridge is equal to Red Deer in terms of the highest percentage of population with library cards, based on the data available at time of printing.

It should be noted that every public library operates within a different context and set of unique circumstances that may determine its overall usage. Comparisons are provided here for benchmarking purposes and potential areas of growth.

## Benchmarking

Benchmarking, as we will see in the next section, can help understand how large the LPL should be. The following table, *Benchmarks for Mid-Sized Libraries in Alberta (2022)*, compares relevant workload indicators from LPL's peer systems. Note that calculation of averages does not include data from LPL. Where LPL surpasses the average, numbers for LPL are bolded.

LPL ranks the second highest among its peer libraries in circulation per capita, percentage of the population that has a library card, physical collections per capita, and per capita website visits. LPL is third highest in terms of in-person visits and well above the average for peer systems.

Workload Indicator	Average	Grande Prairie	St. Albert	Airdrie	Lethbridge	Strathcona County	Red Deer
Population	85,705	67,669	70,422	80,222	104,254	104,330	105,883
Total FTE Staff	44.9	22.0	37.8	N/A	68.2	73.8	46.0
Staff Per 10,000 Residents	5.00	3.24	5.37	N/A	6.54	7.07	4.34
Total Circulation	760,696	529,783	759,169	614,892	1,127,137	1,236,972	662,662
Per Capita	9.07	7.83	10.88	7.98	<b>11.07</b>	12.33	6.35
Total Cardholders	17,928	10,373	12,128	26,480	20,629	19,476	21,182
% of Population	17.80%	15.3%	17.4%	34.4%	<b>20.3%</b>	19.4%	20.3%
Total Physical Collections	153,152	121,135	144,479	73,378	231,410	237,542	189,226
Per Capita	1.80	1.79	2.07	0.95	<b>2.27</b>	2.37	1.81
Total Physical Items Borrowed	588,077	403,208	610,901	449,865	884,567	948,593	527,820
Circulation Per Item	4.09	3.33	4.23	6.13	3.82	3.99	2.79
Total In-Person Visits	257,559	166,915	227,574	170,047	330,254	330,949	292,312
Per Capita	2.81	2.47	3.26	2.21	<b>3.24</b>	3.30	2.80
Total Website Visits	459,838	116,792	796,050	123,123	991,331	643,910	619,315
Per Capita	5.42	1.73	11.41	1.60	<b>9.74</b>	6.42	5.93
Total Programs Presented	1,378	1,261	1,317	1,474	2,132	949	1,132
Total Program Attendance	25,516	18,947	34,194	29,138	28,352	22,114	23,185
Per Capita	0.31	0.28	0.49	0.36	0.27	0.21	0.22
Facility Capital Status	"	Recent replacement library	Actively seeking upgrade	New library in design stage	Crossings Branch in 2009	New library in 2010	Recent Branch

**Table 5 - Benchmarks for Mid-sized Libraries in Alberta (2022)**

Source: Direct response from each library system; population numbers based on Government of Alberta populations used for library operating grants (2022)

## 2-6 Future LPL System Strategies

### Library Trends



Fig. 123 - Route 9 Library, New Castle DE | Perkins&Will  
Source: *Perkins&Will*

### Public Library Best Practices

This overview is a synthesis of a number of reports generated by library communities that address current best practices among public libraries. These practices respond to the general societal trends outlined in the Contemporary Social Trends section above. Some of the best practices are operational, some are resource-based, some are service-focused, and others are directed at the role of library facilities in aiding the delivery of services.

This overview is not comprehensive, but it does outline the major challenges affecting the delivery of future library services.

The Public Library Services Branch, Alberta Municipal Affairs outlines Best Practices, specifically those dealing with operational standards and service competencies. These include personnel, hours of opening, collections, information services, resource sharing, technology, facilities, accessibility, Indigenous service, and school-housed public libraries.

Best practices listed below are Leading Edge Best Practices, in that they are features of recent innovative planning initiatives.

#### *Urban Planning*

1. Locate and develop library facilities as focal points of community activity.
2. Locate and develop library facilities that respond to patterns of urban growth and development.

#### *Inclusiveness*

3. Respond to the calls to action of the Truth and Reconciliation Commission and the United Nations Declaration on the Rights of Indigenous Peoples through services and spaces.
4. Implement customer service policies that optimize equitable access.



5. Support equity, inclusiveness and diversity through services, programs, and spaces to ensure that all feel welcomed and supported.

### People Space and Program Activities

6. Provide a greater proportion of interactive people space and less space for collection storage.



Fig. 124 - Springdale Library and Komagata Maru Park, Brampton ON | RDHA Source: [ArchDaily](#)

7. Plan for more educational and community programs, including ESL programs for newcomers, local history and genealogy programs, social media and crowdsourcing platforms, and sensory story times for young children.



Fig. 125 - Route 9 Library, New Castle DE | Perkins&Will  
Source: [Perkins&Will](#)

8. Anticipate the need for extensive programming relevant to the community, specifically in civic and financial literacy, professional development, healthcare, and vocational training, often involving leadership by and collaboration with community partners.
9. Provide technology and spaces for increased creating and communicating of information and for work from home/hybrid work arrangement trends.
10. Respond to user trends in the application of knowledge through specialized media programs, video recording and editing, computers, recording studios, and classes on graphic design, podcasting, and photography.



**Fig. 126 - Tulsa City-County Central Library, Tulsa OK | MSR Design**  
 Source: *MSR Design*



**Fig. 127 - Norwell Public Library, Norwell MA | Oudens Ello Architecture**  
 Source: *Oudens Ello Architecture*

- 11. As possible, provide outdoor programmable spaces.
- 12. Provide functional, flexible multi-purpose meeting spaces useful to the wider community.

### **Collections**

- 13. Optimize access to the printed collection by exhibiting resources to optimize visibility.
- 14. Continue to expect fewer print resources and more digital collection resources.

- 15. Plan for more international collection resources.
- 16. Plan for less print reference and nonfiction resources and more print fiction resources.
- 17. Develop community-driven collections identified through requests, demographics, and circulation evaluation.

## Technology

18. Plan for the eventual integration of emerging and innovative technologies, such as:

- Big data
- Artificial Intelligence
- Blockchain technology
- The Internet of Things
- Library bookmark apps
- User-focused interfaces and application
- Virtual and augmented reality.

19. Anticipate continued digitization of operational and service processes: collection acquisition, finances, community access.

## Partnerships

20. Develop synergies with public transit, retail, recreational and cultural adjacent partners.

21. Explore potential synergies with government and community services.



**Fig. 128 - Southwest Library, Washington DC | Perkins&Will**  
Source: [Perkins&Will](#)



**Fig. 129 - Albion Library, Toronto ON | Perkins&Will**  
Source: [Perkins&Will](#)



**Fig. 130 - Capilano Library, Edmonton AB** | Group 2, Patkau Architects  
 Source: *ArchDaily*

teaching computer basics, and other community-development responsibilities.

### *Design*

- 24. There is an expectation on the part of the public of continued investment in landmark public libraries accessible by pedestrians, by public transit and private vehicles.
- 25. Provide a striking, attractive, visible urban image and an inviting and visually interesting interior that promotes multifunctional community use.
- 26. Expect dramatically increased attendance when a new facility opens.
- 27. Plan for enhanced attendance and public interaction, allowing 0.75-1.0 ft<sup>2</sup> per capita.

### *Changing Staff Skills*

- 22. Expect evolving staff competency requirements to address ongoing operational change, complex and emerging databases and technology applications, community literacy challenges, interfaces with community educational and cultural programs and partners, as well as multicultural and social challenges.
- 23. Affirm the critical importance of engaged and accessible staff, tasked with event planning, tutoring,

## Community and Stakeholder Engagement Process

The community and stakeholders were engaged through a number of input methods as part of the community needs assessment.



Fig. 131 - Community and Stakeholder Engagement Process



Stakeholder Engagement Activities	Dates	Reach
Stakeholder Survey*	Jul.-Aug. 2022	39 responses
Library Staff Engagement	Aug. 2022	90
Focus Groups:	Nov.-Dec. 2022	65
<ul style="list-style-type: none"> <li>Economic Development Lethbridge</li> <li>Youth Collective</li> <li>Early literacy agencies</li> <li>Not for profit / community agencies</li> <li>New immigrants</li> <li>Lethbridge Indigenous Sharing Network</li> </ul>		

Opportunity Lethbridge and City of Lethbridge Planning Department May 2023

\*Invitations sent to 47 individual organizations within the following groups:

- City Council / Administration
- Arts and culture
- Recreational
- Education
- Health and social services
- First Nations / Indigenous
- Business and development
- Library affiliates

Table 6 - Stakeholder Engagement Activities

Community Engagement Activities	Dates	Reach
Online Survey	Summer 2022	100 people
In-Library Display / Feedback Link on Library Website	Summer 2022-ongoing	150+
Community Events Outreach: Farmers Markets, Word on the Street	Jul.-Sept. 2022	300
Community Conversation Event – Enmax Centre	Jan. 2023	75

Table 7 - Community Engagement Activities

## What We Heard

- Libraries must be safe, accessible, visible, and attractive urban locations
- Resources must include comprehensive print and digital media, leading edge technology, multilingual and professional expertise
- Facilities must include multi-functional spaces for individuals and groups, for meetings, performances, and projects
- Programs should support all ages, ethnicities, and socio-economic groups
- Collaborative activities with social services, cultural, recreational, and educational partners build community identity and cohesion

Complete data is provided in Appendices C-G.



## Identification of Provisioning Allocation

To determine the appropriate size of facilities now and in the future for the LPL system, three alternatives are reviewed and compared, including standards and guidelines, peer library systems, and Alberta Best Practices.

## Demographic Projections

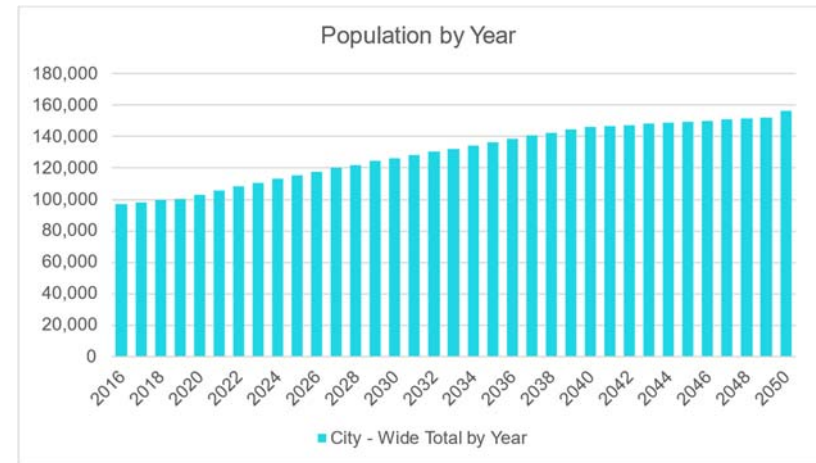
The single largest driver of library facilities is the size of the population that the library serves or is projected to serve in the future. The city of Lethbridge has seen a steady growth in population in the past twenty years and is generally projected to continue to have steady population growth. The following graph illustrates the projected growth of Lethbridge over the next 27 years, to 2050.

## Population-based Planning Standards

Several jurisdictions have simple population-based standards for libraries, which range from 0.6 ft<sup>2</sup> per capita to 1.0 ft<sup>2</sup> per capita.<sup>8</sup> These standards generally acknowledge that each library system is unique and so offer a range of standards that fit the circumstances of individual libraries. These standards range from base services at the low end of the scale, enhanced services,

<sup>8</sup> As two examples, see the Administrators of Rural and Urban Public Libraries of Ontario's *Guidelines For Rural/Urban Public Library Systems*, which identifies a range up to 1.0 ft<sup>2</sup> per capita,

around midpoint, to exemplary, near the top of the size scale. Overall, these standards represent a basic tool, whose primary use is making comparisons with other similarly situated systems and providing a preliminary space target.



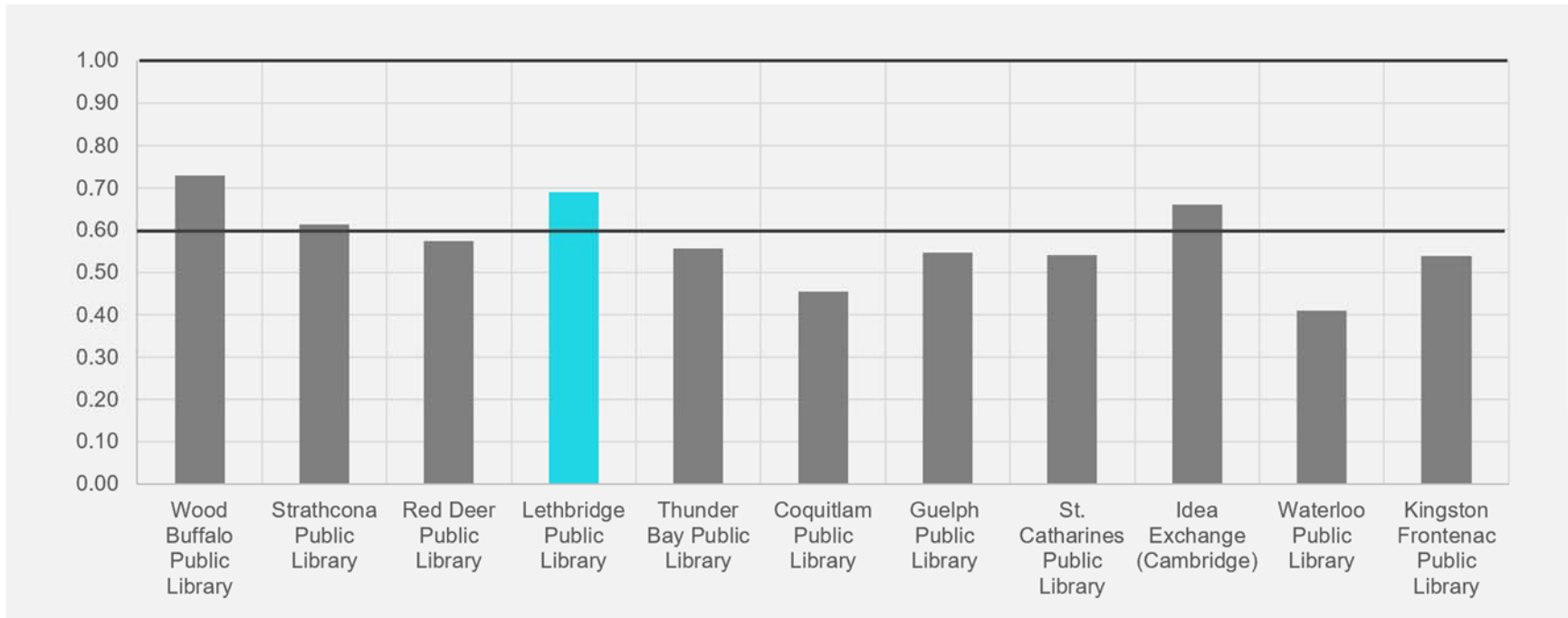
**Fig. 132 - Population of Lethbridge, Alberta by Year**  
Source: City of Lethbridge 2023 Census

and the Florida Public Library Association Standards Committee's *Florida Public Library Outcomes & Standards 2015*

## Benchmarking Peer Libraries

Another way to understand how large LPL should be is to benchmark the library against peer systems. In this case, peer systems are Canadian municipal libraries serving a population of between 75,000 and 180,000 people.

The chart below compares LPL’s area per capita with area per capita of peer systems and illustrates the lower and upper ranges of area standards.



**Fig. 133 - Area per Capita (m<sup>2</sup>) of Peer Systems Compared to Upper and Lower Space Standards (2019)**

Source: Adapted from Lethbridge Public Library combining data from the Canadian Urban Libraries Council and information provided by Alberta Libraries



Libraries generally follow a development trajectory that sees service populations increasing steadily each year but library facility initiatives stepping sharply as replacement libraries, additions to existing libraries, and the development of new branch libraries are added to make up the shortfall. Each of the peer library systems will be in its own place in that trajectory. That is to say that while this review provides a comparison with other systems as they stand, the 0.56 ft<sup>2</sup> per capita average does not account for the fact that other systems may be underserved or getting ready for their own capital initiatives, and so the average is necessarily below the ideal.

The following table also compares relevant performance indicators of peer systems. Areas where Lethbridge Public Library surpasses the average of its peers are bolded, including circulation of collection items, total in-person visits, and program attendance; that it surpassed the average in 3 of 5 categories (excluding facilities size) indicates that LPL is a high performing system, and should be in the mid to upper end of standards.

LPL also serves an additional population from the County of Lethbridge and Coalhurst; this population is anticipated to grow to over 20,000 people in the future. Finally, the Library plays an important role within the Chinook Arch Regional Library System, for which it is the resource sharing library.



Workload Indicator	Avg.	Wood Buffalo	Strathcona	Red Deer	Lethbridge	Thunder Bay	Coquitlam	Guelph	St. Catharines	Idea Exchange (Cambridge)	Waterloo	Kingston Frontenac
Population		75,009	98,381	101,002	101,482	107,909	127,809	131,794	133,115	136,810	146,010	148,948
Total FTE Staff		73.8	73.8	46	68.2	70.9	49.6	82.2	66.4	71.3	58.8	NA
Staff per 10,000 population	5.70	9.84	7.50	4.55	6.72	6.57	3.88	6.24	4.99	5.21	4.03	na
Total Circulation		284,949	1,227,125	776,651	1,290,266	634,869	1,305,945	2,195,160	950,372	918,084	1,521,269	1,482,677
Per Capita	9.11	3.80	12.47	7.69	12.71	5.88	10.22	16.66	7.14	6.71	10.42	9.95
Total Cardholders		11,711	21,659	23,216	24,032	25,747	60,734	55,446	59,499	42,317	62,265	45,569
% of Population	31.6%	15.6%	22.0%	23.0%	23.7%	23.9%	47.5%	42.1%	44.7%	30.9%	42.6%	30.6%
Total Physical Collections		154,372	227,674	196,953	221,456	232,510	216,820	466,635	343,098	182,649	416,529	NA
Per Capita	2.3	2.1	2.3	1.9	2.2	2.1	1.7	3.5	2.6	1.3	2.9	na
Total In-Person Visits		270,900	455,916	550,036	585,714	432,141	921,527	1,357,636	412,255	829,741	802,400	677,839
Per Capita	5.6	3.6	4.6	5.4	5.8	4.0	7.2	10.3	3.1	6.1	5.5	4.6
Total Programs Presented		1,237	2,405	6,919	1,452	2,435	1,319	1,608	1,062	3,266	1,566	1,986
Total Program Attendance		36,665	59,875	108,371	50,387	48,334	58,088	52,595	18,067	100,703	50,578	43,991
Per Capita	0.53	0.49	0.61	1.07	0.50	0.45	0.45	0.40	0.14	0.74	0.35	0.30
Total Facility Area		54,711	60,278	58,017	70,057	60,054	58,158	62,800	72,050	90,375	59,800	80,209
Per Capita	0.56	0.73	0.61	0.57	0.69	0.56	0.46	0.48	0.54	0.66	0.41	0.54
Number of Branches		1	2	3	2	4	2	6	4	5	3	16
Status of Capital Projects			Recent replacement library	Recent branch	Crossings branch in 2009	Recent Master Facilities Plan	Planned renovation of Poirier Branch	In planning for new Central Library		Recent branch construction and renovations/additions	2011 branch, and recently opened Eastside Branch	Recent Library Facilities Plan (also identifies 0.8 sf/ capita)

**Table 8 - Other Relevant Indicators of Peer Systems Across Canada (2019)**

Source: Adapted from the Canadian Urban Libraries Council and information provided by Alberta Libraries

## Alberta Best Practices Guidelines

Alberta has developed its own Best Practices Guidelines that includes a number of service guidelines but also includes space guidelines that are oriented to the development of new libraries. The Methodology is based on standard inputs, such as population and collections and includes some standard size factors, such as area per workstation. It also gives libraries the opportunity to customize the calculation based on the unique needs of

the community served. As such it is far more nuanced than the simple area per capita standards identified above.

The following table applies the Alberta Best Practices methodology to the existing library and to a future library serving a population of approximately 150,000.

Current				Future			
<b>Population</b>							
<b>1. Projected population</b>							
Projected local population				104,254	150,000		
Lethbridge County and Coalhurst				(14,360)	(21,540)		
<b>Total</b>				<b>104,254</b>	<b>150,000</b>		
<b>Collection</b>							
		<u>Collection Size</u>	<u>Net Square Feet (NSF)</u>			<u>Collection Size</u>	<u>NSF</u>
<b>2. Collection Space</b>		231,410	23,286	368,816		37,110	
<b>Total</b>		<b>22,883</b>		<b>37,110</b>		<b>37,110</b>	
<b>Public Activities</b>							
<b>3. User seating</b>		<u>Population / seat</u>	<u>Seats</u>	<u>NSF</u>	<u>Population / seat</u>	<u>Seats</u>	<u>NSF</u>
		200	521		200	750	
<b>Total (at 30 sf/seat)</b>		<b>15,638</b>		<b>22,500</b>		<b>22,500</b>	
<b>Staff</b>							
<b>4. Staff Space</b>		<u>Number</u>	<u>NSF</u>	<u>Number</u>	<u>NSF</u>		
Staff workstations		59	7,375	80	9,956		
<b>Total</b>		<b>7,375</b>		<b>9,956</b>		<b>9,956</b>	
<b>Public Activities</b>							
<b>5. Meeting &amp; Programming Space</b>		<u>Seats</u>	<u>Number</u>	<u>NSF</u>	<u>Seats</u>	<u>No. of Rooms</u>	<u>NSF</u>
a) General Meeting/Program Rooms		180	1	1,800	200	1	1.0
							2,000

				Current				Future			
b) Meeting Room Large	60	2	3,600	60	2	3.0	3,600				
c) Meeting Room, Medium	23	1	690	30	3	3.0	2,700				
d) Children's programs	40	1	400	80	1	1.0	800				
e) Computer training lab	8	1	400	24	1	5.0	1,200				
f) Additional meeting spaces	30	1	900	4	12	3.0	1,440				
<b>Total</b>			<b>7,790</b>				<b>11,740</b>				
<b>6. Public Access Computers</b>	<u>Stations</u>		<u>NSF</u>	<u>Stations</u>			<u>NSF</u>				
	76	-	35	100	-	-	35				
<b>Total</b>			<b>2,660</b>				<b>3,500</b>				
<b>7. Other spaces</b>	<u>Stations</u>	<u>Number</u>	<u>NSF</u>	<u>Stations</u>	<u>Number</u>		<u>NSF</u>				
a) Makerspace	0	0	-	24	1		1,200				
b) Bookmobile			2,153				2,153				
c) Lobby - If Partner											
<b>Total</b>			<b>2,153</b>				<b>3,353</b>				
Subtotal - Net Area			58,902				88,160				
<b>8. Net Space Allowance (10%)</b>			<b>5,890</b>				<b>8,816</b>				
<b>Total Net Space</b>			<b>64,792</b>				<b>96,976</b>				
<b>9. Gross Area Requirements (25%)</b>			16,198				24,244				
<b>Building Gross Square Feet</b>			<b>80,990</b>				<b>121,220</b>				
<b>Area per Capita</b>			<b>0.78</b>				<b>0.81</b>				

**Table 9 - Best Practices Methodology Applied to Library Size Option Targets**

Source: *Government of Alberta Best Practices for Public Libraries in Alberta (2018)*

Some things to note about assumptions for the Best Practices calculation:

- Population assumptions do not include the 14,360 residents of the County of Lethbridge and Coalhurst
- The assumption of 2.2 items per capita is based on current figures
- 45% of staff are assumed to require a workstation or access to a workstation

- The Best Practices methodology calculates User seats on the basis of one seat per 200 population; it is a global figure covering all areas of the Library
- In the calculation, staff numbers are anticipated to grow at 70% of population growth
- Future staff numbers anticipate operating four branches in total plus the bookmobile.

## Overall Conclusion

Library space planning standards identify a range of 0.6 ft<sup>2</sup> to 1.0 ft<sup>2</sup> per capita, based on the level of service that a library provides to the community. Based on key performance indicators, such as physical collection sizes, circulation, numbers of in-person visits and, numbers of website visits, LPL is providing a high level of service, with the goal of reaching enhanced service levels as set out in the Alberta Best Practices methodology. Thus, LPL should have an overall area per capita provisioning target of **0.8 ft<sup>2</sup>** for future planning purposes.

## **3 | Facilities Master Plan**



# Table of Contents

## 3 | Facilities Master Plan

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## 3-1 Future Lethbridge Public Library System

### Highlights

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#### Vision

The vision for the Lethbridge Public Library system is encompassed in the following statements:

- The future Library system will be understood as essential to the civic engagement of the community
- The Library will contribute significantly to dynamic community development, lifelong education, and cultural vitality
- The future Library system will respond proactively to emerging social, informational, and technological trends, sustaining collaborative community partnerships, and delivering innovative services
- The Library will strategically inform the wider community, newcomers, and immigrants, about the services, resources, and opportunities that the Library provides
- The future Library system will respond to emerging patterns of population density and distribution, and will provide easily accessible hubs for community interaction.

#### Planning Horizon

The Facilities Master Plan provides long range planning concepts that extend to 2050, with principles that will extend beyond that horizon. The Plan will maintain flexibility to respond to future change.

Estimated Lethbridge Population (*Source: City of Lethbridge Census 2023*):

- **2023:** 104,254
- **2050:** +150,000

#### Library System Attendance

- LPL estimated 330,250 in-person visits in 2022. While this number is lower than 2019, a number of factors affected this statistic in both 2019 and 2022. This number has been trending upward since 2020 and is expected to continue to do so
- Plan for an estimated 500,000-750,000 visits per year by 2050, which is an average of over 2,700 visits per day

#### Core User Experience

Residents and library patrons should experience the following:

- A welcoming space where everyone feels they belong



- Access to multifunctional services and resources close to where they live and work, supporting integrated neighbourhoods
- An inclusive experience reflecting the diversity of the community
- A celebration of community identity and origin
- Connection to surrounding urban services and features
- Contact with surrounding natural features.

## Scope of Library Services

The future Library will respond to the needs of the community by:

- Ensuring services, programs, staff and technical resources support and enrich the urban, social, educational, recreational, and cultural life of the community
- Enhancing access to universal information while providing tools to build literacies
- Ensuring that the growing multicultural cross-section of the community is appropriately and visibly served by resources, programs, services, events, and celebrations offered by the Library
- Emphasizing multiculturalism, multiliteracy, and Indigenous and traditional knowledge, while showcasing specifically Canadian identity, history, and culture

- Proactively addressing the needs of the community, including vulnerable populations, Indigenous and minority cultures, immigrants and newcomers, the elderly, teens and young adults, and families with young children.

## Facility Service Options

Five library service options have been developed as possible library service delivery vehicles:

### 1. Central Library

This is a full-service library that functions as the central service point in the Library system, supporting branches and serves the overall population of Lethbridge and beyond.

- Area of 60,000-80,000 ft<sup>2</sup> (building gross area)
- Operates 60-75 hours per week
- Accommodates a comprehensive collection that supports the Library system with approximately 135,000-175,000 items
- Staff complement of 40-50 FTE (full-time equivalent)
- Serves as system distribution hub for materials
- Provides specialty services and dedicated space for demographic groupings, e.g., children's and youth literacy, adult education, and more.

- Introduces and showcases new technologies and services, e.g., virtual reality, media production, and makerspaces
- Includes access to a Program/Performance space for approximately 200 people
- Accommodates seating for 750 patrons plus specialty areas
- Includes Library leadership & Corporate Services
- Supports or includes access to parking for approximately 125-165 vehicles

*Indicative image:*



**Fig. 134 - Lawrence Public Library, Lawrence KS | Multistudio**  
 Source: *Multistudio*

## 2. Community Branch

This is a full-service branch that is intended to support the population of a neighbourhood by providing residents with reasonably convenient access to a library service.

- Area of 20,000-30,000 ft<sup>2</sup> serving approximately 40,000 people
- Operates at least 54 hours per week
- Accommodates a collection of 50,000-70,000 items
- Staff complement of 12-20 FTE
- Includes zones for specific demographic groupings, such as children and families, as well as teens
- Includes some specialty program spaces
- Includes access to a Program Room for 55-65 people
- Accommodates general/computer seating for 275-350 patrons
- Supports parking for approximately 45-65 vehicles
- Crossings Branch is a current example of a Community Branch

*Indicative image:*



**Fig. 135 - Crossings Branch Library, Lethbridge AB | SAHURI + Partners Architecture Inc.**

Source: [Crossings Lethbridge](#)

### 3. Neighbourhood Branch

This is a full-service branch that is intended to support the population of defined residential areas, this is a full-service branch with:

- Area of 10,000-15,000 ft<sup>2</sup> serving approximately 20,000-25,000 people
- Operates at least 54 hours per week
- Accommodates a collection of 13,500-20,000 items
- Staff complement of 8-12 FTE

- Includes access to a Program Room for 35-40 people
- Accommodates seating for 70-100 patrons
- Supports parking for approximately 25-35 vehicles.

*Indicative image:*



**Fig. 136 - Glen Oaks Branch Library, Queens NY | Marble Fairbanks**

Source: [Marble Fairbanks](#)

### 4. Storefront Branch

Providing limited services, this is an option that may serve as an interim facility solution or support an outlying population. It includes:

- Area of 2,000-4,000 ft<sup>2</sup>
- Operates at least 52 hours per week

- Accommodates a collection of 2,000-5,000 items including holds; smaller express plus branches may include automated dispensing units
- Includes access to a Program Room for 25-30 people (which may be shared with a site partner)
- Accommodates general seating for 20-25 patrons with a focus on providing computer stations
- Staff complement of 3-4 FTE
- Supports parking for approximately 5-10 vehicles
- Typically located in close proximity to retail or other community organizations and in high traffic areas.

*Indicative image:*



**Fig. 137 - Chinatown Storefront Library, Boston MA** | Collaboration between Boston Street Lab and Harvard Graduate School of Design  
 Source: [Boston Street Lab](#)

## 5. Mobile / Pop-Up Library

Providing limited services, this is a service option providing access to collection resources, Internet, and programming for residents who are more remote from fixed branch locations:

- Area of up to 200-300 ft<sup>2</sup>
- Operates at least 54 hours per week
- Accommodates a collection of up to 5,000 items; allowing for rotation of the active collection
- May accommodate seating for 2-4 patrons and providing laptops or mobile devices
- Requires approximately 2-4 FTEs
- May capitalize on seating located adjacent to the parking location.

*Indicative images:*



**Fig. 138 - Lethbridge Public Library Bookmobile, Lethbridge AB** | LPL  
 Source: [Lethbridge Public Library](#)



**Fig. 139 - Grandview Heights Pop-Up Library, Columbus OH |** Grandview Heights Public Library  
 Source: *The Columbus Dispatch*



**Fig. 140 - Maui Holoholo Bookmobile, Maui HI |** Hawaii State Public Library System  
 Source: *American Library Association - I Love Libraries Initiative*

## General Contextual Connections

The following general considerations are key to the development of a Library Facilities Master Plan:

- **Natural Environment:** All library projects should minimize their impact on the environment; libraries should connect to immediate surroundings, attentive to the sky, daylight, views, and weather conditions, including respite from climate and weather extremes
- **Community Life:** Libraries should contribute to community life, supporting and being supported by community services, cultural activities, commerce, housing, education, recreation, and transportation systems
- **City Planning:** The Facilities Master Plan should distribute library services in accordance with city growth and densification
- **Emergency Relief Services:** Libraries should support residents as they require emergency relief, whether that be cooling or warming spaces, or places to assemble in an emergency.

## Access to Library Services

A strong theme that emerged through the engagement process was access to library services. As such, many systems have in place policies that relate to the distance of populations to library services. As an example, the City of Vancouver has identified that residents should be within 2 km of a library service. This is particularly important as libraries continue to evolve from being primarily places to pick up books, to a third place—a place to meet, study, socialize, and attend programs.

It is recommended that a new library service be provided within 2.5 km once a neighbourhood or community exceeds 10,000 people.

## Facilities Master Plan Recommendations

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This section identifies an indicative development pathway for LPL. It applies the provisioning standard to projected population growth to the year 2050. It is not the only pathway forward and anticipates that some alternate forms of service delivery, such as storefronts, and continued use of the Bookmobile will continue to augment library services in the shorter term.

### Indicative Development Plan

As noted in the Plan Foundation, a provisioning standard of 0.8 ft<sup>2</sup> per capita is recommended for the City of Lethbridge. This recommendation is based on a review of general library space standards and the application of the

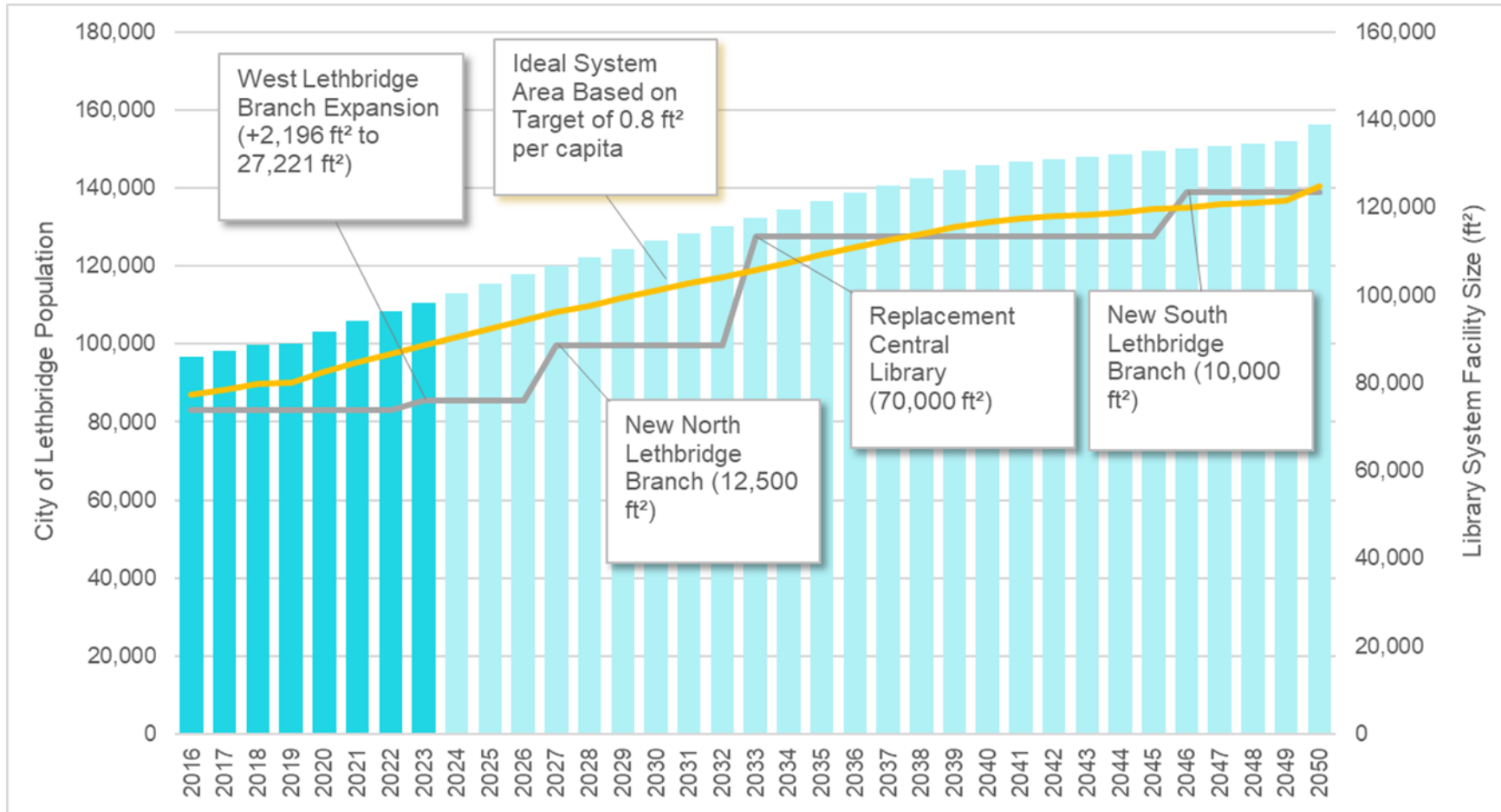
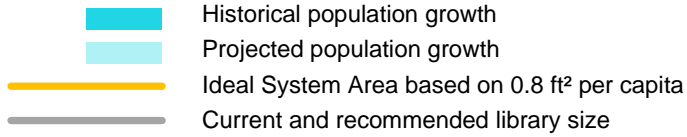
Alberta Best Practices methodology, and retains current levels of service, in some areas, falling under an enhanced classification.

The Indicative Development Plan also is based on the need for improved library facilities and a consideration of the time it generally takes to develop library capital projects of varying sizes.

In the following figure, the vertical bars represent the historical growth of the City of Lethbridge (dark turquoise) and the projected future growth of the city's population (light turquoise). In 2050, the city's population will be approximately 150,000, growing approximately 50% from 104,254 in 2023.

The gold line represents the application of the 0.8 ft<sup>2</sup> per capita standard to the population, and it uses the scale on the right side of the graph. The gold line tracks the population closely, as one would expect.

The grey line that rises in increments is the current and recommended total size for all facilities within the Library. It begins at the current library area of 73,825 ft<sup>2</sup> and adds space incrementally with the goal of staying close to the provisioning target of 0.8 ft<sup>2</sup> per capita through a series of capital additions and new construction. The Plan ends with a total area for all facilities of approximately 123,000 ft<sup>2</sup>, which is just under the provisioning standard based on the latest population projections.



**Fig. 141 - Recommended Proposed Library Sizes Based on City of Lethbridge Population Growth Overtime**  
 Source: City of Lethbridge Census 2023

In the first instance, it identifies the expansion of the Crossings Branch in West Lethbridge, as an additional 2,196 ft<sup>2</sup> is captured to expand the branch to 27,221 ft<sup>2</sup>.

The second step in space is based on the development of a 12,500 ft<sup>2</sup> branch serving the North Lethbridge community. This is the initial significant capital initiative for the following reasons:

- West Lethbridge has the newest branch library
- This project can be developed more quickly than a new Central Library, and so maintain the recommended provisioning standard
- North Lethbridge neighbourhoods are further removed from the existing Main Branch than South Lethbridge neighbourhoods, and are separated by rail and Highway 3
- There is a significant need to support the population of North Lethbridge with accessible services and programs to promote literacy and child development, as noted in the ASQ study, as well as supporting the higher population of new immigrants.

The third step represents the replacement of the existing 48,000 ft<sup>2</sup> Main Branch with a new Central Library of approximately 70,000 ft<sup>2</sup>. As identified in the Plan Foundation review of building systems and functionality, the existing facility is in critical need to be replaced. While it is a critical priority, it is expected that the timeline for

development may be in the order of six to eight years, even if the decision to proceed were made today.

While the change from 48,000 ft<sup>2</sup> to 70,000 ft<sup>2</sup> only represents a 45% increase in area, it is recognized that a properly designed library will be experienced as much larger, while offering operational efficiencies.

The final step in this Plan represents a 10,000 ft<sup>2</sup> branch located in South Lethbridge that will serve the established and burgeoning neighbourhoods there.

As noted, this is not the only path forward, but it is a logical and, at this time and with what is known, a defensible path. Other factors that may impact the Plan is the continued focus on development in West Lethbridge, coupled with the geographic extensiveness of development there. As noted above, no area of the city with over 10,000 people should be further than 2.5 km from a library branch.

## Potential Co-location and Partnerships

Libraries work best when they are not an isolated single use destination. Rather, libraries should be collocated with compatible services and activities to create a larger centre of community vitality, significantly enhancing the viability, public safety, and vitality of adjacent partners.

As residents conduct typical activities related to living and working in the city, they make use of commercial facilities, such as grocery stores, coffee shops and fitness facilities, etc. Ideally, branch library services should be



placed close to commercial hub areas where it helps to draw residents to commercial enterprises and increases their viability. An ideal location for a central branch should be an accessible downtown location, with physical connections to other city services, community organizations, recreational and cultural venues, and/or residential developments.

Potential site and collocation partners include:

- **Public Transportation:** Libraries should be located with direct transit access and near a major transit hub or crossroads. The distance from the library to the transit stop should be short with no major slope or grade change. Consideration should be given to future transit initiatives.
- **Parking:** Access to proximate surface and weather-protected underground parking facilities, on or near the library site, or part of the library facility itself, will be essential to promote and ensure library functionality; easy parking is generally one of the primary service requests when the public is surveyed
- **Urban Space and Parks:** Libraries and parks both contribute to and strengthen a community identity as free public gathering spots for the community. Libraries and parks are both dynamic places of activity, but also sources of calm and quiet. Both attract and welcome diverse groups of people, can host community events, and potentially work together in attracting visitors. Parks can act as an

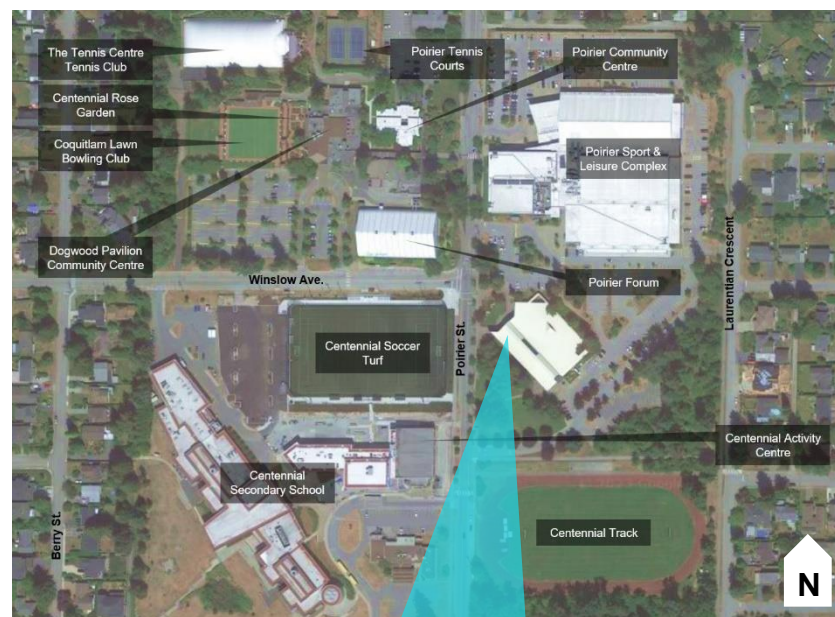
extension of the library for programs and events, and providing direct opportunities for applied learning.

- **Housing:** Cities are safest and most vibrant when people are adjacent to commercial, civic, cultural, and recreational activities, and provide activity and eyes on the street 24 hours a day. Library facilities can be at the centre of residential neighbourhoods.
- **Recreation Facilities:** These are high-use destinations where patrons frequently combine their visit to the library with visits to recreation facilities
- **Community Centres:** Activities of multifunctional community centres naturally complement the resources and programs offered by the public library
- **Education Facilities:** Educational facilities at all levels complement the library's mission of lifelong learning; library resources augment educational resources offered by other agencies
- **Not-for-Profit Organizations:** There are significant synergies between not-for-profit organizations and libraries
- **Cultural Facilities:** Activities taking place in community cultural facilities complement cultural resources and programs offered by the public library

- **Civic and Social Services:** Library facilities provide extensive services and resources addressing civic literacy and civic participation; direct access to civic and social services is an invaluable strategic enhancement of those resources
- **Commercial Services:** food services, retail, and professional services will potentially benefit from proximity to significant numbers of library visitors.

### **Example Branch Library Locations**

The following are examples of libraries with various site partners as described above.



**Burnaby Public Library – McGill Branch**  
Burnaby BC

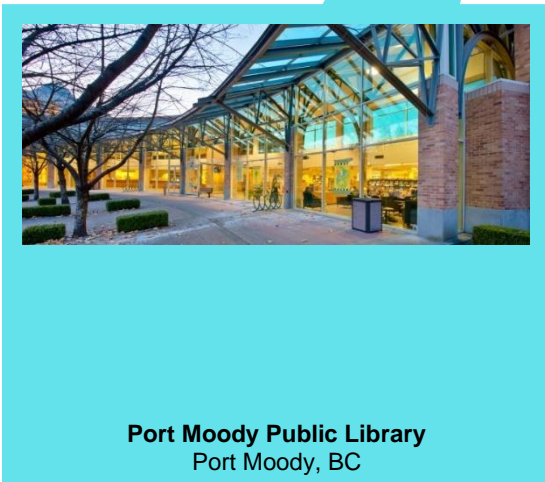
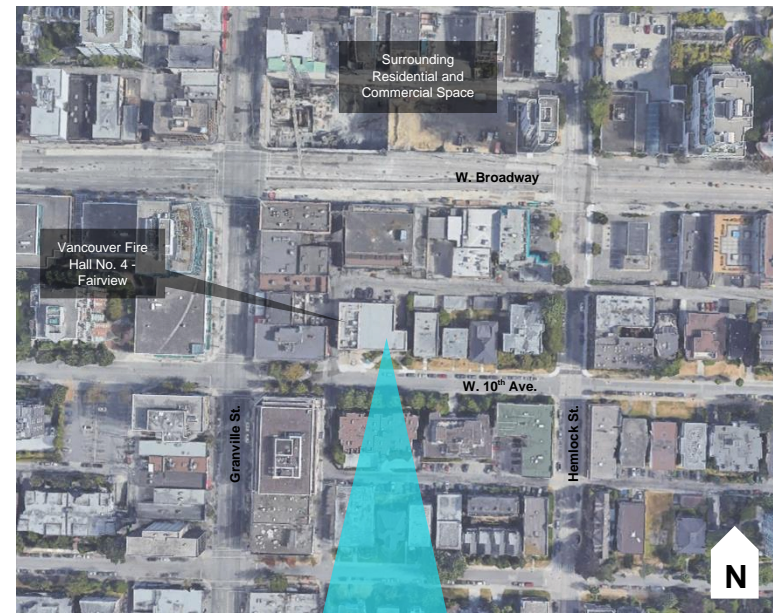
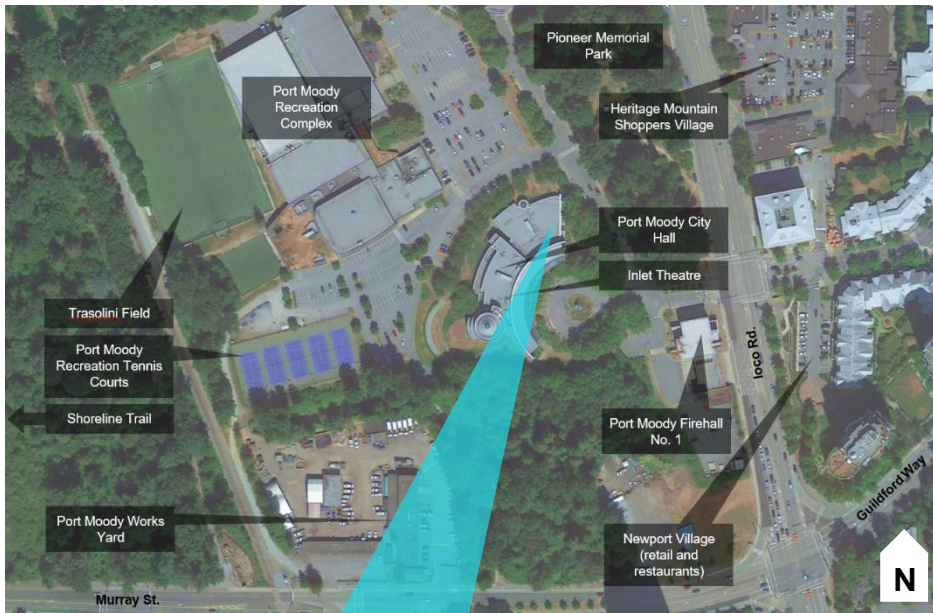
- Site partners:
- Indoor and outdoor recreation spaces
  - Community centres
  - Schools
  - Youth centre
  - Dog park
  - Garden.



**Coquitlam Public Library – Poirier Branch**  
Coquitlam BC

**Fig. 142 – Example Libraries with Site Partners**

Sources: Top Left: adapted from Google Earth; Top Right: adapted from Google Earth; Bottom Left: Burnaby Public Library - McGill Branch; Bottom Right: Coquitlam Public Library - Poirier Branch



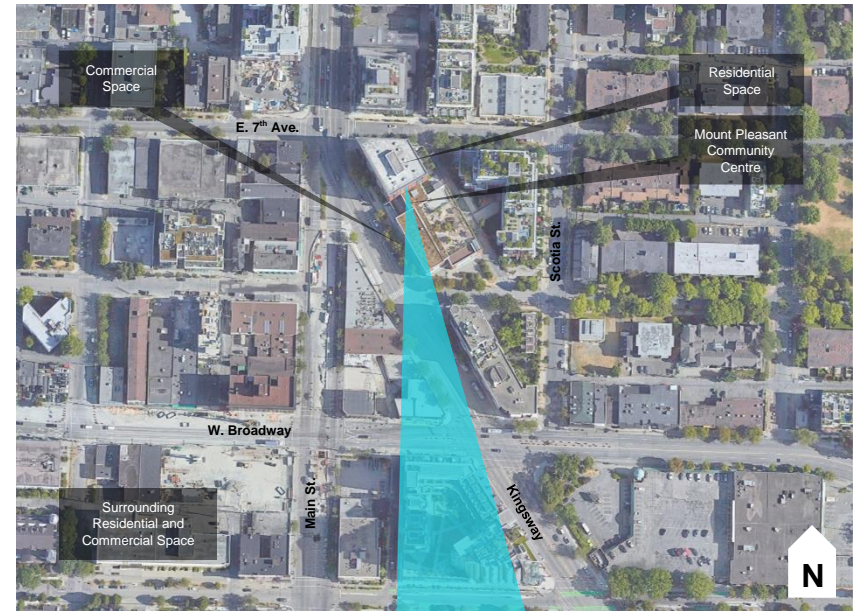
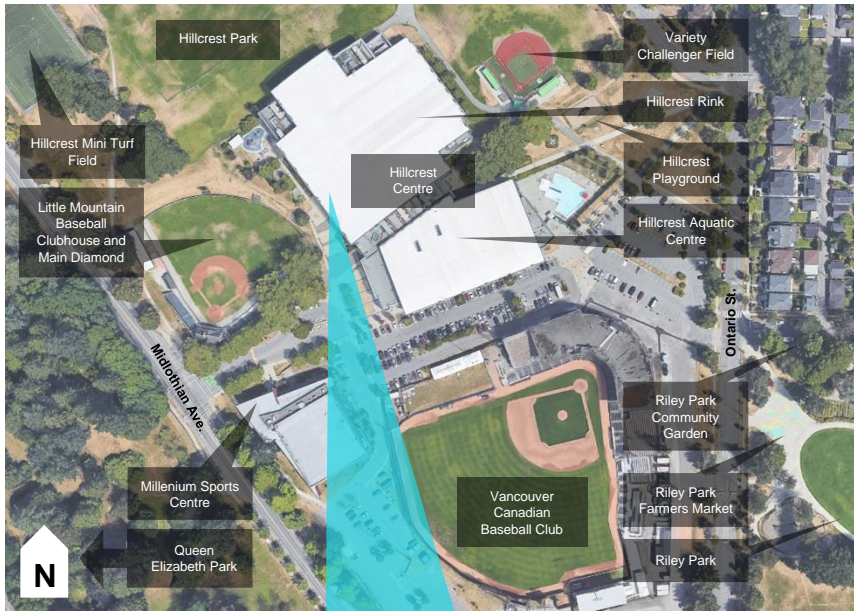
Site partners:

- Firehall
- Surrounding residential and commercial space
- City Hall
- Indoor and outdoor recreation spaces.



**Fig. 143 – Example Libraries with Site Partners**

Sources: Top Left: adapted from Google Maps; Top Right: adapted from Google Earth; Bottom Left: Port Moody Public Library; Bottom Right: Vancouver Public Library - Firehall Branch



**Vancouver Public Library – Terry Salman Branch**  
Vancouver, BC

Site partners:

- Community centres
- Indoor and outdoor recreation spaces
- Surrounding residential and commercial space.



**Vancouver Public Library – Mount Pleasant Branch**  
Vancouver, BC

**Fig. 144 – Example Libraries with Site Partners**

Sources: Top Left: adapted from Google Earth; Top Right: adapted from Google Earth; Bottom Left: Vancouver Public Library - Terry Salman Branch; Bottom Right: Vancouver Public Library - Mount Pleasant Branch

## Locational Criteria by Facility Type

The following are criteria typical for libraries of the following scales:

### ***Central Library***

- In a high pedestrian traffic area
- Close to bus route and public transit crossroads
- Fully accessible
- Highly visible from pedestrian and street approaches
- Opportunity for prominent and a visible single entrance
- High levels of natural light, at least on three sides
- Possibly located as part of civic commons, community recreation or performance centre, gallery, museum, or exhibition centre
- Located in proximity to commercial/retail, City/government services, educational facilities, social service centre, health centre
- Opportunity to expand laterally in the future

### ***Neighbourhood and Community Branches***

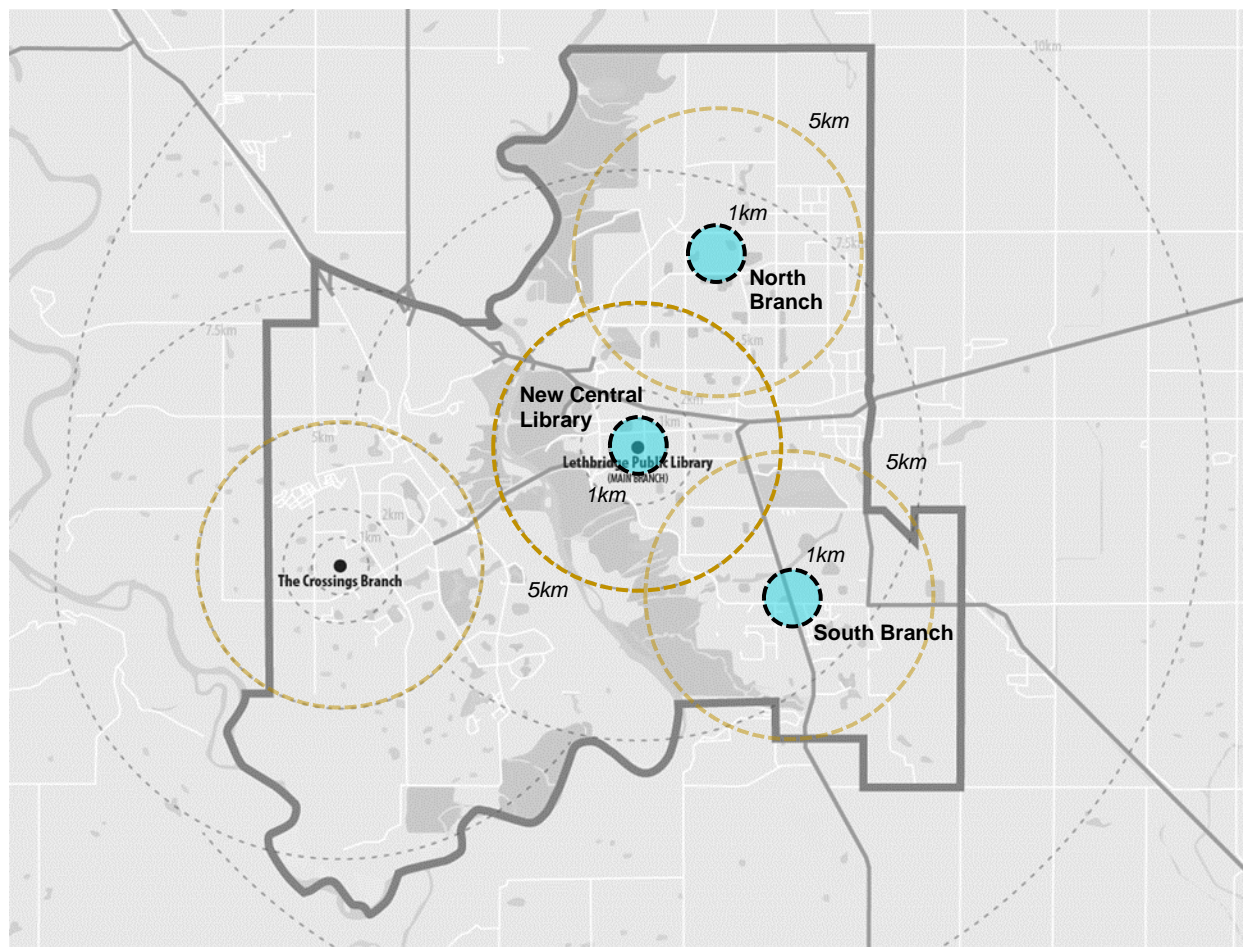
Locational criteria for Neighbourhood and Community Branches are very similar and have been grouped together.

- Adjacent to established and/or rapidly developing residential areas located away from the downtown core
- In a high pedestrian traffic area
- Close to bus route and public transit crossroads
- Fully accessible with an at-grade orientation
- Opportunity for prominent and visible single entrance
- High levels of natural light
- Ability to provide access to 24-hour materials drop that connects to the staff work area
- If leased space, structure can support movement and ganging of movable shelving units
- Adjacent to established and/or rapidly developing residential areas away from the downtown core
- Opportunity to expand laterally in the future

### ***Storefront Branch***

- Location in a high pedestrian traffic area
- Location close to bus route and public transit crossroads
- Located on a single level at-grade
- Located near nodes of commercial activity
- Easily accessible
- Prominent and visible
- May be shorter term lease.

## Potential Branch Locations



**Map 7 - Potential Branch Locations**

Source: Adapted from *Lethbridge Public Library Community Needs Assessment (August 2018)*

The adjacent map shows potential locations of the new Central Library as well as branches for North and South Lethbridge. It also shows the existing location of the Crossings Branch.

A 5-kilometer catchment circle is also shown for each, which represents a 2.5 km travel distance from the branches.

The North side branch is located in the area between 13<sup>th</sup> Street North and 23<sup>rd</sup> Street North and 15<sup>th</sup> Avenue North and 19<sup>th</sup> Avenue North.

The new Central Library is located in the area between Scenic Drive and 12<sup>th</sup> Street South, and 1<sup>st</sup> and 6<sup>th</sup> Avenue South.

The South side branch is located in the vicinity of Mayor Magrath Drive and Scenic Drive South/ 24<sup>th</sup> Avenue South.

The Crossings Branch is retained as is, after the 2023 expansion.

### Area per Capita Calculation for Branch Libraries

Based on two methodologies of calculating future growth of the community areas, the resulting area per capita of the proposed branch libraries is calculated in the following table. Method 1 assumes that the future populations for the three community areas will be equivalent to current percentages, i.e., North Lethbridge at 28%, South Lethbridge at 31%, and West Lethbridge at 41%. Method 2 assumes that each community will continue to grow at the rate it grew for the last five years, which was 1.26% for North Lethbridge, 0.75% for South Lethbridge, and 1.92% for West Lethbridge. The following table indicate the results of the two methodologies in terms of branch area per capita.

Method	North Lethbridge (12,500 ft <sup>2</sup> )	South Lethbridge (10,000 ft <sup>2</sup> )	West Lethbridge (27,220 ft <sup>2</sup> )
<b>Method 1</b>			
Population (2050)	41,457	46,892	61,651
Area per Capita	0.30	0.21	0.44
<b>Method 2</b>			
Population (2050)	40,068	39,901	70,037
Area per Capita	0.31	0.25	0.39

**Table 10 - Area per Capita Calculations for Branch Libraries**

### Current Land Use Designations of Potential Locations

#### Central Branch:

The primary land use designations of the area within 1 km zone (as per above diagram – Potential Branch Locations). Note that these are not complete lists of all existing land uses. See [City of Lethbridge Land Use Districts Map](#) for more information.

- C-D Downtown Commercial
- C-G General Commercial
- P-B Public Building
- P-R Parks and Recreation
- R-37 Medium Density Residential.

#### North Side Branch:

Primary land uses within the 1 km zone:

- P-B Public Building
- P-R Parks and Recreation
- R-L Low Density Residential.

#### South Side Branch:

Primary land uses within 1 km zone:

- C-H Highway Commercial
- C-S Shopping Mall Commercial
- DC Direct Control



- FUD Future Urban Development
- P-B Public Building
- P-R Parks and Recreation
- R-CM-20 Comprehensively Planned Medium Density Residential
- R-L Low Density Residential
- R-50 Medium Density Residential
- R-150 High Density Residential.

## General Design Criteria

### *Urban Design and Architectural Features*

- Ensure that library facilities have a striking memorable image, forming local, city, and even regional landmarks
- Visibility should be maximized from surrounding streets. Facades and elevations present opportunities for a symbolic statement about the values of the library and the community.
- There should be appropriate siting of library services to create a sense of safety and refuge
- There should be views into the library during the day and at night
- Signage and wayfinding should be legible from afar, easy to understand, and integrate well with the building design

- Urban design and landscaping should be cohesive, but also well integrated with the design of the building

### *User Experience of Library Facilities*

- Visual beauty, inspiring forms
- Interior space characterized by human scale and comfort
- Clear wayfinding
- Safety and security achieved through the principles of Crime Prevention through Environmental Design (CPTED)
- Staff and user environmental equity

### *Functional Diversity*

User Activities will include:

- Display and storage of physical collection
- Access to digital equipment and software
- Programmed and casual community interaction
- Individual research and reading.

Staff activities will include:

- Stationary and roving service assistance
- Non-public collection management
- Operational coordination.

Other criteria include:

- Identifiable and accessible entrances and interior destinations
- Inspirational core features that symbolize community history and diversity
- A clear and navigable interior layout with multi-lingual signage
- Universal accessibility
- An emphasis on user self-direction and self-service
- Visible, approachable, barrier-free public service and consultation points
- Flexible and reconfigurable spaces
- Space available for community partners and potential revenue opportunities
- Specialized media viewing, video conferencing, and performance spaces
- Multipurpose craft and vocational spaces

- Specialty environments for sensory and emotional regulation, for retreat and contemplation, and for spiritual refuge.

### ***Building Massing***

#### *Central Library:*

- Arranged on no more than three levels
- Potential underground parking
- Highly visible from pedestrian and street approaches
- Prominent and visible entrance
- High levels of natural light, at least on three sides
- Opportunity to expand laterally in the future.

#### *Community and Neighbourhood Branches:*

- On a single level
- Prominent and visible entrance
- Views to the interior; views from the interior
- High levels of natural light
- Opportunity to expand laterally in the future.

#### *Storefront Libraries:*

- Located on a single level
- Prominent and visible
- Views of the street; views of the interior

- Prominent signage.

### **Access**

- Accessibility will be key to library service success, including that of pedestrians, public transit, bicycles, cars, and service vehicles
- Facilities should relate strongly to the adjacent streetscape, with easy pedestrian access from adjacent streets and sidewalks by way of wide sidewalks
- The library service should link to existing and proposed bike pathways, with – for larger service delivery options – parking that is easily accessible, weather-protected, and safe. As a result, some surface or structured parking should be considered, either as part of or near the library, particularly in larger library service options.
- Drop-off points should be provided for patrons, including for buses bringing groups of people to the library
- Ability to create a 24-hour access materials drop that connects to the staff work area and sorting equipment
- Smaller library facility options will need to have a delivery bay for materials that are moved throughout the system. This delivery bay should connect easily to the staff work area.

### **Operational Implications**

Expansion of the Library system has implications that go beyond procuring and operating additional sites.

A preliminary list of factors that affect the budget and cost of delivering services at additional sites include:

- Updates to library software to provide additional service (or branch) locations
- Expansion of the collection
- Materials delivery: While the automated sorting equipment at the new Central Library may have sufficient capacity to accommodate additional service locations, materials will need to move between the new Central Library and those locations. This will result in some additional workloads for circulation staff.

### **Costs**

Indicative and preliminary costs for the various Library service options are provided below. They include capital costs, operational costs, and collection costs.

Assumptions:

- Capital costs are assumed to be for new construction for the new Central Library and with both new construction and tenant fit out provided for the Indicative Plan's neighbourhood branch libraries. Capital costs are assumed to be the

project cost including cost of construction, and soft costs including project management and design fees, legal fees and permits, and associated insurance through construction.

- Operational costs include the costs for utilities, including lights and heating; insurance; security; janitorial and maintenance services; and grounds maintenance. Operational costs are assumed to be \$12.26 per square foot per year for a new Central Library. This compares to an average cost of \$22.55 per square foot over the past seven years, which is 86% higher than industry standards for a new building. A significant portion of this cost is for upgrades and replacement of existing systems at the Main Library.
- Note that while Crossings branch accounts for 34% of LPL facilities, it only accounts for 20% of utility costs
- Upfront Collection Costs are assumed to be \$27.08 per item multiplied by the maximum or minimum number of items to be accommodated.

The following tables (Tables 11 to 13) detail LPL's building lifecycle costs, including minor capital costs, paid by the City of Lethbridge and by LPL.

	2016	2017	2018	2019	2020	2021	2022
Total Minor Capital Costs	\$512,555	\$1,156,202	\$2,507,282	\$134,023	\$61,952	\$696,747	\$502,027
Total Lifecycle Costs	\$738,053	\$797,152	\$886,216	\$989,127	\$866,080	\$818,512	\$862,888
<b>Total Cost</b>	<b>\$1,250,608</b>	<b>\$1,953,354</b>	<b>\$3,393,498</b>	<b>\$1,123,150</b>	<b>\$928,032</b>	<b>\$1,515,259</b>	<b>\$1,364,915</b>
Cost Per ft <sup>2</sup> Average	\$17.13	\$26.75	\$46.47	\$15.38	\$12.71	\$20.75	\$18.69 \$22.55

**Table 11 - Building Minor Capital and Lifecycle Costs by Year**

Source: LPL and City of Lethbridge

	2016	2017	2018	2019	2020	2021	2022
<b>Library Paid Minor Capital Project Costs</b>							
Main Br. Washroom Renovations	\$0	\$6,787	\$22,032	\$115,230	\$60,596	\$63,842	\$0
Main Br. Read On Room Construction	\$0	\$19,134	\$0	\$0	\$0	\$0	\$0
Main Br. PA System	\$0	\$0	\$0	\$0	\$0	\$22,997	\$21,833
Main Br. CCTV Upgrade & Installation	\$0	\$3,819	\$15,351	\$0	\$0	\$0	\$119,439
Main Br. MBMP	\$21,859	\$49,436	\$73,486	\$3,314	\$1,355	\$0	\$0
Main Br. Security System upgrades	\$6,782	\$0	\$8,620	\$1,678	\$0	\$0	\$2,500
Crossings	\$0	\$1,540	\$3,720	\$700	\$0	\$0	\$39,520
<b>Total – Library Paid Minor Capital Costs</b>	<b>\$28,642</b>	<b>\$80,716</b>	<b>\$123,209</b>	<b>\$120,922</b>	<b>\$61,952</b>	<b>\$86,838</b>	<b>\$183,292</b>
<b>City Paid Minor Capital Project Costs</b>							
North Wing HVAC	\$0	\$0	\$0	\$0	\$0	\$609,909	\$318,735
Main Br. Renovations	\$463,513	\$799,939	\$819,718	\$13,101	\$0	\$0	\$0
Main Br. Roof Replacement	\$20,400	\$295,5470	\$1,564,355	\$0	\$0	\$0	\$0
<b>Total – City Paid Minor Capital Costs</b>	<b>\$483,913</b>	<b>\$1,075,486</b>	<b>\$2,384,073</b>	<b>\$13,101</b>	<b>\$0</b>	<b>\$609,909</b>	<b>\$318,735</b>
<b>Total – Minor Capital Costs</b>	<b>\$512,555</b>	<b>\$1,156,202</b>	<b>\$2,507,282</b>	<b>\$134,023</b>	<b>\$61,952</b>	<b>\$696,747</b>	<b>\$502,027</b>

**Table 12 - Building Minor Capital Costs by Year**

Source: LPL and City of Lethbridge

	2016	2017	2018	2019	2020	2021	2022
<b>Library Paid Life Cycle Costs</b>							
<b>Blended Costs</b>							
Maintenance Wages	\$367,628	\$410,327	\$451,766	\$442,986	\$367,231	\$368,130	\$416,539
Contractual Services*	\$10,525	\$11,398	\$41,101	\$17,843	\$23,018	\$13,657	\$12,503
Equipment Maintenance	\$3,961	\$538	\$1,355	\$1,349	\$4,648	\$1,364	\$1,587
Snow Removal	\$0	\$0	\$0	\$0	\$0	\$0	\$1,395
Maintenance/Facilities Supplies	\$28,880	\$24,187	\$28,937	\$39,642	\$24,609	\$32,059	\$31,876
Inter-department Contractual	\$0	\$1,577	\$0	\$8,765	\$1,920	\$1,224	\$1,041
Work Order Time Changes.	\$234	\$0	\$0	\$92	\$0	\$0	\$0
<b>Branch Specific Costs</b>	0	0	0	0	0	0	0
Utilities - Main Branch	\$177,007	\$185,072	\$178,152	\$178,637	\$163,616	\$170,705	\$192,530
Utilities - Crossings	\$42,979	\$46,541	\$46,457	\$48,067	\$54,103	\$55,893	\$49,234
<b>Total – Library Paid Life Cycle Costs</b>	<b>\$631,214</b>	<b>\$679,640</b>	<b>\$747,768</b>	<b>\$737,381</b>	<b>\$639,145.</b>	<b>\$643,032</b>	<b>\$706,704</b>
<b>Facility Services Paid Life Cycle Costs</b>							
Main Branch	\$72,339	\$76,001	\$63,172	\$187,016	\$153,367	\$108,880	\$86,146
Crossings	\$34,500	\$41,511	\$75,276	\$64,730	\$73,568	\$66,600	\$70,037
<b>Total – FS Paid Life Cycle Costs</b>	<b>\$106,839</b>	<b>\$117,512</b>	<b>\$138,448</b>	<b>\$251,746</b>	<b>\$226,935</b>	<b>\$175,480</b>	<b>\$156,183</b>
<b>Total – Life Cycle Costs</b>	<b>\$738,053</b>	<b>\$797,152</b>	<b>\$886,216</b>	<b>\$989,127</b>	<b>\$886,080</b>	<b>\$818,512</b>	<b>\$862,888</b>

\*Contractual services include parking lot sanding, sweeping, line painting; sprinkler system maintenance; reverse osmosis system (Main and Crossings); weekly floor mats (Crossings); minor electrical work, pest control, etc.

**Table 13 - Building Lifecycle Costs by Year**

Source: LPL and City of Lethbridge

## Revenue Opportunities:

As with other library systems, LPL and the City of Lethbridge seek to reduce the cost of new library facilities while providing high levels of service and access. Some of the strategies that other systems have used to reduce library facility capital costs and generate revenue building include:

- Working with a site partner to share or eliminate land costs. This may be done by partnering with other City services, such as recreation centres, as noted previously.
- Working with a private partner to provide library services as part of a larger project, in exchange for relaxation of zoning bylaws, such as increased Floor Space Ratios (FSR), building height, reduced set backs, etc. One such Library is the Oakridge branch of Vancouver Public Library which was largely funded through Community Amenity Contributions (CACs)<sup>1</sup>.
- Provide space for non-profit organizations to rent, as done by Edmonton Public Library at the Milner Library
- Corporate and private donations for named spaces within the Library, as was done at Crossings Library
- And as a future proofing strategy, partner with another private or government agency to build

additional expansion area that is leased for a number of years at which time the space can be taken over by the library, as was done at Library Square in Vancouver

- Build spaces that can be rented or leased by local businesses, such as coffee shop/café spaces with appropriate facilities
- Additional performance and meeting room spaces included in new builds can be leveraged for additional revenue through room rentals, and ticketed events.

### **Cost Matrix**

The following table provides a preliminary summary of costs associated with each of the library service options in 2023 dollars and without escalation.

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<sup>1</sup> See City of Vancouver

Cost Type	Central Library	Community Branch	Neighbourhood Branch	Storefront Branch	Mobile/ Pop-Up
<b>Staffing <sup>2</sup></b>	40-50 FTE	12-20 FTE	8-14 FTE	3-5 FTE	2-3 FTE
Minimum	\$3,883,860	\$923,755	\$806,370	\$304,810	\$193,565
Maximum	\$4,406,000	\$1,105,505	\$967,645	\$365,775	\$232,275
<b>Operating</b>					
Minimum	\$735,600	\$240,000	\$120,000	\$30,000	\$27,675
Maximum	\$980,800	\$360,000	\$150,000	\$60,000	\$33,210
<b>Total Annual Operating</b>					
Minimum	\$4,619,460	\$1,163,755	\$926,370	\$334,810	\$221,240
Maximum	\$5,386,800	\$1,465,505	\$1,117,645	\$425,775	\$265,485
<b>Capital (ft<sup>2</sup>)</b>	60,000 to 80,000	20,000 to 30,000	10,000 to 15,000	2,000 to 4,000	200 to 300
Minimum (Tenant Improvement)		-	\$2,975,500 to \$4,350,000	\$660,000 to \$1,272,000	Varies
Maximum (New Construction)	\$37,247,100 to \$48,896,135	\$10,465,000 to \$15,812,500	\$5,062,000 to \$7,338,750		
<b>One-time Collection (items)</b>	135,000 to 175,000	50,000 to 70,000	13,500 to 20,000	5,000 to 10,000	500 to 5,000
Minimum	Use existing	\$1,354,135	\$365,615	\$135,414	\$13,541
Maximum	\$200,000	\$1,895,790	\$541,655	\$270,828	\$135,414
<b>Total Upfront (Excl. Operating)</b>					
<u>Tenant Improvements</u>					
Minimum	-	-	\$3,341,115	\$795,414	\$13,541
Maximum	-	-	\$4,891,655	\$1,542,828	\$135,414
<u>New Construction</u>					
Minimum	\$37,247,100	\$11,819,135	\$5,427,729	-	-
Maximum	\$49,096,135	\$17,708,290	\$7,930,405	-	-

**Table 14 – Cost Matrix – 2023 Dollars**

Source: Staffing and collection costs provided by LPL; capital and operating cost assumptions provided by Altus Group

<sup>2</sup> Based on current staffing costs for Crossings Library and adjustments for proportionately fewer pages/LA1s



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## **5 | Appendices**

## Appendix A | Terms and Abbreviations

**ASQ** – Ages and Stages Questionnaire

**ASQ-SE** – Ages and Stages Questionnaire-Social Emotional

**BBER** – Bureau of Business and Economic Research

**CPTED** – Crime Prevention Through Environmental Design

**CSI** – Crime Severity Index

**FNMI** – First Nations, Metis, Inuit

**Full-time Equivalent (FTE) Staff** – A term equivalent to the number of hours allocated in a standard work week (e.g., 37.5 hours = 1 FTE).

**GDP** – Gross Domestic Product

**GST** – Goods and Services Tax

**HVAC** – Heating, Ventilation and Air-Conditioning

**IT** – Information Technology

**LPL** – Lethbridge Public Library

**NET AREA or NET SQUARE FEET (NSF)/NET SQUARE METRES (NSM)** – The horizontal area of space assignable to a specific function. The net area of rooms is measured to the inside face of wall surfaces.

**PA** – Public Address

**ROI** – Return on Investment

**VR** – Virtual Reality

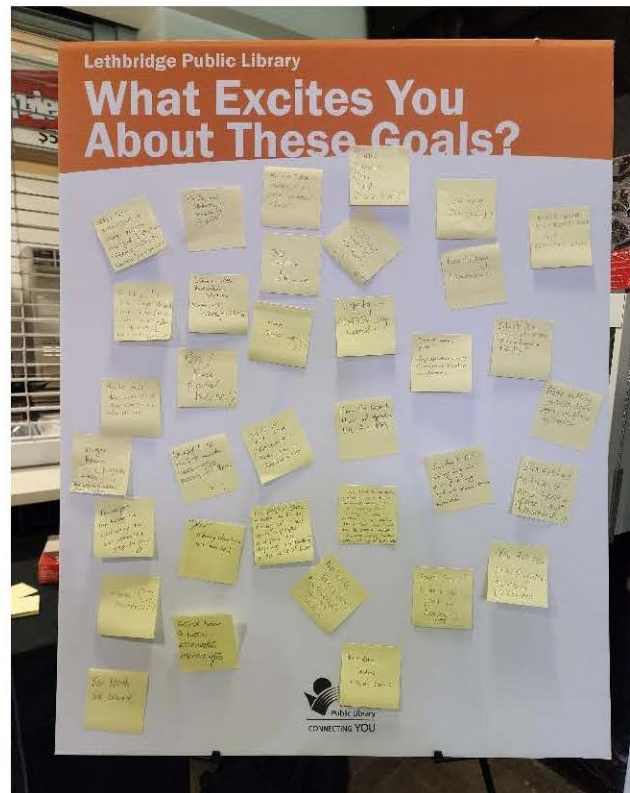
## Appendix B | Community Conversation Event Post-Its (Enmax Centre, Jan. 2023)

Post-it notes from Community Conversation, Enmax Centre, January 18, 2023

“What Excites You About These Goals?”

- Agree with all especially no. 5 extended hours
- Safety downtown!
- Revitalizing downtown
- Staff I’ve encountered are very helpful & friendly
- More seating spaces downstairs in place of tables
- I’m excited to have a new library space in our downtown and something like the Mustard Seed so we all have a place to grow
- Yes to new branch, extended hours & EV charging!
- Social support workers as part of library staff
- Install EV charging in the parking lot at downtown branch
- Extend hours please. Keep homeless out of downtown location washrooms
- I miss Senior’s Café Chat. It was Great
- Cultural events concerts (x2)
- Safety – loitering very negative

- Need to extend hours of operation till 9:00pm
- We love the children library, we go there for events, books, toys. Enhancing public safety is very important as we often don't feel safe there due to people under influence using bathroom, sitting on kids sofa
- Recording studios & green rooms
- Northside library branch & renovated/new DT location
- Include main branch in Civic Common plan
- 3D printer for public use
- More Bookmobiles!!
- Need for spot for peaceful reading & reflecting
- Multipurpose space & activities in the library will draw in more people and positively exposing "non-readers" to the world of books
- Extend hours to better accommodate movie nights
- "new" library downtown not needed
- We need to go back to extended hours – every evening till 9pm (x2)



- Continue with Bookmobile services. North side library building
- Providing and collaborating w community orgs for events
- Offer less restrictive & more easily navigated digital literacy skills for newcomer population
- To achieve these goals, I hope extended hours & increased personnel become part of the plan to help serve all members of the community
- Maybe have more awareness of online resources and online classes
- Longer hours more program (in person/online) like before pandemic, Calgary library
- Thank you for being so welcoming to our unhoused population
- More animals!!
- Far north side branch



## Appendix C | Stakeholder Survey (Jul.-Aug. 2022)

### LPL Partner Survey

#### Q1 How important is the public library to your organization?

Answered: 39 Skipped: 0

#	RESPONSES	DATE
1	The Lethbridge Public Library is a vital partner in the delivery of regional library services across southwestern Alberta. LPL is considered a "resource center" for the region: a formal designation under library legislation. This designation acknowledges the fact that LPL has considerable knowledge and collection resources to share with the other libraries in the region. The formal relationship is augmented by informal collaboration that occurs on many levels. The sustainability and ongoing success of the Chinook Arch Regional Library System hinges on the active participation of LPL in the System.	9/1/2022 4:10 PM
2	Providing tourism information to the public is core to our organizations success. It's my experience that when people don't know where to go for information, they turn to the library. As a general information centre to connect people in need of information with the sources where they can find it, the library is very important to our organization!	9/1/2022 2:42 PM
3	Although we don't access the library ourselves, we do like to refer parents/families to the library and share what it available to them.	8/11/2022 10:16 AM
4	1. DaCapo department (services for people with disabilities) utilizes the library as a community resource, as such, it is a very important element for service provision. We have several people that go there to read, watch movies and use the computers. On the other hand, we probably do not tap into the available resources as we are not aware of all the available options. 2. Immigrant Services-The Library is a crucial ally to our department. We rely heavily upon the Library to assist us with our mission to enable the successful settlement of refugees and newcomers in the Lethbridge community. 3. Counselling Outreach and Education- We rent the library conference room at least twice a year. We refer clients to the following: a) Children's programs b) To use public computers c) For information about community services d) CMHA community links e) We encourage clients to take out library books and other resources to support their self care (and it is affordable to them as well).	8/3/2022 3:28 PM

#	RESPONSES	DATE
5	The library has allowed me to expand my reach into the community, to connect with more audiences, and to leverage existing programming for mutual benefit. The library is an amazing partner and is always ready and willing to collaborate.	8/3/2022 1:50 PM
6	Student support is central to our mandate, so any organization that can potentially provide support to our students is valued. Further, our average age for students is a little bit higher than other higher educational institutions in Alberta, which sometimes adds complexity to their needs (children, for example, or needing to pay for rent). We also see a healthy population of returning students, which means an adjustment period for them as they reintegrate into student life. In all of these cases, the public library provides a complementary role to the services provided by the college library and the college itself. In the college library, we often provide students with TAL cards, but also encourage them to go to the public library. The free library cards have been especially helpful, since students often work with extremely limited resources. Our resources are also very focused on academics; we have some books and resources that would be useful for mental health, enjoyment, and other important parts of a healthy life, but we don't have that terribly many – the public library, on the other hand, can truly enrich students lives, helping to make them more successful in college overall. Possible faculty support – one problem that I have had in the library is sometimes finding good access to online, streaming popular videos. I can often find a documentary with public performance rights to stream, but it is a bit trickier with popular media. Unless I can get the Blu-ray/DVD, it's not likely I can provide an online version (and providing an online version has kind of become the standard post-COVID). This also applies to other fiction books that faculty might assign in their classes; although we would aim to buy materials that aligns with what is taught locally, we won't always get it right. We do have borrow-a-textbook services, but those tend to focus on expensive textbooks. As part of the library network throughout Alberta, we look to public libraries for ideas for implementing technology, innovative collections, and services/programming. As the public library world innovates, we seek to take the best lessons learned from there as we push forward with our own innovations.	7/30/2022 6:47 AM

#	RESPONSES	DATE
7	<p>The LPL was a key stakeholder for our organization since its inception. The LPL continues to be a key informal partner, supporting our agency's program in a variety of ways throughout the years. Some examples of the important role LPL has played for us include: Providing space, promotion, and opportunity for SRPAT to facilitate group connections for parents with children prenatal to K. Providing representatives to sit at community tables to promote community networking, collaborations, strengthen and maintain partnerships etc. Examples include The Lethbridge Play Charter, The Lethbridge Early Years Committee (now dissolved), community events such as presentations by the Early Years Coalition i.e. The Protective Factors. LPL has provided SRPAT with vouchers for free memberships for our program participants in the past. LPL has partnered directly with SRPAT to help us facilitate group connections for our participants such as Infant Massage (5 weekly sessions, have used both locations), Intro to the LPL (Children's library intro and tour for our participants - to connect them with the library, downtown). LPL Read On program has provided information to SRPAT to share about LPL programs for our New Canadian participants. 15% of our enrolled families in 2021-22 were recent immigrants or refugees. 31% of enrolled families identified a primary language other than English. The LPL downtown location has been utilized for agency trainings and staff meetings (fee can be a barrier). The LPL has provided us with free resources to share with our participants (i.e. the book "My Heart Fills With Happiness", being the central location for distributing the Community Links/Getting Connected booklets.) LPL has hosted large scale community events to bring the community together i.e. Word on the Street.</p>	7/29/2022 11:01 AM
8	<p>The library is incredibly important to the Southern Alberta Art Gallery Maansiksikaitsitapiitsinikssin. Our home was originally the City's first library, and this available physical space was an important aspect of the organization being founded. In addition to that, we know that the library helps build knowledge and community—goals the Gallery shares, but focused here through the medium of contemporary art. A good public library is a pillar of communities, and Lethbridge is stronger for having you! Finally, the Gallery has an active publishing arm, and libraries are one way we're able to better disseminate our small print runs, and reach broader communities.</p>	7/28/2022 5:26 PM



#	RESPONSES	DATE
9	The public library has been an important partner in our work. We hosted various education events in partnership with the Lethbridge library over the years. The library has also partnered with us for some local community programs off site with their bookmobile, eg, the library was a partner to host our kick off and grand opening of the westside outdoor gym.	7/26/2022 9:59 AM
10	The Lethbridge Public Library collaborates with Nikka Yuko Japanese Garden in the following ways 1. Community Engagement and Access -Lethbridge Presents Program allows income challenged or those who wish to have free access to Nikka Yuko Japanese Garden. It is a fantastic program that is well used. 2. Awareness -Word on the Street inclusion of those of Japanese Ancestry who tell their story about their journey here in Southern Alberta. 3. Awareness -Library Staff who can communicate that our attractions are here and highlight the cultural diversity we have in our community. Communicating programs and working with Nikka Yuko on fun nights like Anime etc. I think the library is a HUGE factor in ensuring that our residents/visitors and guest have a great quality of life. The library is one of the last free places to learn and engage with each other or for one to find resources and support. Libraries are also there for all types of residents and visitors who engage with the library for support such as technology, information, programs and access to other organizations.	7/25/2022 4:56 PM
11	The Lethbridge Public Library provides a valuable service to all departments of Community Services. Recreation & Culture - Rec & Culture provides different passes (swimming passes, skating passes, etc) to the library that can be signed with a Library Card Community Social Development - The Library provides a space for programming, at no cost. - The downtown location is a key location to connect with the vulnerable - Computers are available - Family Centre provides programing out of the Chinook Location - Community Links provides services out of the Downtown Location Lethbridge library systems work to provide residents with equitable access to information, continuing education, and community resources, not to mention books, magazines, music, movies, and more.	7/25/2022 3:22 PM
12	We're not just not police, we're also library users. We're part of the community and part of that citizen group that uses the Library. From a policing perspective, there is an indirect nexus in that the Library supports different groups that we are also working to educate and promote public safety and awareness to.	7/25/2022 11:21 AM
13	The library is very important to our organization (Lethbridge Historical Society) and in a number of ways. First, the library collection. Our members greatly appreciate and use the Senator Buchanan Collection which is a great resource for historical research. The online resources of	7/24/2022 1:26 PM

#	RESPONSES	DATE
	the library (such as the Lethbridge Herald collection) are vital for local researchers and it is greatly appreciated that they are free. As a volunteer organization, we cannot afford to access many of the more expensive resources. Second, partnerships and programming space. We appreciate the library as a public space and a space where we have over the years (at least pre-pandemic) conducted numerous public programs, both on our own and sometimes in partnership with the library. Third, publications. As a publisher of local history books, the LHS appreciates the work the library does in ensuring our books are available to a wide number of readers and researchers.	
14	Significantly, a library is a key community resource and gathering place for literacy, the arts, science and research.	7/22/2022 10:08 PM
15	The Library is very important as it is a hub of resources for children, youth, and families. It is also a very valuable resource for our vulnerable/at risk population.	7/21/2022 3:44 PM
16	Libraries provide access to technology for low income individuals that we serve. This is particularly valuable since the tech revolution because simply applying for a job requires a level of technological access that not everyone has. Programming opportunities to learn literacy skills (both traditional and technological) have been incredibly valuable. Blackfoot cultural programming has been accessed by many service participants. Continued embedding of Blackfoot culture into library programming and physical space would be prudent to continue to move the needle forward toward reconciliation in Lethbridge, particularly in the libraries in outlying areas, such as the West Lethbridge branch, as suburban experiences of diversity can be much different than those library patrons who live in the city's interior neighbourhoods and access the downtown branch. More important than anything is that libraries reduce barriers for marginalized, low income, and newcomer communities to access community space (even just a warm place to be), resources, and connection. The public library is very important to the people we serve, particularly the downtown branch, but the West branch as well.	7/21/2022 11:18 AM
17	LPL is an important part of our community, where programs, and families access resources frequently throughout the year	7/20/2022 12:05 PM
18	important resources to use to support seniors increase accessibility in accessing seniors specific resources for reading and other educational resources (ie. tablet loan program)	7/19/2022 1:30 PM

#	RESPONSES	DATE
19	Extremely. Alpha House works with the unhoused population so they utilize the library a fair amount	7/19/2022 12:57 PM
20	Participants of the YWCA of Lethbridge & District access the downtown Public Library frequently to utilize the Community Links team, access to a library card and access to social networks and computers.	7/18/2022 4:36 PM
21	The library is an important community partner. Literacy is important for health and health literacy. The library promotes and assists in building health literacy. The library is also an important partner for outreach programs-e.g. vaccine clinics and addictions and mental health supports, chronic disease education sessions etc. The library is an important partner for information sharing and helping people with barriers access information. The library is also a safe and inclusive space which all people can access.	7/18/2022 11:24 AM
22	I believe it provides opportunities for our students and staff to access content they may not be otherwise able to access.	7/18/2022 11:06 AM
23	Critically important. The library is part of the cultural fabric of community and an important collector of ideas and material culture that is shared. The library is a cultural hub and gathering place for the community to explore, learn and come together.	7/18/2022 9:41 AM
24	We have a property located near the Library, and our tenants in that building regularly access programs at the Library. Our Seniors program also partnered with the Library for tablet access especially during COVID when our seniors were very isolated. We are incredibly grateful for the support that is located so close to some of our vulnerable tenants! We also maintain a small lending library for our tenants within one of our buildings, and this is cared for by Library staff. The tenants in that building are incredibly grateful for this!	7/14/2022 11:18 AM
25	Family Centre partners with the library on many different programs, events and initiatives therefore we feel the library is very important to helping us meet our targets, create connections to resources for the public and access space, staff and resources that we wouldn't necessarily have available.	7/12/2022 10:22 AM

#	RESPONSES	DATE
26	Very important. We have partner with Children's Services several times a year on many initiatives including: on site programing at LPL, circulation resources, meeting room space, and community outreach.	7/11/2022 2:10 PM
27	The Library is the most important organization that is part of my coalition.	7/11/2022 2:02 PM
28	Very. The Public Library is a key partner is community service delivery and the Integrated Coordinated Access System.	7/7/2022 2:05 PM
29	We do not utilize the public library much. However, we do consider it a vital part of Lethbridge and it provides services to the community that are important in the transfer of information, education, and general services that some people do not have access too (i.e. computer, music or cd, etc).	7/7/2022 2:03 PM
30	Very important.	7/7/2022 11:17 AM
31	It's a significant part of the city providing services to a wide variety of individuals. It has always been a hub for people seeking knowledge and information but also provides a safe social setting for many.	7/7/2022 10:32 AM
32	The public library is extremely important to our organization. The Lethbridge public library is one of our strongest, most critical community partners.	7/7/2022 8:55 AM
33	We see the LPL as a flexible fluid community connector and are pleased to have worked with the LPL to advance physical literacy within our community. We have worked together less through the pandemic and look forward to connecting and supporting each other in more projects in the coming months and years.	7/7/2022 8:54 AM
34	Very. To us the Library is a resource for us -- a lot of the people we see have problems with literacy, and education and and and. Programs benefit our clients and also the physical building for community connections. Partnerships are something we value very highly. It is a hub. Literacy and community are two of the highest library values to us.	7/6/2022 3:41 PM

#	RESPONSES	DATE
35	I am retired and love the library but always did even when working or going to University. I spend many hours at the Public Library as a University Student. It was convenient and a quiet space for work and study.	7/5/2022 7:39 PM
36	From our organization we have enrolled in a few course such as Excel. From their the library does not directly impact our organization.	7/5/2022 3:31 PM
37	Not very important but some of our guests do like to read and we do have a small library for them to utilize	7/5/2022 2:01 PM
38	Directly - not that important. That said, we see the broader impact on digital and traditional literacy that the library can have as crucial for the community. Leading innovation through creative maker spaces and other projects also supports the need to develop an ecosystem in YQL.	7/5/2022 12:57 PM
39	We view the public library as a partner in helping deliver our services and facilitate our outreach to the general public. For example, if we do not have a book requested by a patron - or access to a particular database - we will often check LPL to see if you have it. As we are both members of TAL it is very helpful to offer the reciprocal borrowing privileges to patrons. Likewise, we try to participate in all events where we are able - such as Word on the Street, the Chinook Arch conference, and others. We have collaborated on Science Literacy Week activities and putting Little Free Libraries on campus. We have also discussed the possibility of having a city-wide 'one book' choice, which would help bridge the campus community with the wider community of Lethbridge (perhaps also in conjunction with the College). This has not yet happened, but I'm hopeful that future collaborations will be possible. We also host a rotating collection of LPL books.	7/5/2022 9:57 AM

## Q2 Please tell us about your organization’s top three needs now and in the future. How can the library best support those needs?

Answered: 38 Skipped: 1

#	RESPONSES	DATE
1	Chinook Arch is a library support organization, and part of its mission is to ensure that smaller libraries in the region have access to expertise, training, and support. Libraries are often expected to do more with less, and at the same time often find themselves on the front line of whatever is happening in the wider society. LPL can support Chinook Arch by making available its expertise through professional development opportunities for member library staff. It can also support the development of region-wide online collections to satisfy the reading needs of people who enjoy reading in a digital format.	9/1/2022 4:10 PM
2	1. Tax payers understanding the value of tourism - assist with education and information sharing 2. Collaboration amongst partners that promote Lethbridge as a destination - provide a good example and encourage a collaborative model 3. Determining KPI's and implementing tracking - sharing best practices	9/1/2022 2:42 PM
3	1. Sharing programs and resources that families can access at no cost so that we can promote these with our families signed up in our Early Learning Programs 2. Possible need for meeting spaces on occasion.	8/11/2022 10:16 AM
4	1. DaCapo- One of the current challenges is there is not a great deal of community awareness as to the activities/items available at the Library. Expanding marketing to increase community awareness would be beneficial to the community as a whole and certainly LFS. Social activity groups facilitated by the library targeted at people with disabilities would expand services to this population. The library currently has book clubs so could there be one targeted at some of our people. Right now they have a writing club and a reading group going that might be good for some of our people, but could they be modified to include a larger group? Space always seems to be an issue here so I think there is some potential to use the library in that capacity. 2. Homecare- Staff is our priority. As for library supporting this – job postings in the library? Job fair? 3. Immigrant Services-• Digital financial literacy. We have identified a need for an educational program to teach newcomers digital financial literacy. How to do online banking,	8/3/2022 3:28 PM

#	RESPONSES	DATE
	<p>identify fraudulent and scamming activity, how to make safe online purchases, conduct budgets, pay bills, credit score etc. • Language Assessments. Currently, LFS client's language skills must be assessed prior to enrollment in language classes. The Calgary Language and Referral Centre (CLARC) is the only player in town and the wait time for assessments is too long and hinders settlement. If the library had a capability to assess the language skills of newcomers, we could get our clients enrolled in Language Instruction for Newcomers to Canada classes (LINC) quicker thus speeding up their settlement journey. An additional LINC capability would also be welcome in Lethbridge. Perhaps consideration to be given to running activities or programs that promote English language learning e.g. conversation circles, ESL games and other such activity that promotes English language attainment. • Young Adult Newcomer Programs. Currently, newcomer youth who arrive in Canada at High School Diploma age are disadvantaged and our most vulnerable clients. It is highly unlikely they will achieve a diploma due to circumstances beyond their control. Programs such as young adult English classes, resume writing, and youth employment services would be welcome. • Social Isolation. Newcomers yearn for a sense of belonging. They desire to be part of the community. Any program that would enable the gathering of mainstream Lethbridgians and newcomers will go some way towards establishing this and setting the conditions for successful community integration and prevent social isolation. 4. Counselling Outreach and Education- 1) Inform community of community resources 2) Rental space that is affordable and well equipped with technology and personnel support 3) Continuing to be an affordable avenue for families and a safe space for families to go to.</p>	
5	<p>Activating the community through programming and services, including bringing vibrancy to the streets and parks of the city. Understanding the future land development needs of the city and city affiliated entities like the Library, including understanding their land acquisition needs. Supporting broader economic development outcomes within the community, which in part relies on having established, sustainable and community services like a thriving library system.</p>	8/3/2022 1:50 PM

#	RESPONSES	DATE
6	<p>Now The library, and the Centre for Teaching, Learning, and Innovation (CTLI) of which it is a part, is central to supporting the college as it fulfills its overall institutional priorities. In particular, we seek to empower the college by connecting communities, providing people, culture, and human potential, innovate in teaching and learning, and provide agile leadership in emerging educational technologies and practices. The public library's programming and collections can help support these areas, especially if we can build partnerships to build lifelong learning and community with our faculty, students, and staff. Attracting and retaining students is always an important part of the college, and the library's facilities and services provide ways to do both. Since we have a strong population of returning students, the library's programming, especially if we could partner with them, might be an avenue for potential students to enroll as they continue their personal journeys in lifelong learning. Providing adequate resources to meet all student needs can be tricky on a tight budget, especially since we must focus on academic resources. While organizations such as The Alberta Library does help with affordability, the breadth of resources important to students' mental health and resilience in school can be a challenge; that, however, is a challenge that can be met by the public library. Future The institution as a whole will be focused on achieving the Alberta 2030 plan. The Plan's key goals that affect higher education will aim to be met by the priorities listed above, but the needs will continue to become more complex as the college continues to involve itself deeply in its goals. The public library could support this, for example, by partnering in co-curricular activities. Growing student population, both locally and internationally, is helped strong community services beyond the college, similar to what would currently help in attracting and retaining students. As we regain our momentum on international students, however, continuing to provide programming and services such as the invigilation of the citizenship exam would be valuable. While community involvement and engagement is rather central to our philosophy as a library, our focus is often limited to the college community, often simply due to a lack of resources. We will be looking at using partnerships to improve engagement with non-college community members, and the public library will likely be very important in this area. One possible avenue would be inclusivity-based events, such as Read with a Queen.</p>	7/30/2022 6:47 AM



#	RESPONSES	DATE
7	Support for providing, facilitating, group connections - providing space, promotion/marketing i.e. the Children's Library newsletter/posters, referrals for SRPAT (LPL could have a SRPAT home visitor come and read a book at one of the early years programs and then have an opportunity to promote our program. Perhaps discuss other innovative ideas. Requiring a fee can be a barrier. Continued advocacy for SRPAT home visitation program.	7/29/2022 11:01 AM
8	Community re-engagement: the library can help broaden our reach by communicating our programs, and continue to offer the Lethbridge Presents membership check-out program (which we'd love to connect about!). Also add more information about our organization on this page: <a href="http://www.lethlib.ca/lethbridge-presents">http://www.lethlib.ca/lethbridge-presents</a> . There is potential for us to program exhibitions at your venues to reach new or past audiences where they're at. We could organize a rotating contemporary art shelf at your facilities to encourage folks to learn more about current artistic practices. This could be particularly useful on the west end where the Gallery has less immediate presence. Safe and equitable community: if all our community organizations implement standards and collectively champion being actively anti-racist, culturally safe, and equitable, we can help our city be safer and more equitable. Financial sustainability: The library can partner with and program at the Gallery, and share best practices for our modest art book library to strengthen this area of operations. Buy copies of our publications to add to your collection, and display them on your rotating bookshelves. Add our library as a searchable resource to your catalogue and encourage folks to come visit us to look at those books alongside our current exhibitions. Cross promote our reading club, Bletcher Hour, and have guest librarians host a few of these events annually. Collaborate with us to use and amplify Tiny Press to encourage self publishing practices, or collaborate on new publications (the Carnegie Centennial publication collaboration was wonderful!).	7/28/2022 5:26 PM
9	Educational support Facility space Community program partnership	7/26/2022 9:59 AM
10	Destination Management Organization needs to work with the library to develop a community sentiment survey. In order for tourism and our community to thrive, we need to ensure we know what is happening in our community which may not only impact the visitor economy but having a high standard of quality of life for our short term and long term residents. By doing a sentiment survey, we are able to see maybe some challenges that we can as a community work on to make better. Libraries can be huge influencers in the community. Libraries engaged with the community can offer a front door approach to ensuring that our community programs, events, sporting opportunities etc can reach far into the community. Libraries do this by building up those person relationships and thus are able to start to engage with DMO's and other community organizations to enhance the needs or wants of our community. An example of this is when we worked with the library on ensuring there was enough free passes to get to the Winter Light Festival. Libraries are a part of tourism. How can the Destination Management	7/25/2022 4:56 PM

#	RESPONSES	DATE
	<p>Organization also support the library in being more visible especially to those maybe here for a short term. There are 197 air BNB here in Lethbridge and some are rented out for longer periods of time. How can the libraries also welcome our digital nomads and/or give them spaces to do their work based on their needs. Any person who stays or visits Lethbridge should expect a high quality standard of life. Last but not least -by doing a survey how can the libraries support building a great workforce and retention. We always seem to think it is the Chambers and the EDL role but it is more than that. If you think Cradle to Career and long term vision, how can libraries support that. Inspiring youth or connecting them with our local businesses and organizations. Libraries are influencers of youth through their programs and working with their communities. I believe the libraries can assist in developing programs for positive future awareness like "hospitality and trades" This doesn't only have to be a school focus. 1. Sentiment Survey -What do our residents need for percieve a high quality of life 2. Developing a higher level of awareness and communication processes to a larger reach with DMO and the Library 3. Work force strategies and programs -library engagement</p>	
11	<p>1. Providing a space to training and engagement, for both internal and external stakeholders. 2. An educational outlet for women/others new to the city, providing language support. A place to read / write/ understand the language. 3. Play an essential role in providing safe, accessible, and free educational resources for every member in communities. This includes the ability to utilize and offer the meeting space. to community groups.</p>	7/25/2022 3:22 PM
12	<p>Indirect nexus connection - how can we partner in different areas? 1. Immigration and newcomers to the community - a need for them to have access to materials in different languages and the Library can help on that front. Actual other language materials, not just translations. Encourage use of the Library as an activity in the community, based on trends going on, and attract people to use the services. 2. Youth - same sort of idea - how can the Library encourage youth become users of the facility and get youth into the Library? What topics are of interest to them and will bring them into the Library? 3. What are some of the trends that the Library looks at to get the general public into the Library?</p>	7/25/2022 11:21 AM

#	RESPONSES	DATE
13	The top three needs of LHS: 1. To continue our mandate of promoting, preserving and presenting the history of southwestern Alberta. The best ways the library can support this is to continue with and expand upon the answer to question 1. I have no doubt that the LPL and LHS could find more ways to partner together and work on projects together. The other two needs are internal and certainly the LHS isn't the only not for profit society facing these concerns. 2. Recruiting younger members and board members. As a member based organizations, the LHS needs to sell memberships in order to maintain and expand its volunteer base, as well as to have members from which to recruit future board members. 3. Remaining relevant in a changing history environment, both in terms of content but also in delivery methods as younger audiences are wishing to interact with history in different ways than the older generations did. This one ties in with the partnership ideas. The LHS has incredible content and would love to develop more partnerships around how to present this information in new, creative ways that reach different audiences. Some of this relates to technology support. Some of this connects to understanding the needs and desires of various audiences (both younger audiences but also newcomers to Lethbridge, etc.).	7/24/2022 1:26 PM
14	1. Transitioning youth to Adulthood successfully - the library serves youth who are learning to live on their own by providing resources, access to internet, etc. 2. Understanding and improving the Indigenous experience and implementing TRC goals. The library can continue to assist by offering education, resources, information on the Indigenous culture, practices, and reconciliation efforts/strategies. Continue to support Indigenous peoples to access the library. 3.Support children to live safely in their home and community. Library can provide programs to families with young children where healthy development and literacy is modelled, examined, and educated to. Also programming for foster families and extended families with children in their care.	7/21/2022 3:44 PM
15	Instead of a perspective from our agency, I'm going to answer this question as a community member. We're a large and fairly well-resourced agency (well, as well-resourced as a non-profit can be, I suppose), but there are some community gaps I think the library can help fill into the future. 1. Mentioned in question 1, libraries hold important space in our communities, have a	7/21/2022 11:18 AM

#	RESPONSES	DATE
	<p>public platform, and can use this public platform to help break down stereotypes about Indigenous peoples (and other groups); such stereotypes are so pervasive throughout Lethbridge and Southern Alberta. I think the library does this work to a degree already, but a continued focus on expanding such programming and public voice would do good in the community. Transcending deeply rooted societal discrimination and prejudice will take generations, so although immediate evidence may not empirically support such efforts, longitudinally the community will be better off into the future, and the more public platforms that are publicly on board with challenging stereotypes and discrimination, the better. 2. North Lethbridge appears to be pretty underserved by the library system. We have a downtown branch that's medium sized, and a West side branch that's small. I've lived in other communities that have had "micro libraries". In a neighbourhood I grew up in personally (a low-income neighbourhood), we had a local library that was actually inside of a 1940's wartime house. It had a selection of books, some computers to access, etc. This was 20 years ago, so times have changed, but I still think that approach can hold weight, particularly for resource connection and access (see question 3). 3. Medicine Hat Community Housing Society is funding the Medicine Hat Library for an in-house social worker who will do light-touch connection with walk-ins and support them in accessing appropriate services. There's been a huge digital push via Helpseeker and others on digital streamlining of service access. This work is great, but will only benefit people who have the capacity and privilege of navigating digital access. Essentially, it helps reduce one barrier to access for people, but creates another for others. A combination of micro-libraries with an in-house staff person (doesn't have to be a social worker per se) who is well-versed in community resource access in areas such as North Lethbridge could have a systematic impact in Lethbridge with respect to how people access service. Perhaps it would be prudent to see how that project does and look at something similar here?</p>	
16	Children access programs and activities offered through LPL Families access resources and community information children, youth and families have a sense of Belonging to the community through accessing LPL programs and resources	7/20/2022 12:05 PM
17	- outreach opportunities for seniors to access books, movies, technology as many seniors are home bound - ongoing support to utilize technology effectively - could this be a "buddy" system - opportunity for SSN staff (seniors outreach team) to attend seniors specific initiatives the library champions to offer support/build connection	7/19/2022 1:30 PM
18	- access for the unhoused population to different services - donation support for hygiene items and clothing - collaboration in the sector to support more services for the vulnerable population	7/19/2022 12:57 PM

#	RESPONSES	DATE
19	The top three needs, currently of the YWCA of Lethbridge & District participants, are the following: 1. Access to community services, such as Community Links. 2. Access to events at the library 3. Free memberships for participants of the YWCA Harbour House Women's Emergency Shelter	7/18/2022 4:36 PM
20	Improving health literacy and health education to enable people to better manage their health. Partnering to support community projects addressing social exclusion. Partnering for the delivery of services and programs at the library.	7/18/2022 11:24 AM
21	1. Technology support 2. Resources with cultural sensitivity/integration 3. Local content	7/18/2022 11:06 AM
22	1. Barrier free access to Canadian Newspaper Archive database. This is an important research tool for researchers, scholars and students. 2. Access to academic databases. Opportunity for professional staff and researchers to download articles in databases such as JStor to enhance research activities. 3. Onsite (Museum) access to research databases and archives.	7/18/2022 9:41 AM
23	We have discussed with the Library in the past creating some programs for our tenants, and I think in the future that opportunity would be incredibly beneficial. One opportunity is getting the Bookmobile out to some of the Lethbridge Housing Family Housing properties, and connecting some of the kiddos with opportunities to check out library books without having to go too far. Another opportunity is to connect our seniors to different groups offered through the library. Finally, any sort of life skills collaboration will be incredibly beneficial to our tenants.	7/14/2022 11:18 AM
24	Our top three needs include space, resources and staff. The library can offer space to Family Centre to run programs; resources such as equipment, books and materials have been utilized by Family Centre; and finally library staff have been available to partner with programs, events and collaborate on initiatives that bring the community together.	7/12/2022 10:22 AM
25	Top three needs: - Connection to parents, educators, and caregivers - Space to host workshops for parents, educators, and caregivers - Sharing resources with community	7/11/2022 2:10 PM
26	The Library is already meeting the needs of the coalition and im sure they will continue to in the future.	7/11/2022 2:02 PM
27	The Public Library offers an accessible stigma free space to meet with individuals in the community. The Public Library is one of the last inclusive spaces in the community. The Public Library supports community education of social services and available programing.	7/7/2022 2:05 PM

#	RESPONSES	DATE
28	Our organizations top three goals are the following: 1. Increase marketing and awareness of our events, services, and products. 2. Increase the overall number of people who attend live events, reach people who have not tried events before, and increase our service base. 3. Generate new forms of revenue, tourism, economic impact.	7/7/2022 2:03 PM
29	Community connections. Information sharing. Improving quality of life.	7/7/2022 11:17 AM
30	1. Maintain the vibrancy the library creates. Free memberships help that. 2. Continued services for children. Historically, the library has always been a starting point for gaining knowledge and understanding. Children's programming has been and should continue to be an important part of what the library does. 3. Continued awareness of changing technology. What was once a place for only books, the library continues to find ways to develop virtually. That is vital for relevancy.	7/7/2022 10:32 AM
31	1. Efficient conduits (access and connection) to diversified audiences. Cooperative programming initiatives, opportunities to share messaging and resources of partner organizations (cross promotion), community awareness to avoid duplication and redundancies. 2. Effective and strategic community partnerships. Collective planning, communicating partnership opportunities in community-wide initiatives, ensuring staff are familiar with and aware of community partners work, resources, programs. 3. Accessible and engaged community advisors and subject matter experts. Training and investment in professional development for staff.	7/7/2022 8:55 AM
32	The library hosts events and promotes ideas/themes in relation to the community themes and trends (ex, National Indigenous People's Day, Black History Month, Pride, etc). LSC has been invited to participate in several of these activities (physical literacy projects, in-person sport book readings, WOTS, Pride panel) in the past although fewer since the pandemic. All of LSC activities are done collaboration with community and sport organizations to have a further reach and a greater impact. As well we coordinate with our partners to cross-promote these activities. Through the pandemic it has become even more evident how important physical activity and sport are to the emotional, social, mental and physical well-being of our children and youth, as well as a community connector. These similarities between LPL and LSC are what drew us together in the first place and we would like to reinvigorate the relationship. Our top three needs include 1. Connect with our community through partnerships. 2. With our community partners, influence and support the enhancement and development of sport. 3. Be a voice for sport, physical activity, and active recreation.	7/7/2022 8:54 AM

#	RESPONSES	DATE
33	1. Top need = direct resources so that's food and money. 2. Connections w/ agencies that deal with the issues that place people in need of our services 3. The food bank is a first stop for a lot of these people, and then we can connect to resources and library resources, e.g., literacy and computers 4. Manpower -- 100% reliant on volunteers so library is a good place for us to recruit volunteers and as a distribution point for our community activities. Library acts as a bridge.	7/6/2022 3:41 PM
34	As a retired individual I continue to research and access reading materials. Access to newspapers is vital.	7/5/2022 7:39 PM
35	Public education- see below	7/5/2022 3:31 PM
36	Being the recipients of free books from time to time.	7/5/2022 2:01 PM
37	- Supporting the entrepreneurial ecosystem - gathering space, classroom space, financial basics courses, etc - Supporting creative industries - makerspaces, resources/talent/programs for film, tv and online content production - Workforce development - resources, facilities and programming that allows for training, experiential learning and hands on demos	7/5/2022 12:57 PM
38	1) knowledge of our services - we struggle with reaching all students, and having them understand that we can help them not only with 'books' but a myriad of research skills. having us participate in public events you put on helps us a bit with this, but also helps the general public know about us which is important to the UofL to be a part of the larger Lethbridge community. 2) critical information / media /digital literacy - today's students think everything is available on Google, and don't always have the critical literacy skills to discern good information from bad (or a web site from a journal article). The library could potentially help with their youth outreach programs in starting this literacy earlier - arguably should be done in the school system, but I'm not sure that it is. 3) budget - which plays into the above point about referring people to LPL if you have the title a patron seeks and we do not.	7/5/2022 9:57 AM

### Q3 How can future library facilities best support your organization's priorities and the people you serve?

Answered: 38 Skipped: 1

#	RESPONSES	DATE
1	LPL is a hub of the regional system, and as such, handles a lot of the library materials that flow from library to library. Future library facilities should be designed with that in mind, so that delivery drivers can enjoy safe, easy, and trouble-free loading spaces as they work to move items around the system.	9/1/2022 4:10 PM
2	Provide space for tourism information and story telling to highlight the culture and opportunities that exists.	9/1/2022 2:42 PM
3	1. Continued access to kits that promote play outdoors during all seasons 2. Programs that families can enjoy with their little ones that include literacy in various forms...books, puppet shows, music, physical literacy 3. Accessibility for low-income families to sporting events, lessons, facilities	8/11/2022 10:16 AM
4	1. DaCapo- Safety and security in the downtown location is a current concern. The library may be utilized more frequently if people felt safe in that environment. Hours at the Westside location is problematic for people who would like to access the library in the evening but are not comfortable accessing the downtown location. Continuing to expand upon the items that can be borrowed from the library would be helpful. 2. Immigrant Services- • Evening hours to allow newcomers, who work during the day, the opportunity to access classes and library facilities to assist with their settlement journey. • A translation capability on the Lethbridge Library Website to allow newcomers to view library services and programs in their native language. Perhaps similar to the translation capability on the Lethbridge LIP website. • We hope to conduct an employer newcomer network event in the future. An event with a gathering of employers who newcomers can chat with; to build newcomer confidence, receive employer feedback on resumes, to educate employers on the value of employing newcomers and a whole host of other reasons why we wish to do this. Partnering with the Library and making use of their facilities is one such avenue we are considering. 3. Counselling Outreach and Education- See answers from question 2.	8/3/2022 3:28 PM



#	RESPONSES	DATE
5	Opportunity Lethbridge can support the LPL to identify and secure land for future expansion needs. Having a future growth plan with clear needs will help us be able to support you. Creating spaces within existing and future facilities that can be programmed and enhance the vibrancy of the local neighbourhoods within which libraries sit, but also the community at-large.	8/3/2022 1:50 PM
6	The library will be hoping to improve its current space beyond the 2019 with another likely renovation within the next year or two. We've already allocated a small space to add a small makerspace, which will include 3D printing (both filament and resin), laser engraving, sewing, virtual reality, and as much cool stuff as we can fit in there. In our next renovation, we hope to create a very advanced classroom/makerspace (alongside more study space, breakout rooms, etc.). Future libraries facilities that would allow us to partner and build on our strengths would be extremely valuable to us in this area. Co-curricular activities are going to be expanded as we work towards the Alberta 2030 plan. The library will be aiming to make use of its Makerspace to allow for this, as well as capitalize on community partnerships and participation so that our students have the best opportunity to enjoy co-curricular activities, potential for entrepreneurship, and a strong, encouraging community. CTLI is working on dual credit and other youth strategies that will have long-term implications for the college's demographics and community partnerships, especially with high schools. The library here will be doing what it can to support any strategies for engaging youth, primarily through its facilities and makerspace, and we are open to any partnerships with the public library that would improve this outreach.	7/30/2022 6:47 AM
7	Providing free space for group connections and meetings. I know the LPL hosted some outdoor children's programs in the past - perhaps our organization could take advantage of the outdoor space(s)? I am not familiar with what they look like. Occasionally, a family may be unable to meet in their home for private visits - is there a small private room available that could be booked in advance for free? Continued advocacy for SRPAT programs, perhaps a 'community highlight' somewhere that could rotate information on community programs and/or organizations? Support for SRPAT team meetings i.e. board and/or staff/team, note paying a fee is a barrier.	7/29/2022 11:01 AM

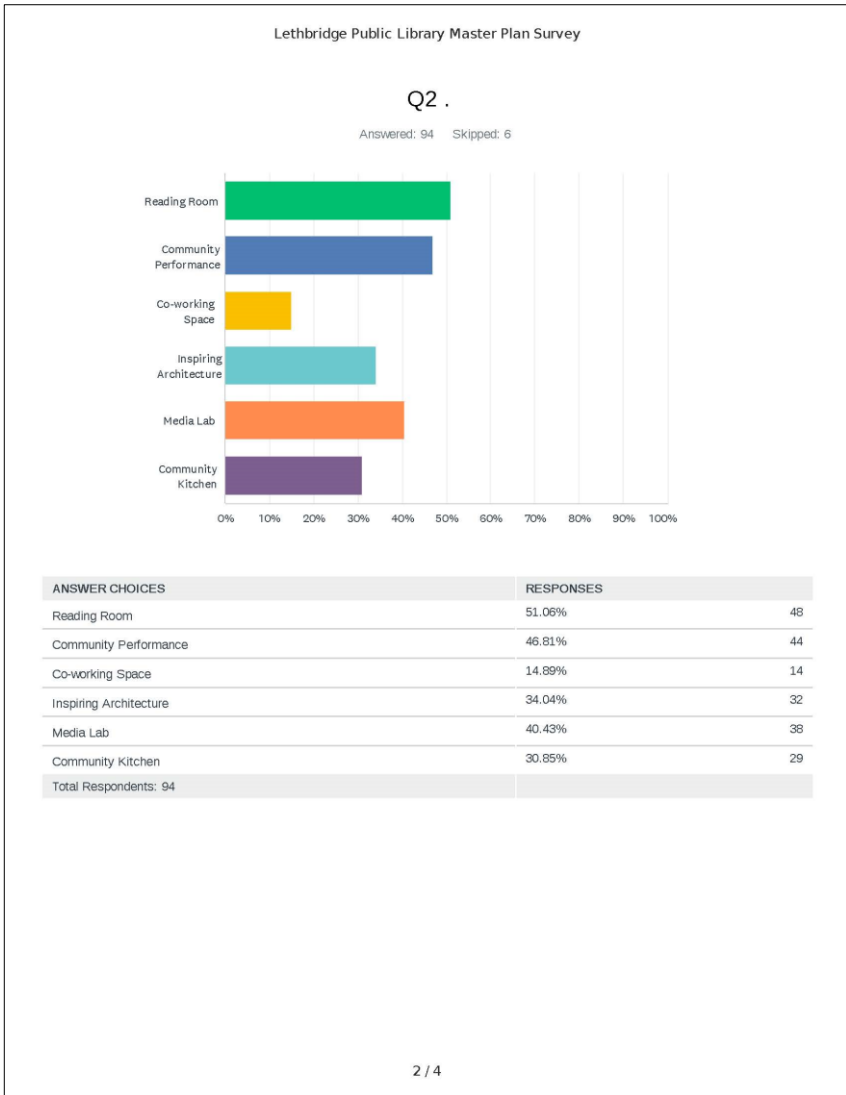
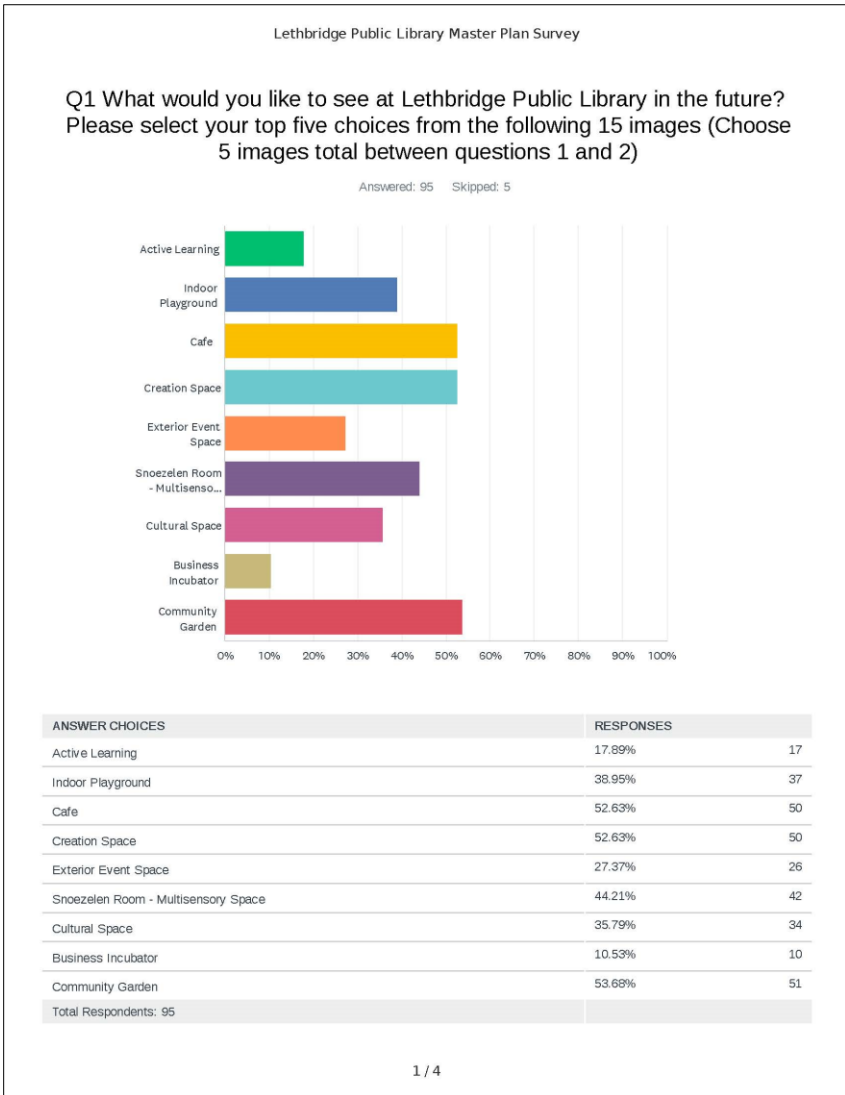
#	RESPONSES	DATE
8	Offer gallery space in the Library for our organization to partner on and program, as well as other arts groups in the community. Continue to offer discounted or even free event space for us to use. Develop an ongoing collaborative program to share audiences, build new relationships between staff and organizations, and share knowledge. Create a permanent shelf to display books published by the Gallery given we have had a significant amount of publishing throughout our history. Offer training to advance EDIA or safe spaces measures for library clientele, and invite the Gallery's staff and/or other non-profit organizations to attend to share this knowledge and resources further. Utilize barrier-free facilities that have safety, accessibility, and inclusion in mind for visitors. Use gender neutral signage. Consult with Blackfoot communities to ensure facilities are responsive to their needs and ideas, i.e. offer Blackfoot language signage and having indoor space for smudging. Choose sustainable and environmentally conscious options wherever possible.	7/28/2022 5:26 PM
9	Continued support to host education sessions, community events and community programs.	7/26/2022 9:59 AM
10	1. Work with the DMO to do that sentiment survey. 2. Understand that libraries play a role in tourism and for awareness of our local history, culture and arts which is unique to Southern Alberta 3. Support and promote tourism, our attraction and do amazing program and/or create experiences for Nikka Yuko or work with the DMO and other organizations to create those experiences.	7/25/2022 4:56 PM
11	- Any new facilities should ensure accessibility to public transit. - Continue to offer free wifi. - Play an essential role in providing safe, accessible, and free educational resources, for every member in including providing life skills training. - Combine it with other facilities – leisure center, high school, daycare, - Should there be a recreation room, similar to the YMCA, for the youth? - Bookmobile is an important service that the library provides as it gets out into the city and helps to provide the service to those who might not otherwise be able to get to a physical branch..	7/25/2022 3:22 PM
12	We serve all 3 of the above groups, and any partner that can help us reach and develop these groups to become engaged citizens in the community will help public safety in this city, which is our mandate.	7/25/2022 11:21 AM
13	We hope that whatever the library facilities look like that there is great space for public programming and partnerships where the public can be invited in to participate in lectures, programs, etc. This space would also have the technology to easily do combined in person and online programming and the programs could be easily taped so they could be shared with wider audiences (as well as stored for the future). The Senator Buchanan room and collection would be maintained in whatever new facility might be constructed. Having this available on weekends and evenings (when other local history collections are closed) is essential.	7/24/2022 1:26 PM

#	RESPONSES	DATE
14	Offer training programs and re-training programs at no cost for underprivileged members of the community.	7/22/2022 10:08 PM
15	Meeting spaces to allow various groups to gather, educate, promote and meet at low (\$20) to no cost would be exceptionally helpful. Programs to targeted groups (families with young children, teens, grandparents, etc) also helpful.	7/21/2022 3:44 PM
16	I've touched on this in the previous two questions. I'd say geographic access is something to look at. Lethbridge is a bizarrely sprawled city for only having 100,000 people. This stretches our tax base and increases our costs for maintenance (issues beyond the purview of the library). It also makes the city tough to navigate for those who don't have cars. The far South and the North have no library. Given the income differences and community needs, prioritizing North Lethbridge would be awesome from my perspective as someone who serves marginalized and low income populations. 2050 is an impressive length to strategically plan for. Well done!	7/21/2022 11:18 AM
17	provide opportunities for our program to access literacy activities on site access to community rooms (meetings/training etc.)	7/20/2022 12:05 PM
18	See above	7/19/2022 1:30 PM
19	Would the library be interested in hosting a resource day for social service agencies to be on-site for vulnerable individuals to access different services/programs/referrals?	7/19/2022 12:57 PM
20	Continue to offer support services for those in need and encourage all staff, including security staff, to engage with community with respect and dignity. One of the programs at the library that seems to be of a need for participants is the reading program.	7/18/2022 4:36 PM
21	Continue with partnerships, literacy support and providing a safe and inclusive space for everyone. Libraries are essential for community well being.	7/18/2022 11:24 AM
22	Potentially have spaces for travelling museum exhibitions. Connect Galt library with LPL database.	7/18/2022 9:41 AM
23	I think the best way would be through different group opportunities, or setting up life skills type workshops or sessions.	7/14/2022 11:18 AM
24	As stated above, we would continue to partner with the library and use their facilities when we offer programs.	7/12/2022 10:22 AM

#	RESPONSES	DATE
25	- safe, welcoming staff and place - openness to partner with community initiatives - partnerships to share expertise, space, and resources	7/11/2022 2:10 PM
26	I am already fully supported by the library.	7/11/2022 2:02 PM
27	By continuing to focus on providing inclusive space. Fostering partnerships with community agencies and increasing collaboration and communication.	7/7/2022 2:05 PM
28	Library give people access to information in both traditional and non-traditional ways. From books to music, to movies, to computers, it gives people the opportunity to know about events, culture, entertainment, and educational services. Promoting activities and programs, events, that are taking place in the city is a high value. Any form of marketing and reach to different demographics is a benefit, and providing information on how to get places and participate in programs or events is always of value.	7/7/2022 2:03 PM
29	Continuing the work you do. Providing traditional and new, innovative services for our citizens. Providing free or inexpensive and accessible options for our citizens.	7/7/2022 11:17 AM
30	Continue to do what you do. Great people are running the operation. Keep City Council informed. Be innovative. Think outside the box when necessary.	7/7/2022 10:32 AM
31	Ensuring that library facilities still house collections (physical resources). Ensuring adequate space for community information to be shared with patrons and visitors (ie. bulletin boards, tv screens, information tables). Opportunity for display / exhibits from other community organizations (ie. Galt, Nature Centre, Nikka Yuko, or cultural organizations). Having quality outdoor spaces that library patrons can access and spend time in.	7/7/2022 8:55 AM
32	Consider more opportunities to communicate and coordinate with LSC to highlight sport, physical activity and active recreation (SPAR) throughout the year. Current connections include Lethbridge Plays, SportFest and WOTS. Future connections ideas, - include SPAR when celebrating and acknowledging communities throughout the year (Example, National Coaches Week Sept 18-26, 2022 - promote library materials related to coaches OR celebrate materials on sports hall of famers in conjunction with Lethbridge Sports Hall of Fame Induction ceremony in May [a fall induction ceremony this year] ), - working together to refresh/expand the LPL physical literacy collection, - additional digital play packs (with active themes), and - use of space for larger functions.	7/7/2022 8:54 AM

#	RESPONSES	DATE
33	Facility needs to be accessible -- open and welcoming so our clients would want to come there. The library needs to be the place where they can get the info they need. Access to computers is a wonderful resource (e.g., to apply for EI or job searching). We also need community gathering spaces -- like the little community meeting rooms at the side to do outreach activities, bookable and free for non-profits. Options for open or private rooms -- depends on what the meeting is. We need facilities for training on software programs e.g., access to five or so computers for staff training. Lots of computers, outlets, wifi. As many as outlets as possible and the power to run them without blowing the breakers! Also, have a small kitchen or kitchenette in bookable rooms to serve food, heat food, with a small sink.	7/6/2022 3:41 PM
34	Keep adding materials both fiction reading material and newspapers, magazines. We have rented a few movies but not very important for me.	7/5/2022 7:39 PM
35	Within Lethbridge Fire and Emergency Services the library could help support public education. This could be through displays and offering educational materials to the patrons. Fire safety and Emergency preparedness would be 2 specific areas.	7/5/2022 3:31 PM
36	Making them as accessible as possible	7/5/2022 2:01 PM
37	- Innovation / maker spaces (3d printing, recording/broadcast studio, - Financial, traditional and digital literacy programs	7/5/2022 12:57 PM
38	having a place that is open, with public access computers and wifi as well as resources, is helpful to our patrons if we are closed. If there is ever training that would be helpful - for example, if you get questions about how to access university resources - we'd be happy to provide that. In general I'd be happy to have more ties between us; sometimes the librarians between the two have friendly/informal ties, but something to formalize regular connections which might spark further ways we can collaborate might be a good idea.	7/5/2022 9:57 AM

# Appendix D | Community Survey (Summer 2022)



Lethbridge Public Library Master Plan Survey

Q3 If you have any other ideas not represented in the images above, please list your suggestions here.

Answered: 34 Skipped: 66

#	RESPONSES	DATE
1	I love how many things the library does. But I'm often surprised at how few people know about it. Maybe a space (physical and virtual) to showcase the cool "more than just books" the library offers	9/26/2022 11:37 AM
2	When you first walk into the library doors there is the big open space before you go into the library. Maybe half of that can be the cafeteria/ work space when you are meeting up with friends & all. With the stuff that they are selling at the crossings branch maybe of it a little bit bigger when people want to buy a book that. Also maybe have another officer at the café area when people come as well	9/4/2022 8:12 PM
3	All spaces should be accessible. The children's area should not be by the main entrance. Read on should be easier to find. Nice individual spaces instead of big open rooms with big tables.	7/29/2022 8:17 PM
4	Meditation space or quiet garden. I'd love to be able to sit and hear a waterfall near the koi fish.	9/25/2022 12:39 AM
5	Engage community groups to organize activities for young and old in new/renovated spaces such as playground and performance room?	8/23/2022 8:09 PM
6	Book club space for the weekends	8/18/2022 7:07 PM
7	A quiet room. A better layout-I have gotten confused a couple of times.	8/16/2022 2:55 PM
8	Prayer room, fitness area, languages hub	8/14/2022 8:39 PM
9	Outdoor patio at Crossings branch	8/13/2022 9:13 AM
10	Book climbing wall, General Tools library Bicycle tools library kids and adults play together place Computer design and programming place Animal petting programs like meet-a-cat Knitting club	8/11/2022 10:02 PM
11	Buy the old YMCA land and build something cool there as part of the library - the workers space or playground and have a bridge going over Stafford to join the 2 spaces together.	8/10/2022 4:24 PM
12	More appealing space for author talks, public lectures, story telling	8/9/2022 9:32 AM
13	[facebook comment] converting the north side former Safeway location would be a prime location for an additional location, and likely lower cost than a new build anywhere in the city.	8/9/2022 8:55 AM
14	I would like more classes being offered at low cost by the library. I love the wifi and laptop borrowing service. This service has saved me in multiple occasions. Please keep and expand this service.	8/8/2022 6:52 PM
15	-Petting zoo (outside). -Kiddy pool (also outside). -Castle (can be inside). -[pad room (indoor). -Beanbag room (for reading in). -Make your own book table (spacious). -Publish your own book table (also spacious).	8/6/2022 7:03 PM
16	Some modern looking children space for downtown Lethbridge Public Library would be fantastic. For example, a reading space designed as an aquarium with images/toys of fish and other marine life; a reading space that is located in the lowered niche in centre of the children area with a small ladder leading down; a reading space with some multi-leveled reading pods or some sort of cozy reading cells in a wall to curl up in; a reading space that is designed as something cool for children like a pirate ship with fishing nets and other structures where kids can climb. Some skylight in the children department would be awesome to invite more light and nature. Some nature-themed furniture would be great, too. Most of all, safety of the space should be considered. With downtown location having some drug-addicts and homeless people in the neighbourhood, there needs to be better safety measures for children than just security guards. For example, children washrooms should be used by children only or children with their	8/6/2022 6:39 PM

3 / 4

Lethbridge Public Library Master Plan Survey

adults. If an adult comes in the library and needs to use the washroom, they should only use the upstairs adult department library. Children areas should be dedicated for patrons with children only or for those adults who can only read on children level. Please keep the great things that we love in the children area. like the toy library, the train and the fish! :)

17	Love all of the ideas listed	8/3/2022 8:52 PM
18	Please add more Nintendo games to the south library. A gaming room and event night would also be cool.	8/3/2022 12:03 PM
19	Location and access to its location are critical	8/3/2022 1:20 AM
20	Game room would be fun!	8/2/2022 8:35 PM
21	make it safe to visit... the tent city close by is keeping me away as I feel unsafe in that area	8/2/2022 8:11 PM
22	Artwork Gallery featuring local artists of all ages. :)	8/2/2022 3:47 PM
23	Not applicable. I do think a cafe would be awesome. Especially if there are some food items that cost less than \$2.	8/1/2022 8:53 PM
24	Reading space for the book club then the friends place	8/1/2022 7:21 PM
25	Repair café, foreign language learning materials, french language books, regular film screenings of old/ arthouse/ classic films	8/1/2022 5:07 PM
26	All of this spending will be for nothing if the downtown library continues to be a 'spend the day' living room for transient people. I no longer take my kids to the downtown library, which is very sad. I'm worried that whichever spaces you build will face these issues and then not be able to be used properly, just like whats going on now.	7/31/2022 5:31 PM
27	I would like some person space in a reading area instead of always a shared space.	7/31/2022 2:38 PM
28	Books club space that is quite & that can do it on the weekends. I think people will be better if it is on the weekends of book club. I am one of the people get the weekends off work	7/31/2022 7:30 AM
29	The primary goal should be to have the library (and exterior/parking area) feel safe for the community and children. That means getting the transient people away from the area! I hate going to the main library because it feels unsafe and I don't want to park my car there. I've seen too many people being arrested in the library parking lot over the years.... get the municipal government to get this downtown issue under control already	7/29/2022 10:17 PM
30	I love the idea of a lending library for items like tools and crafting items.	7/29/2022 9:27 PM
31	Makerspace with updated technology and gadgets	7/28/2022 10:36 AM
32	Just some feedback - maybe partnerships with some of the organizations that currently have some of these other services in our community - the Food Bank has a great Community Kitchen, and the U of L has an amazing Makerspace, and there are several Co-working spaces throughout our downtown core. LFS also has a snoezlen room, but it could be beneficial to have another at the Library. For new - more partnered supports for newcomers - not just read on, but expanding that to programs where newcomers can mix and mingle with long time residents. More multi-generational programs.	7/28/2022 10:24 AM

4 / 4

## Appendix E | Community Events Outreach: Farmers Markets Post-Its (Jul.-Aug. 2022)

### What else would you like to see?

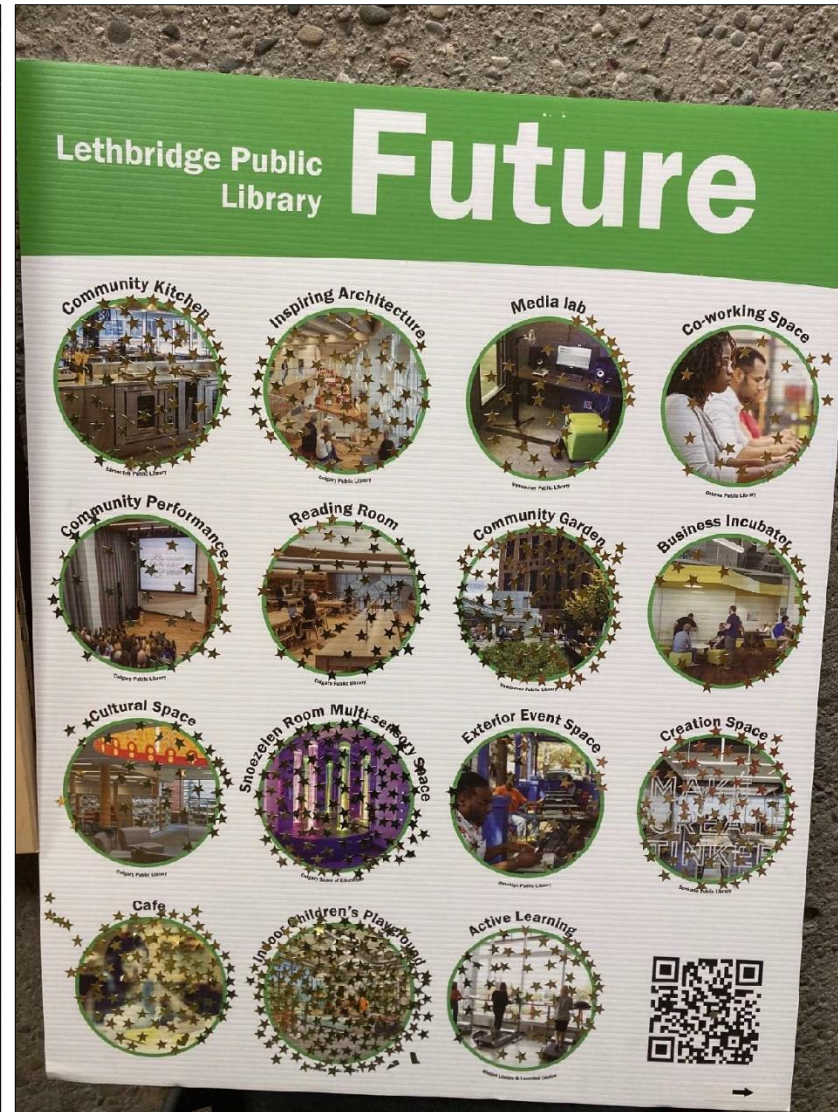
bookmarks with QR code  
 love the audio books  
 more books, less computers  
 collection of classic books that don't get weeded  
 books in Hungarian  
 books & shelves & me  
 kids area computery books  
 genealogy resources  
 local history, maps of the town  
 more free online courses  
 good literature for kids  
 craft corner for kids  
 kids theatre popcorn for parents, educational videos  
 tiered seating in the theatre  
 not downtown  
 Chester Story house (UK) Theatre, Library, Restaurant in one building  
 comfy reading chairs  
 fitness library, reading space, sports space  
 knitting needles lending  
 board games room  
 far south & far north locations  
 multiuse facility  
 energy efficient  
 accessibility  
 keep the BKMB in Coalhurst  
 I go into the library and find people I know to talk to  
 keep it downtown  
 free membership  
 you're doing great. I really like what your have  
 something outdoors  
 lots of parking  
 rent a baby

### What else would you like to see?

study space, comfortable, phas(?), chairs with rollers  
 keep them reading, book lists, recommended lists on subjects, next series  
 reading supports for older kids  
 Support both electronic & book  
 access to online services/internet. Safe spaces  
 books  
 biblicommons not easy to use  
 bring authors/speakers focussed on more youth focussed. Expanded beyond book crowd  
 engage Z & BIPOC  
 more books (not overshadowed by other services)  
 comic con. Tik tok would get a wider audience  
 more accessible Main branch. Bigger collection  
 easy access to ILL  
 programs for kids  
 couple branches & facilities. Playspace/YMCA  
 make connection from school to library (funding opportunities)  
 Gallery space-bring out collections  
 law/research area (alt Calgary)  
 more engagement in spaces, maybe more collections spread out  
 movies at Main  
 expanded hours at Main branch  
 better design of space  
 community centre's-getting to know neighbours  
 sensory services. Services for those who are disenfranchised  
 wing for homeless, day programming, other agencies, job training, counselling  
 activism 101, how to be effective  
 small break out rooms. Low fee for reserve  
 safety, far north & far south eg. 6 mile locations  
 safety, accessibility  
 very necessary. Support funding  
 feel driven out due to lack of quiet/disruptive behaviour. Disrespect of library space



# Appendix F | Voting Boards (Jul.-Sept. 2022)



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## Appendix G | Focus Groups (Nov.-Dec. 2022)

### Immigrant Advisory Table

- I would love a botanical garden in a greenhouse. ☺ with traditional herbs from ? countries
- What is a library and what you find and use it for? Target people
- Multiculturalism → Interaction → events
- Native/homeless. Deal with. 30 years. Needs/Technology. World development. Immigrant culture, School Background. Latin culture ? use to go to library
- Accessibility, transport, action. Youth generation. High schools/middle students
- Area to do recreational activities even the ? for elders. Transport for kids in public services. Website more friendly to online visiting. An area where new people can know Canadian uses and costumes. A library of games and traditional games so we can keep kids out of scree. Different doors to get inside, near public transportation. Space where people can study
- Traditional games library
- Lethbridge is missing a science centre. Hands on interactive
- Connections with schools/classes public library as a resource
- Workshops – cultural
- International botanical garden – cactus through the world & orchids
- Muslim populations don't have access to things in community – large families
- Language, learning classes
- Language is a barrier. Movies/collections, services in other languages
- Cultural performance. Include Canadian culture eg (Thanksgiving is very Canadian-why is it earlier than US), veterans day
- Community kitchen-multi cultural each week a different cultural food feature
- Growing aged population – eg. Health supports (eg after a stroke- transportation to library)
- Activities for rehabilitation
- Join forces to build a heart of the city eg Lima Peru – museum/theatre/conference rooms/multicultural centre
- Marketing/comms to barriered populations about what we have
- Accessibility re location
- Need to ask future generations who will be the library users
- need to better communicate what library is for those new to Canada
- need more evening hours-students for studying
- seniors reading program at Library – for those who cannot read themselves
- ↗ Canada. Study decides ?

### Youth Collective

- what does this programming look like? Is it community organizations? Is it library staff?
- Community pantries? Water fountain
- Early Adulthood – BGC
- In 20/30 years, what would a library look/feel like if it really trusted people – children, youth, all ages.(same question re all orgs!). see research/books on youth autonomy (ie Carla Bergman) – Kristina YMCA
- Can partners be engaged to offer/meet the program goals under an LPL umbrella? & sending LPL staff to other orgs? – Kristina YMCA
- Ideas for non-trad item lending: newcomer “kit” (kettle, toaster, dishes) start up to stop gap until they can buy their own – Kristina YMCA
- As childcare & out of school care sector grows, how can LPL connect with providers – lend larger equipment, offer early literacy consulting, etc. Kristina YMCA
- How does this vision for LPL integrate with other strategic positions or partner organizations? Ie IFB has a community kitchen, YMCA has indoor playground etc. Kristina YMCA
- Shared case management/support services for youth – ie can we welcome people who need a “break” from the LPL to the YMCA & vice versa Kristina YMCA
- Tools and resources/Community empowerment/features. Sensory Spaces
  - A place to escape and help with regulation
  - A place to practice emotional regulation
  - A place where a person is free to process and feel their emotions
  - Sensory and emotional regulation support system
- Emotional Intelligence and Literacy
- Library as a connector/hub. How do I find...(in and out of library)
- Musical instrument lending library (collab with LGRC)
- Art gallery & viewing spaces. Art education & art making spaces, public art installations (inside & outside). Art books & films, film screenings & artist talks. Red Crow College – language, elders, protocols, art installations.
- This all sounds great. I would really like to see a library on the north side; this community has a stigma of being low-income & under-served. From an arts perspective will there be art gallery/viewing spaces? Include public art installations, both inside & outside. Consult with artists & arts educators in relation to the architecture & programming. Have a collection of art books & films. Language is very important to prioritize the Blackfoot language in naming spaces, consult with elders, follow protocols. Red Crow College has recently opened & is stunning in architecture. They also have beautiful, permanent art installation by Blackfoot artists. – Courtney Faulkner Allied Arts Council of Lethbridge Education Manager Casa Arts Centre [education@artslethbridge.org](mailto:education@artslethbridge.org)
- Something I'd believe would be effective to create greater connections in the student body is advertising the library as a way for students to express themselves at. I'm the president of numerous student organizations and something they all have in common is wanting to engage with the community ?. we want to volunteer and get involved. We want somewhere to share our ? for school projects. In the past, student groups usually fall back on the ? community partners when the need engagement. So, I believe it's be effective to try building that

relationship with schools. I think the library is definitely on the right track. Specifically, I liked that community and comfort are bign focused on! As a student, I and most of my friends go to the library for interest or when we need a book for a school project. However, often when students are studying or researching they'll have questions. Hence, doing independent research can be difficult for a student since they can't ask a teacher for advice. So, I think a good method to build an educational connection with students would be providing a help to school work. For example, specific staff that could provide tips to write essays, or people to throw ideas off of. A workplace for students would also be nice since not all students have good access to the needed technology which we've seen during covid-19. Something like providing computer access or greater outlet for student engagement. – Youth Advisory Council

- Goal 1 - Building that network. Partnerships to fill gaps
- Goal 2 – partnerships with local business – eg tattoo shops, décor
- Goal 3 – students in school eg essay support, sensory space (a place to escape). Innovative and inspiring programs – early adulthood. Multi-lingual identified eg Home Depot
- Goal 5 – are gallery spaces? Doesn't need to be stand alone eg Red Crow College. Integrated into architecture interactive art.
- Services for unhoused – accessible spaces after hours – community pantry

#### STAKEHOLDER ENGAGEMENT 1

Not for Profit Community

Attendees provided the following comments based on the five library project goals illustrated on the presentation boards.

#### Features of the Library Space

- Community Gathering
  - Natural light is important however consider those with sight limitations (cataracts, macular degeneration)
  - Consider seating selections based on accessibility and physical limitations
  - Acknowledge that international community members often feel isolated
- Indoor Children's Playground
  - Great idea, love this, fantastic
  - Supports intergenerational interaction (older adults enjoy interacting with children and youth)
  - Accommodate library members and community students with children

#### Strategic Positioning

- Collaborative Relationships
  - Lunch and learns with different community groups
- Visionary Plans
  - Co-labs for makerspace at LCI
- Creation Space
  - Include mentorship opportunities (utilize older adults to instill knowledge)
  - Craft shows

#### Urban Placemaking

- Safety standards and safe spaces through architecture
- Community garden with universal accessibility
- Public Art
  - Co-labs with student artists
  - Collaboration with the Galt Museum and Buchanan Art Collections
- Exterior Event Space
  - Provide safe secure surroundings to enable use by all community members

#### Community Empowerment

- Community Performance
  - Utilize the buddy system to familiarize community members to the library spaces and programs
- Cultural Spaces
  - Great idea
  - Acknowledge international students
  - Reference Indigenous services at the University of Lethbridge and Lethbridge College which have much to offer
  - Provide comfortable rooms in which community members could meet with community professionals as required
- Election Forum
  - Civic information literacy

#### Tools and Resources

- Affordable café
- Community Kitchen
  - Black history
  - International foods
  - Host culinary events with Lethbridge College culinary students
  - Interfaith and McKillop United Church
- Active Learning
  - Consider seniors living downtown in Halmrast Manor
  - Encourage partnership with LSCO which has wide range of active living support for people of all capabilities and is near the library

Additional comments provided in written form:

- Inclusion for all people regardless of addictions, stigma, mental health, socio-economic status
- A space where everyone can gather, fostering relationships/building connections.
- Space for groups
- Grief and loss
- Healthy relationships
- Work life balance
- Selfcare
- LGBTQ2S (central location that might be good for agencies to expand connect with the library)
- Promoting events, finding a way to connect with our homeless population to let them know what is going on in the community as well as looking at options for transportation and accessibility.

STAKEHOLDER ENGAGEMENT 2  
 Early Literacy Community

Attendees provided the following comments based on the five library project goals illustrated on the presentation boards.

**Features of the Library Space**

- Reading Room
  - With ambience of a living space, not tables and chairs
- Symbolic Heart
  - Consider satellite sites, rotating collections
  - Warehouse for ideas
  - Spaces for dramatic play
  - Drive through returns, north side returns
  - North side branch
- Indoor Children's Playground
  - Community programming
  - Young children's programming
  - Childcare options when adults are in programs

**Strategic Positioning**

- Collaborative Relationships
  - Partner with grocery stores for book drop
  - Collaborate with community groups
  - Partner with other agencies for grants, funding
  - Lethbridge College, University of Lethbridge lectures
  - Provide space and technology for local professional development in webinar and other technology opportunities
  - Showcase a hall of partners, wall of fame
- Creation Space
  - Evening hours for workshops, presentations
  - Provide small flexible private spaces
  - Low rental costs for spaces
- Visionary Plans
  - Lethbridge Public Library marketing
- Business Incubator
  - Job bank
  - Think tank space for organizations and businesses to plan, project, dream

**Urban Placemaking**

- Inspiring Architecture
  - Remote pop-ups for library membership
  - Outdoor play space with community access
  - Library as transit hub
  - Larger outdoor spaces
  - Downtown location is important
  - Develop physical synergies with adjacent YMCA facilities, expand, connect
- Community Garden
  - Programming specific to demographics (currently west, south)
- Exterior Event Space
  - Reestablish connectivity to young families to reinforce value of library in community
- Public Art
  - Crafting space for community groups (knitting, card making, intergenerational skills sharing)
  - Display art projects such as National Child Day school projects
  - Collaborative art projects that others can contribute to

**Community Empowerment**

- Community Performance
  - Lower social, economic, political barriers to access
  - Provide transportation to increase newcomers access to programming
- Physical Literacy
  - Increase community awareness of cost of cards, eliminate fines
  - Enhance Read On – make more visible provide sound library, sensory and meditation spaces
  - Translators for children's programming, immigrants and newcomers
  - A community centre – agencies, non-profit organizations put up temporary displays
- Cultural Space
  - Acknowledge all cultures through space
  - Enhance feelings of safety for visitors
  - Enhance ability to use Indigenous spaces, programs, ability to partner, access library, human resources
  - Cultural literacy – invite diverse populations, groups to make presentations, displays
  - Multi-cultural centre – partnerships, collaborations

**Tools and Resources**

- City resource and info hub
  - Meeting spaces – smaller, free, bookable

- Equipment loaning – cameras, tech, art
- Job bank
- Book mobile servicing Lethbridge Housing units
- Mobile bookable puop-up library to complement agencies outreach
- Borrow passes for tours, community amenities
- Programs for children with developmental disabilities
- Pre-book sale for agencies to invite/promot to low income families
- Community Kitchen
  - Duplication of services (two exist in community)
- Active Learning
  - Looks fun
- Community Gathering Place
  - Loaning library – gym equipment, youth physical literacy toys

- LISN members provided the following comments regarding Lethbridge Public Library events which are or would be appreciated:
  - Reconciliation round dance
  - Pub night
  - Family events
  - Red dress day activity
  - Film nights
  - Art hive
  - Elders participating on a regular basis in storytelling, language teaching, smudging program
  - Indigenous book and fiction clubs
  - Sewing class
  - Blanket exercises.
- Lethbridge Public Library should consider:
  - Designated flexible cultural space, sacred space may not be required
  - Acknowledging Blackfoot traditions of the area
  - Acknowledge people who are disconnected from their culture
  - Elder and youth inclusiveness (Sweetgrass Youth Alliance, outreach, cultural safety and education programs, Sweetgrass Harm Reduction).

# Appendix H | Class 5 Cost Estimates



## LETHBRIDGE PUBLIC LIBRARY MASTERPLAN CONCEPTUAL STUDY

13130.101338

PREPARED FOR:  
**Resource Planning Group Inc.**  
205 1525 West 8 Avenue, Vancouver, BC, V6J 1T5

PREPARED BY:  
**Altus Group - Cost & Project Management**  
2020 4th Street SW, Suite 310, Calgary, AB, T2S 1W3  
Phone: (403) 508-7770  
Issued Date: August 31, 2023

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August 31, 2023  
Resource Planning Group Inc.  
205 1525 West 8 Avenue  
Vancouver, BC  
V6J 1T5

Project No.: 13130.101338

Re: **Lethbridge Public Library Masterplan, Conceptual Study**

We submit for your review our Conceptual Study, at Q2 2023 in accordance with the terms of our engagement. The estimate includes all direct and indirect construction costs and general conditions, as well as contractor's overheads and profit. The provisions for contingencies are based on the information provided and defined within the body of this report.

The estimate includes the following contingencies, which are defined within the body of this report.

- 10% for design and pricing contingency
- Post-contract contingency = 5% for new construction & 10% for renovation
- Escalation contingency = varied per planned facility completion dates

It should be noted that this report is not intended for general circulation, publication or reproduction for any other person or purpose without express written permission to each specific instance.

Furthermore, this report was written for the exclusive use of Resource Planning Group Inc. & Lethbridge Public Library (LPL) and is not to be relied upon by any other party. Altus Group Limited does not hold any reporting responsibility to any other party.

Should you have questions related to this report please do not hesitate to contact the undersigned.

Yours truly,

ALTUS GROUP LIMITED



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  - 1.2 Area / Project Statistics
- 2 Project Details**
  - 2.1 General Information
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  - 2.7 Procurement Methodology
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- 5 General Statement of Liability**
  - 5.1 Probable Costs and Ongoing Cost Control
- 6 List of Appendices**

## 1 Introduction

### 1.1 Scope

This estimate consists of the Lethbridge Public Library Masterplan project located in Lethbridge, Alberta.

The Construction Estimate is intended to provide a realistic budget based on the information provided. The estimate reflects our opinion as to the fair market value for the construction of this proposed project and is not intended to predict the lowest bid.

The estimate includes all direct and indirect construction costs consistent with the information available. Certain exclusions and qualifications may apply; please refer to the detail within the estimate report.

### 1.2 Area / Project Statistics

The areas have been measured in accordance with the Canadian Institute of Quantity Surveyors (CIQS) Standard Method of Measurement. Detailed areas and project statistics are included in Appendix A.

## 2 Project Details

### 2.1 General Information

From the information provided, we have measured quantities where possible and applied unit rates considered competitive for a project of this nature, based on historical and current cost data for this type of project. Where design information was limited, we have had discussions with the relevant design disciplines and/or made assumptions based on our experience with projects of a similar type, size, and standard of quality.

### 2.2 Location

The location cost base for this estimate is Lethbridge, Alberta.

### 2.3 Measurement and Pricing

The estimate has been derived using generally accepted principles on method of measurement as per the Canadian Institute of Quantity Surveyors Elemental Cost Analysis and/or Method of Measurement of Construction Works.

The rates used and developed for this estimate where applicable include labour and material, equipment, and subcontractor's overheads and profit. Pricing is based on our experience with similar projects, or quotes provided by subcontractors as noted within the estimate.

The unit rates in this estimate are indicative of current market conditions and do not account for periods of extreme market volatility, or escalation during construction, unless noted otherwise in the estimate. These unit rates can be considered current and accurate for the current period.

A Conceptual Study, has an accuracy range with an expected variance of -30% to +50%.

### 2.4 Environmental Sustainability

The estimate incorporates design elements consistent with Green Standards as identified within the design information. Although the design and pricing incorporates energy efficient and sustainable elements, actual certification with a regulatory body is not necessarily included. Premium costs could be applicable relating to additional site management required and submission of necessary documentation.

### 2.5 Taxes

The Goods and Services Tax (GST) has been excluded from this estimate.

### 2.6 General Requirements and Fees

The fee for the General Contractor is included. The general requirements are based on our assumptions of the anticipated construction approach and schedule.

The estimate includes premiums associated with bonding and insurance.

## 2 Project Details

### 2.7 Procurement Methodology

We have assumed that the project would be procured with a General Contractor approach under a CCDC standard form of contract.

We have assumed a minimum of three bids would be received for all trade categories to establish competitive bidding and tender results. The estimate is a determination of fair market pricing and not a prediction of lowest bid in any trade category. Please note that should the above minimum bidding conditions not occur on this project, construction bids received could vary significantly from the estimated costs included within this report.

### 2.8 Schedule / Phasing

The project has been priced to be completed in three phases: (1) North Branch (2) Central Library (3) South Branch. The unit rates in our estimate are based on construction activities occurring during normal working hours and proceeding within a non-accelerated schedule.

### 3 Scope Assumptions & Exclusions

#### 3.1 Construction Budget Exclusions

The following items are excluded from the estimate:

1. Land and associated costs
2. Utility connection costs/charges
3. Soft costs and professional fees
4. Legal fees
5. Marketing/promotion
6. Realty taxes, levies, insurance
7. Operating expenses
8. Interest/finance charges
9. Remedial work to existing buildings/structures/property (unless noted)
10. Premiums for hazardous materials and abatement
11. Premiums for removal/treatment of contaminated soil
12. Vibration/noise control premiums
13. Owner supplied FF&E (except as noted)
14. Municipal off site services connection
15. COVID-19 contingency
16. GST

### 4 Contingencies

#### 4.1 General

The effective use of contingencies in construction cost planning requires a clear understanding of estimating risks in both a project specific and general construction market sense. The appropriate level of contingency is dependent on the amount of information available, knowledge of the design teams' methods and philosophy, the timing of the estimate preparation relative to the project design and construction schedule, and the anticipated complexity of the construction work.

#### 4.2 Design and Pricing

A design and pricing contingency of 10% has been included in the estimate.

This contingency covers the design and pricing evolution during the remaining design stages of the project. Please note this contingency is not intended to cover additional scope or additional functional program requirements.

#### 4.3 Escalation

An escalation contingency has been included in the estimate: (1) North Branch (2027 completion) = 15.9% (2) Central Library (2033 completion) = 44.5% (3) South Branch (2046 completion) = 113.8%. This contingency is intended to address anticipated changes in construction costs due to market fluctuations between the date of this report and the anticipated tender date.

#### 4.4 Construction Contingency (Post-Contract)

A construction contingency of 5% for new construction and 10% for renovation has been included in the estimate. It is the intention of this contingency to cover post-contract change orders.

#### 4.5 COVID-19

The COVID-19 pandemic has the potential to materially impact the project construction budget beyond the estimate provided herein and outside of "standard" project contingencies. This estimate does not include any potential COVID-19 related impact costs. We recommend that Resource Planning Group Inc. / Lethbridge Public Library assess each project individually and apply an appropriate contingency.

## 5 General Statement of Liability

### 5.1 Probable Costs and Ongoing Cost Control

Altus Group Limited does not guarantee that tenders or actual construction costs will not vary from this estimate. Acute market conditions, proprietary specifications, or competition/collaboration among contractors may cause tenders to vary from reasonable estimates based on normal and abnormal competitive conditions.

Altus Group Limited recommends the owner and/or design team review the cost estimate report including line item descriptions, unit prices, allowances, assumptions, exclusions, and contingencies to ensure the appropriate design intent has been accurately captured within the report.

It should be noted that the cost consultants are not qualified to confirm that construction work and design is in accordance with approved plans and specifications.

Details of our Client Data Policy can be found at [www.altusgroup.com](http://www.altusgroup.com)

## 6 List of Appendices

### 6.1 Conceptual Study

- A. Executive Summary
- B. Central Library Construction Cost Estimate Summary
- C. North Branch Construction Cost Estimate Summary
- D. South Branch Construction Cost Estimate Summary



## Executive Summary

EXECUTIVE SUMMARY					
Description	Central Library	North Branch		South Branch	
	New Facility	New Facility	Existing Facility	New Facility	Existing Facility
Area (m <sup>2</sup> )	6,503	1,161	1,161	929	929
<b>CONSTRUCTION COSTS</b>					
New Construction	\$35,453,581	\$5,064,797	\$0	\$4,051,838	\$0
Renovation	\$0	\$0	\$2,974,480	\$0	\$2,379,584
Site Development	\$2,000,000	\$350,000	\$100,000	\$350,000	\$100,000
<b>TOTAL CONSTRUCTION COST (Excluding Contingencies)</b>	<b>\$37,453,581</b>	<b>\$5,414,797</b>	<b>\$3,074,480</b>	<b>\$4,401,838</b>	<b>\$2,479,584</b>
<b>CONTINGENCIES</b>					
Design & Pricing Contingency	\$3,745,358	\$541,480	\$307,448	\$440,184	\$247,958
Escalation Contingency	\$16,666,844	\$860,953	\$488,842	\$5,009,291	\$2,821,766
Construction Contingency (*Escalated)	\$2,893,289	\$340,861	\$387,077	\$492,566	\$554,931
<b>TOTAL CONTINGENCIES</b>	<b>\$23,305,491</b>	<b>\$1,743,294</b>	<b>\$1,183,367</b>	<b>\$5,942,041</b>	<b>\$3,624,656</b>
<b>TOTAL CONSTRUCTION COSTS (Including Contingencies)</b>	<b>\$60,759,072</b>	<b>\$7,158,091</b>	<b>\$4,257,847</b>	<b>\$10,343,879</b>	<b>\$6,104,239</b>
\$/m <sup>2</sup> =	\$9,343	\$6,164	\$3,666	\$11,134	\$6,571



## Central Library Construction Cost Estimate Summary



**TOTAL CONSTRUCTION COST ESTIMATE SUMMARY  
CENTRAL LIBRARY**

Project Lethbridge Public Library (LPL) - Masterplan  
 Location Lethbridge, AB  
 Estimate Conceptual Class 5 Cost Estimate  
 Date August 31, 2023

Description	Qty	Unit	Total Rate (\$/m2)	Central Library w/ Construction Completion 2033	Total All Buildings	Comments
<b>CONSTRUCTION COSTS</b>						
Central Library	6,503	m2	\$5,452	\$35,453,581	\$35,453,581	New Facility
Site Development						
Site Servicing - Mechanical	1	sum		\$350,000	\$350,000	Allowance
Site Servicing - Electrical	1	sum		\$650,000	\$650,000	Allowance
Soft Landscaping	1	sum		\$250,000	\$250,000	Allowance
Hardscaping, Paving, Walkways, etc.	1	sum		\$500,000	\$500,000	Allowance
Surface Parking	1	sum		\$250,000	\$250,000	North = 20 stalls, Central = 100 stalls, South = 20 Stalls
<b>TOTAL CONSTRUCTION COST (Excluding Contingencies)</b>				<b>\$37,453,581</b>	<b>\$37,453,581</b>	
			\$/m2 =	\$5,759/m2	\$5,759/m2	
<b>CONTINGENCIES</b>						
Design & Pricing Contingency	10.0%			\$3,745,358	\$3,745,358	Allow 10% for Design & Pricing Contingency
Escalation Contingency - Central Library completion 2033	44.5%			\$16,666,844	\$16,666,844	Calculated based on construction completion 2033
Construction Contingency (*Escalated)	5.0%			\$2,893,289	\$2,893,289	Allow 5% for Constructicon Change Order Contingency
<b>TOTAL CONTINGENCIES</b>				<b>\$23,305,491</b>	<b>\$23,305,491</b>	
<b>TOTAL CONSTRUCTION COST (including Contingencies)</b>	<b>6,503</b>	<b>m2</b>		<b>\$60,759,072</b>	<b>\$60,759,072</b>	
			\$/m2 =	\$9,343/m2	\$9,343/m2	





## North Branch Construction Cost Estimate Summary



**TOTAL CONSTRUCTION COST ESTIMATE SUMMARY  
NORTH BRANCH (2 Options: New Facility vs. Existing Facility)**

Project Lethbridge Public Library (LPL) - Masterplan  
Location Lethbridge, AB  
Estimate Conceptual Class 5 Cost Estimate  
Date August 31, 2023

Description	Qty	Unit	New Facility		Existing Facility		Comments
			Total Rate (\$/m2)	Total Cost	Total Rate (\$/m2)	Total Cost	
<b>CONSTRUCTION COSTS</b>							
North Branch	1,161	m2	\$4,361	\$5,064,797	\$2,561	\$2,974,480	New Facility
Site Development							
Site Servicing - Mechanical	1	sum		\$75,000		\$25,000	Allowance
Site Servicing - Electrical	1	sum		\$75,000		\$25,000	Allowance
Soft Landscaping	1	sum		\$50,000		\$25,000	Allowance
Hardscaping, Paving, Walkways, etc.	1	sum		\$100,000		\$25,000	Allowance
Surface Parking	1	sum		\$50,000		\$0	New Facility = 20 stalls, Existing Facility assumes existing
<b>TOTAL CONSTRUCTION COST (Excluding Contingencies)</b>				<b>\$5,414,797</b>	<b>\$2,561</b>	<b>\$3,074,480</b>	
			\$/m2 =	\$4,663/m2		\$2,647/m2	
<b>CONTINGENCIES</b>							
Design & Pricing Contingency	10.0%			\$541,480		\$307,448	Allow 10% for Design & Pricing Contingency
Escalation Contingency - North Branch completion 2027	15.9%			\$860,953		\$488,842	Calculated based on construction completion 2027
Construction Contingency (*Escalated)	5.0% / 10.0%			\$340,861		\$387,077	Allow 5% for New Build & 10% for Renovation/Fit-Out
<b>TOTAL CONTINGENCIES</b>				<b>\$1,743,294</b>	<b>\$0</b>	<b>\$1,183,367</b>	
<b>TOTAL CONSTRUCTION COST (including Contingencies)</b>	<b>1,161</b>	<b>m2</b>		<b>\$7,158,091</b>		<b>\$4,257,847</b>	
			\$/m2 =	\$6,164/m2		\$3,666/m2	



## South Branch Construction Cost Estimate Summary



**TOTAL CONSTRUCTION COST ESTIMATE SUMMARY**  
**SOUTH BRANCH (2 Options: New Facility vs. Existing Facility)**

Project Location: Lethbridge Public Library (LPL) - Masterplan  
 Lethbridge, AB  
 Estimate Date: Conceptual Class 5 Cost Estimate  
 August 31, 2023

Description	Qty	Unit	New Facility		Existing Facility		Comments
			Total Rate (\$/m2)	Total Cost	Total Rate (\$/m2)	Total Cost	
<b>CONSTRUCTION COSTS</b>							
South Branch Site Development	929	m2	\$4,361	\$4,051,838	\$2,561	\$2,379,584	Fit out to an existing Facility
Site Servicing - Mechanical	1	sum		\$75,000		\$25,000	Allowance
Site Servicing - Electrical	1	sum		\$75,000		\$25,000	Allowance
Soft Landscaping	1	sum		\$50,000		\$25,000	Allowance
Hardscaping, Paving, Walkways, etc.	1	sum		\$100,000		\$25,000	Allowance
Surface Parking	1	sum		\$50,000		\$0	North & South parking assumed existing, Central = 100 stalls
<b>TOTAL CONSTRUCTION COST (Excluding Contingencies)</b>				<b>\$4,401,838</b>		<b>\$2,479,584</b>	
		\$/m2 =		\$4,738/m2		\$2,669/m2	
<b>CONTINGENCIES</b>							
Design & Pricing Contingency	10.0%			\$440,184		\$247,958	Allow 10% for Design & Pricing Contingency
Escalation Contingency - South Branch completion 2046	113.8%			\$5,009,291		\$2,821,766	Calculated based on construction completion 2046
Construction Contingency (*Escalated)	5.0% / 10.0%			\$492,566		\$554,931	Allow 5% for New Build & 10% for Renovation/Fit-Out
<b>TOTAL CONTINGENCIES</b>				<b>\$5,942,041</b>	<b>\$0</b>	<b>\$3,624,656</b>	
<b>TOTAL CONSTRUCTION COST (including Contingencies)</b>				<b>\$10,343,879</b>	<b>\$0</b>	<b>\$6,104,239</b>	
		\$/m2 =		\$11,134/m2		\$6,571/m2	



**LETHBRIDGE PUBLIC LIBRARY MASTERPLAN  
CONCEPTUAL STUDY – 25 YEAR OPERATIONS,  
MAINTENANCE, LIFE CYCLE AND RENEWAL  
SUMMARY**

13130.101338.000

PREPARED FOR:  
**Resource Planning Group Inc.**  
205 1525 West 8 Avenue, Vancouver, BC, V6J 1T5

PREPARED BY:  
**Altus Group – Asset and Facilities Management**  
33 Yonge Street, Toronto, ON M5E 1G4  
Draft V2 Issued Date: September 1, 2023

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September 1, 2023

Project No.: 13130.101338

Resource Planning Group Inc.  
205 1525 West 8 Avenue  
Vancouver, BC  
V6J 1T5

Re: Lethbridge Public Library Masterplan, Conceptual Study

We submit for your review our draft twenty-five (25) year cost model for operations & maintenance, life cycle and renewals (O&M / LCC).

Our cost model is based on the following methodologies and inputs:

- All costs are in 2023 CAD, with no year over year CPI or other escalations applied.
- Year over year maintenance, repairs, and periodical life cycle / renewals based on the Altus Capital Costs across all five (5) options dated June 30, 2023, as delivered by Altus Calgary.
- The estimates use benchmark data from International Facilities Management Association's North America data, 2023, RS Means 2023, CBRE CostLab, and Altus' own in house proprietary database. Factors applied on a square foot basis in addition to the calculations based on the capital expenditures are as follows:

Facility Management and Labour	\$2.58
IFMA Janitorial Rate (factored for region and sector)	\$1.54
Utilities rate (factored for region and sector)	\$3.84

Capital costs used in estimating O&M / LCC exclude the following:

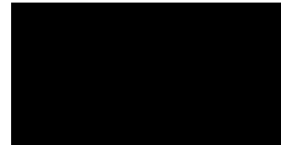
- Design and pricing contingencies
- Post-contract contingencies
- Escalation contingencies

Please note that preliminary rates and calculations can be higher than end state costs as follows:

- O&M and LCC cost modelling is further refined through the estimating process (Class C, B, A, etc.)
- Maintenance rates blend somewhat with calculations based on elemental asset classes (potential overlap with FM costs per square foot vs by elemental line item at the Class C level for example)
- Costs are based on facility management best practices. For example no deferred capital replacements or major refurbishments.

It should be noted that this report is not intended for general circulation, publication or reproduction for any other person or purpose without express written permission to each specific instance. Furthermore, this report was written for the exclusive use of Resource Planning Group Inc. & Lethbridge Public Library (LPL) and is not to be relied upon by any other party. Altus Group Limited does not hold any reporting responsibility to any other party.

Should you have questions related to this report please do not hesitate to contact the undersigned. Yours truly,



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Lethbridge Library  
CLASS 5 O&M / Life Cycle Cost Modelling

PREPARED FOR:  
Resource Planning Group, Attn. [REDACTED]  
205-1525 West 8th Ave. Vancouver, BC V6J 1T5

PREPARED BY:  
Altus Group - Asset & Facilities Management  
[REDACTED]  
33 Yonge Street, Toronto, ON M5E 1G4

Draft issued date: September 1, 2023

Summary; 25 year Operations & Maintenance / Repairs, Life Cycle & Renewals					
Description	Central Library	North Branch		South Branch	
	New Facility	New Facility	Existing Facility	New Facility	Existing Facility
Annual O&M	\$858,149	\$149,938	\$147,583	\$121,475	\$112,091
Total LC - 25 year Term	\$3,780,683	\$553,481	\$488,787	\$442,880	\$391,114
Total 25 year M&R, LC	\$29,525,163	\$5,051,624	\$4,916,286	\$4,087,130	\$3,753,837
Annual Blended O&M and LCC	\$1,181,007	\$202,065	\$196,651	\$163,485	\$150,153
Annual Blended O&M and LCC psf	\$16.87	\$16.17	\$15.74	\$16.35	\$15.02
FM Benchmark Metrics					
O&M psf	\$12.26	\$12.00	\$11.81	\$12.15	\$11.21
LC % of construction \$	12.0%	12.0%	18.8%	12.0%	18.8%

## Appendix I | About the Consultants

### DIALOG

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DIALOG is a national firm with an Alberta heritage. Founded over 60 years ago, we have studios in Edmonton, Calgary, Vancouver, Toronto and San Francisco.

Our approach has garnered international recognition for outstanding contributions to the public realm and design of cities. We design for arts and culture, urban vibrancy, education, health and wellness including the New Central Library in Calgary (with Snøhetta) and the Royal Alberta Museum in Edmonton and the recent competition for the Songdo Library in Korea.

We bring extensive local and regional experience coupled with national library services perspectives. In the last 15 years, we have collaborated with seven municipal library systems promoting engaged and connected communities; Calgary, Chestermere, Okotoks, Claresholm, Edmonton, Regina, and Vancouver, on new and renovation projects, undertaking inclusive community engagement to establish common perspectives. We have undertaken 15 branch library renovations for the Calgary Public Library, including acting as the base building architects for six Calgary Public Library branches.

Our passion for libraries extends to post-secondary education with the Mount Royal University Riddell Library and Learning Centre and more recently the SAIT Reg Erhardt Library and MacEwan University Library. We understand and embrace the cultural importance of libraries to our communities and the intrinsic value they bring to our lives.

**John Souleles** has a wide range of project experience which includes collaboration with communities on municipal, educational and recreational environments and academic as well as public libraries.

As design architect, John led the integrated design team on the development of a new post-secondary library at a Calgary institution. As project manager and design architect, John has undertaken 17 branch modernization projects for municipal public libraries and is partner in charge for the Symons Valley Centre in Calgary which includes a new branch library for the northwest community.

He has a specific interest in innovative library service models, transformational programs, and collaborative techniques and has presented at the International Federation of Library Associations and Institutions highlighting project program-based analysis influencing design.

**Katherine Wagner** has over 25 years' experience as an architect and interior designer. She has significant experience working on community and civic projects including schools, museums, arts complexes as well as public and institutional libraries across Canada.

Katherine is the project manager for the Symons Valley Centre, a City of Calgary integrated project incorporating a Calgary Public Library. While with another firm, Katherine was project manager for the City of Trail Civic Complex Feasibility Study undertaken to ascertain opportunities and challenges in the development of a new combined community services facility supporting civic administrative offices, community spaces, museum, and library.

### **Resource Planning Group Inc. (RPG)**

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RPG was established in 1976 and is a Canadian-owned firm that specializes in pre-design studies, with a particular focus on public libraries. RPG's main office is in Vancouver, with a staff of more than 20 that live and work across Canada.

RPG has worked with over 35 library public library systems in the development of master plans, accommodation studies, needs assessments and functional programs. It also has been instrumental in the development of many significant libraries, including:

- Calgary Public Library's new central library, for which it conducted an operational review, master program, physical plan and functional program
- Edmonton Public Library's recently renovated central library, the Stanley Milner Library, for which it developed a functional program; RPG also developed three prototype programs for EPL's branch system, and functional programs addressing the specific needs of two branch libraries
- Saskatoon Public Library's new central library, for which it developed a needs assessment and a functional program



- Vancouver Public Library’s original Library Square facility, for which it developed the functional program; RPG recently completed a master plan and three functional programs for the revitalization and expansion of VPL’s Library Square branch, as well as a functional program for a branch library
- Ādisōke, a joint facility for Ottawa Public Library, which will be its central library, and Library and Archives Canada, acting as its public face for which it developed a functional program, physical plan, and provided design liaison services; the facility is now under construction
- Library and Archives Canada national library facility for which it developed a master program to support the business case
- Seattle Public Library’s Main Library and Temporary Main Library, for which it developed functional programs
- Salt Lake City Public Library’s Central Library, for which RPG developed a needs assessment, functional program, architect selection and design liaison
- New York Public Library Stephen A. Schwarzman Library for which RPG provided conceptual design consultation
- Free Library of Philadelphia Main Library for which RPG developed a functional program and physical plan
- US National Agricultural Library for which it developed a master program to support redevelopment options

RPG has also prepared pre-design studies for the following systems:

- A master plan for Library and Archives Canada’s Gatineau campus
- A redevelopment plan including master program for Regina Public Library’s central library, as well as functional programs for a number of RPL’s branches
- A needs assessment and functional program for Port Moody Public Library
- A needs assessment and functional program for Airdrie Public Library’s new library
- A functional program for Greater Victoria Public Library’s central branch redevelopment
- A master plan for Mississauga Public Libraries
- A functional program for West Palm Beach Public Library

**Mark Mehrer** is a senior principal at RPG with over 30 years of pre-design experience. Except for the original Vancouver Public Library at Library Square, Mark has led all RPG's public and academic library projects. Mark attended the University of Lethbridge while studying philosophy and before embarking on a variety of careers, including machinist, sheep farmer, legal researcher, teacher, and, finally, planner and programmer. In addition to planning libraries, Mark also plans and programs educational facilities, from child care centres to university research facilities; recreation centres; and community health facilities.

**Andrew Brown** is a senior consultant at RPG and initiated RPG's library programming sector with Vancouver Public Library's Library Square project. Andrew has worked with Mark to deliver the majority of RPG's library planning projects. Andrew often tests the limits of what library services and facilities can be and has been instrumental in capturing the evolution of libraries in RPG's projects. Andrew also served as the Associate Dean of Planning for the School of Public Health, University of Texas, as well as University Planner for the University of British Columbia.

**Jaime Yee** has been with RPG for four years, after working as an intern architect with one of Canada's larger architectural firms. She appreciates the impact that planning and programming can have on the resulting built form and ensuring the facility is supportive of a client's goals and mandate. Jaime comes to architecture by way of fine arts.