INNISFIL ideaLAB & Library

Master Plan Report

March 24 2022

The Master Plan: Purpose & Summary

Purpose & Process

Consultation Process

A regular planning and evaluation process will assist Innisfil ideaLAB & Library realize its mandate to provide residents with essential educational, programming, cultural, and social services. A Library Master Plan, which considers the current system and its continuous improvement, is a critical step in this process.

In 2021, the Innisfil Public Library Board invited proposals from qualified proponents for the provision of an update to its 2013 Library Master Plan. LGA Architects and Planners and Lighthouse Consulting, Inc., the selected consultants, developed the 2022 Library Master Facilities Plan and Assessment, guided by the Board and Management of the Innisfil ideaLAB & Library.

The master plan process began by looking at existing programs, services, and facilities to fully document the system today, and to establish a baseline for future planning. A space-needs-analysis considers the size of the library system today through 2051 and how the library will grow to meet the needs of the growing population. Building on the current strengths of the library system, the master plan proposes a series of ideas and recommendations on library development over the next 30 years.

The master plan proposes a series of 'system-wide' recommendations and 'branch-specific' recommendations. It establishes a functional model for the library and identifies improvements to the facilities, programming, and servicing. These recommendations include immediate and minor programming refinements and pilot projects, and longer term capital projects for future library branches. A phasing strategy provides a road-map on how these recommendations can unfold over time. The financial analysis considers the capital, operational, and staffing costs. Information on costing will be incorporated into a future report and provided to the Board as a separate document.

The master plan sets the course for the next 30 years, yet has the flexibility to adapt to changes that lie ahead. Based on these master plan recommendations, the library staff and Board will begin to execute the recommendations in partnership with the Town of Innisfil Council, Staff, and numerous other community partners.

A significant public consultation campaign has been foundational to the master planning process. Public input was received through a variety of consultation efforts, which gave valuable insight on how people use the library today, what they love about it, and ideas for how it might change to better meet the community needs and desires. This input helped establish the key recommendations contained within this document.

The consultation process is summarized below, and the findings are documented in the Community Consultations Report, issued separately:

- Five staff focus groups
- Interviews w/ Board members, most Town Councillors, Municipal department leaders and staff; partners, educators, administrators, cultural organizations, health professionals, opinion leaders, and community groups.
- Two teen focus groups
- Online survey with over 300 respondents
- Virtual Town Hall Event
- Month-long virtual Town-Hall on getinvolvedinnisfil.ca

Summary of Findings

It is clear that the Innisfil ideaLAB & Library manages a complicated and complex portfolio. Previous studies, as well as this master plan, reveal that library facilities are well-loved and well-used. Library programming adds luster, attractiveness, economic support, and community vitality to the Town. That said, only two of the facilities are large enough to be fit-for-purpose to fully implement the vision of the library system – and, indeed, Innisfil's vision as a whole. The key issues that need to be addressed are:

• The library space today does not meet space standards for the Town's current population or population growth and accreditation. If the system is not increased in size soon, Innisfil will continue to fall behind provincial standards and struggle to meet the needs of the community.

• Innisfil comprises a very large territory with population pockets in villages and hamlets where walking and driving distances are considerable.

• The Stroud facility shares space with a potentially end-of-life community recreation centre.

• The Churchill facility is far too small and cannot be improved to support modern library operations or AODA legislation. As such, it offers a better opportunity for use by community organizations and other partners (e.g. community arts hub).

• Inadequate local program space aside from Cookstown and Lakeshore, where current spaces are over-utilized.

• Inadequate space for cultural display and programs (local history, museum, galleries, and archives).

• Inadequate outdoor program space and relationship to the trail(s) and waterfront, especially related to post-pandemic needs for physical distancing and increased access to outdoor amenities.

• The Town has a deficiency of local cultural and performance spaces. Aside from sports, recreation, and outdoor activities, there is a deficit of engagement opportunities for Seniors/Older Adults and Teens in particular.

• The Town is not currently achieving its cultural activities and tourism destination goals. This presents

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an opportunity to meet these goals through library partnerships, adding economic strength and vitality to the Town and region. A fully formed, flexible, community and cultural hub plan must align with development goals and the relationship to tourism, trails, parks, transit, partnership opportunities, and local needs that are supported by appropriate spaces/locations.

• The Town has insufficient public meeting spaces with few conference or hotel facilities.

• Innisfil requires more business and employment support resources to attract new residents, service work-from-home professionals, support innovative new businesses and start-ups, and build local employment success.

• While the library leadership and staff continue to provide excellent programming service in the available facilities, there is a need for more space and better-suited space, which can host more programming and service types, both now and in the future.

Stroud Branch

Lakeshore Branch

The Library System Today

The Library System Today

Services, Programming, Materials, Technology & Staffing

The library is a place for everyone and a forum for learning and ideas. It is underpinned by a vision that is being developed as part of the strategic planning process, which sets the goals and ambitions of the library. The vision includes major themes: advocating for inclusion; empowering community; fostering innovation; igniting curiosity; driving transformation and constantly evolving.

The library strives to deliver this vision through carefully developed programming and activities within its four existing branches (Lakeshore, Cookstown, Stroud, and Churchill). By understanding these programming efforts and physical spaces, it will become clear how successfully the library is meeting its vision and how the physical spaces are supporting or hindering that vision.

Innisfil ideaLAB & Library is an innovative, leading library in Ontario. It is renowned nationwide as an exemplar of innovative thinking, makerspaces, modern programming, HackLabs, and studio spaces. The library has established itself as a trusted community leader and a key mucipal partner. As a result, the Library has continually increased its program offerings, but demand continues to grow. It is limited by space and, temporarily, by the pandemic. Surveys and focus groups indicate a strong demand for increased programming. Facilities should be flexible spaces that can adapt to a variety of program offerings. Innisfil ideaLAB & Library has been at the forefront of public library innovation and the maker movement. This focus has had a significant impact on residents' success: early reading, school readiness, employment readiness, college readiness, reduced social isolation, enhanced teen engagement, business and marketing, healthy living, and more.

There are many examples of excellent programming that increase the quality of residents' lives. However, the system needs to address a few issues that limit its success. Focus on increasing reading and circulation is required via increased display spaces, merchandising, and discovery. The space limitations, beyond the Lakeshore and Cookstown branches,

are real. Population growth will quickly bring crowding problems unless the library grows in proportion to the population.

Library services require increases in space, staff, and collections, which include:

• Further increase mobile maker activities in order to maximize the investment in digital assets.

• Address a shortage in meeting space across the Town.

• Address shared community infrastructure for antipoverty and social isolation strategies.

• Focus on educational strategies and opportunities for K-12 STEAM and STREAM education.

• Increase the cultural envelope inside and outside the library with gallery space, display spaces, retail spaces, performance spaces, lending of art tools, or instruments, etc.

• Address the cultural and performance deficits in the municipality in the most cost-effective manner by co-locating these elements in new library buildings.

Physical Assessment

Cookstown Branch

Lakeshore Branch

The current library system includes four branches totaling 3,398 m2 (36,571 ft2), each with a different size, setting, and program offerings. The Lakeshore and Cookstown branches are fit-for-purpose and generally support the library's goals and operations. Churchill and Stroud branches are insufficiently sized and are not fit-for-purpose.

LAKESHORE

Lakeshore Branch is a well-used, well-loved branch that contains a significant offering of maker space, digital technologies, and program space. The building is 2,000 m2 (21,522 ft2), recently renovated, and is generally fit-for-purpose. This branch will continue to play a large role in the future, and a series of recommendations will support this goal (refer to branch recommendations later in the master plan).

CHURCHILL

The Churchill Branch is far too small and cannot be improved to support modern library operations or AODA legislation without extremely costly renovations.

Churchill Branch

COOKSTOWN

The Cookstown Library & Community Centre is 886 m2 (9,542 ft2), which includes a community space of 295 m2 (3,173 ft2). The branch has core programming and collection offerings. The library space is fit-for-purpose, and minor improvements (outlined in the Recommendations Section) will help ensure that this branch continues to provide enhanced library service.

STROUD

The Stroud Branch is located inside of the Stroud-Innisfil Community Centre. The building is approaching the end of its useful life and will require replacement in the coming years. The current space does not effectively support the library's goals.

Stroud Branch

Cookstown Branch

Planning for Tomorrow (2021-2051)

Innisfil Today & Tomorrow

86,850

71,410

60,771

80,000

41,416

64,000

54,056

36,566

| 2021 | 2031 | 2041 | 2051 |

Permanent Residents — Total Design Population

Fig 1. Population Projection

Innisfil has a unique character, defined by a beautiful mix of rural landscapes and small hamlets dotting the scenic shores of Lake Simcoe. As all places evolve over time, so too will Innisfil. The Province has forecasted population growth, which will bring significant advantages, and the resulting strategies for economic and social development will undoubtedly create change. The municipality must balance this change while retaining its small-town, rural feel. Plans for greater commercial, industrial, and retail spaces will bring employment opportunities and add dimension to the local activity. The focus on innovation and start-up ventures will attract digital economy workers and their families to the area.

In 2011, Innisfil had a population of 33,079, representing an increase of 6.1% from 2006 (slightly higher than the national average growth). Innisfil is currently forecasting high levels of growth. By 2031, the population is expected to grow by 70% (over 58,000 residents). Refer to the next section for more information.

This projected population growth presents a key opportunity to create shared spaces that relate to the Town's educational, recreational, cultural, social, and economic needs while cost-effectively sharing certain spaces aligned with the emerging population hubs. Predictably, Innisfil will be far more diverse in the future and will likely have a younger than average adult population with more children. Typically, these demographics are heavy users of library facilities and services.
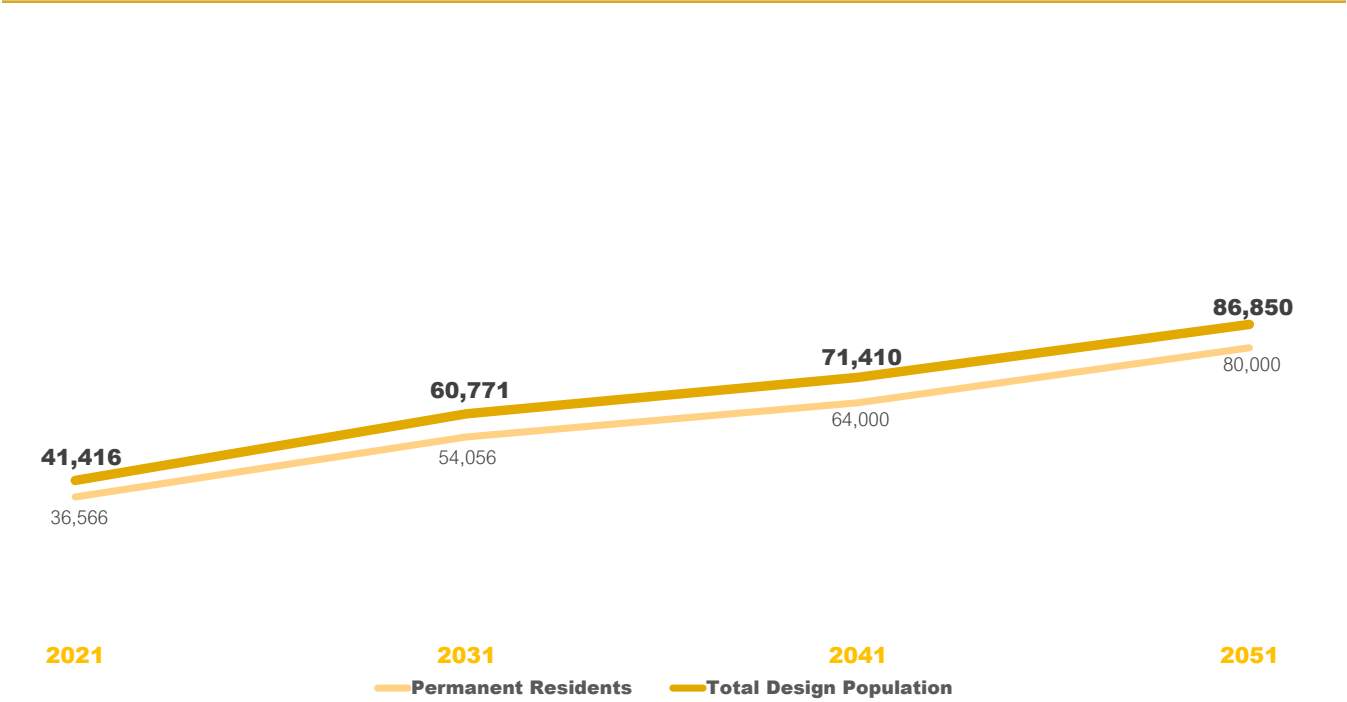

Orbit Development: Artist Interpretation

Sizing the Library for the People

As the community grows, so too will the need for shops, schools, community centres, infrastructure, and, of course, libraries. If the library doesn't grow in proportion to the population, it will not be able to accommodate the new and existing residents, which will have severe social and economic implications. The relationship between the population and the amount of library space has been thoroughly studied and regularly reviewed. Many municipalities are choosing the guideline of one square foot per capita; this approach is especially true in communities with a combined rural, town, hamlet, and village flavour. Numerous authorities (Administrators of Rural and Urban Public Libraries of Ontario, Ontario Library Service, etc.) have established a standard that for every person there should be 0.7 square feet of library space, and 0.3 ft2 of cultural space, for a total of 1.0 ft2 per person.

In 2021, Innisfil had a population of approximately 41,415 residents and 36,571 square feet of library space, which equals approximately. 0.9 square feet/ person. In 2051, the forecasted population is 86,850 people; if no additional space is built, there would only be 0.4 square feet/ person, or less than half of the allowance existing today. In order

to meet and sustain the Library's strategic goals to make a fundamental difference in the economic, social vitality, educational, and cultural activities in the Town of Innisfil, the Library must plan for the addition of 50,279 square feet of space over the coming decades, as well as new locations to meet both current and future needs to be ready for the 2051 growth projections.

Some think, wrongly, that e-content and digital services have reduced the need for more space. Rather, digital content and services require more space as up to 25% of Ontarians do not have access to the internet, devices and/ or peripherals at home or work. The 21st century public library program portfolio supports reading, digital and other literacies, school and college readiness, access, learning, employment, and use of government services, to name just a few. Crowding in the current branches will be the norm with the anticipated population growth; and Innisfil's current space-to-population ratio already registers low in comparison to its peers. Progress has been achieved on the 2013 Master Plan, but major growth locally necessitates an increase in library space.

1 Person = 1.0 ft²
(0.7 ft² of Library Space & 0.3 ft² of Cultural Space)
Source: ARUPLO, OLS, Ontario

-4,844 ft²   -24,199 ft²   -34,839 ft²   -50,279 ft²

86,850

71,410

60,770

41,415

36,571   36,571   36,571   36,571

2021   2031   2041   2051

—— Library Space Today (ft2)   —— Library Space Needed (ft2)
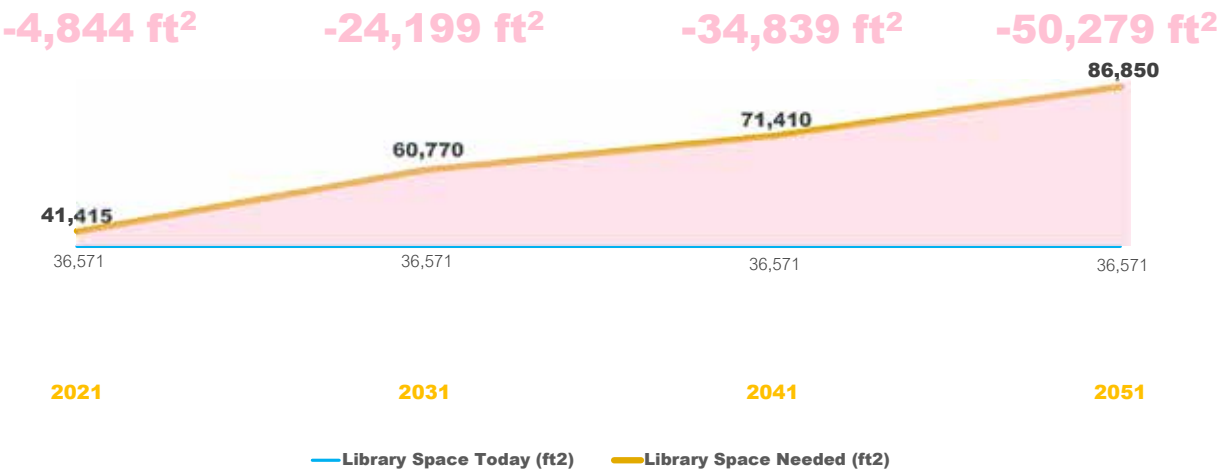
Fig 2. Sizing the library for the people

	1991	**2021**	**2051**
population	21,250 http://population.city/canada/innisfil/	41,415	86,850 Provincial Projections
library space (ft²)	4,560 ft²	36,571 ft²	36,571 ft²
	0.2 ft² / person	0.9 ft² / person	0.4 ft² / person

Fig 3. Library Trends: Business As Usual

Library Trends & Opportunities

Public Libraries prove the value proposition of free, unfettered access for their communities. Today's libraries have a measurable and valuable impact on the quality of life and success of communities – economically, socially, educationally, and culturally. The Public Library value proposition is strong and includes (but isn't limited to) strong return on investment, supporting economic development, employment, welcoming new Canadians and new residents, early literacy development, formal education and homework help, anti-poverty strategies, equitable access to community resources, access to government services, cultural vitality, and affordable leisure activities, while providing quality answers and programs to the entire community. Libraries have adapted and continue to adapt very well to change, with key trends including:

- Technology (social media, learning systems)
- Social and Demographics (the generations matrix)
- Socio-cultural and economic changes
- Learning systems and policy (LMS's, MOOCs, etc.)
- Policy frameworks (e.g., OA, DRM, copyright, etc.)
- Consumer trends

- Pandemic-driven space trends regarding AODA and HVAC
- Co-working spaces
- Study and tutoring spaces
- Social work counselling spaces
- WeWork style and Work From Home, small business and professional support spaces
- Children's destination and activity centres
- Specialized Teen and Tween spaces
- BYOD support
- eLearning and digital courses, programs, diplomas, etc.
- Technology training spaces
- Flexible program spaces
- Virtual branches
- Self-check and e-cards
- After hours access technologies
- Libraries beyond walls, KIOSKS, drop boxes, lockers, etc.
- Technology training and experience spaces
- HackLabs, Digital studios, Makerspaces
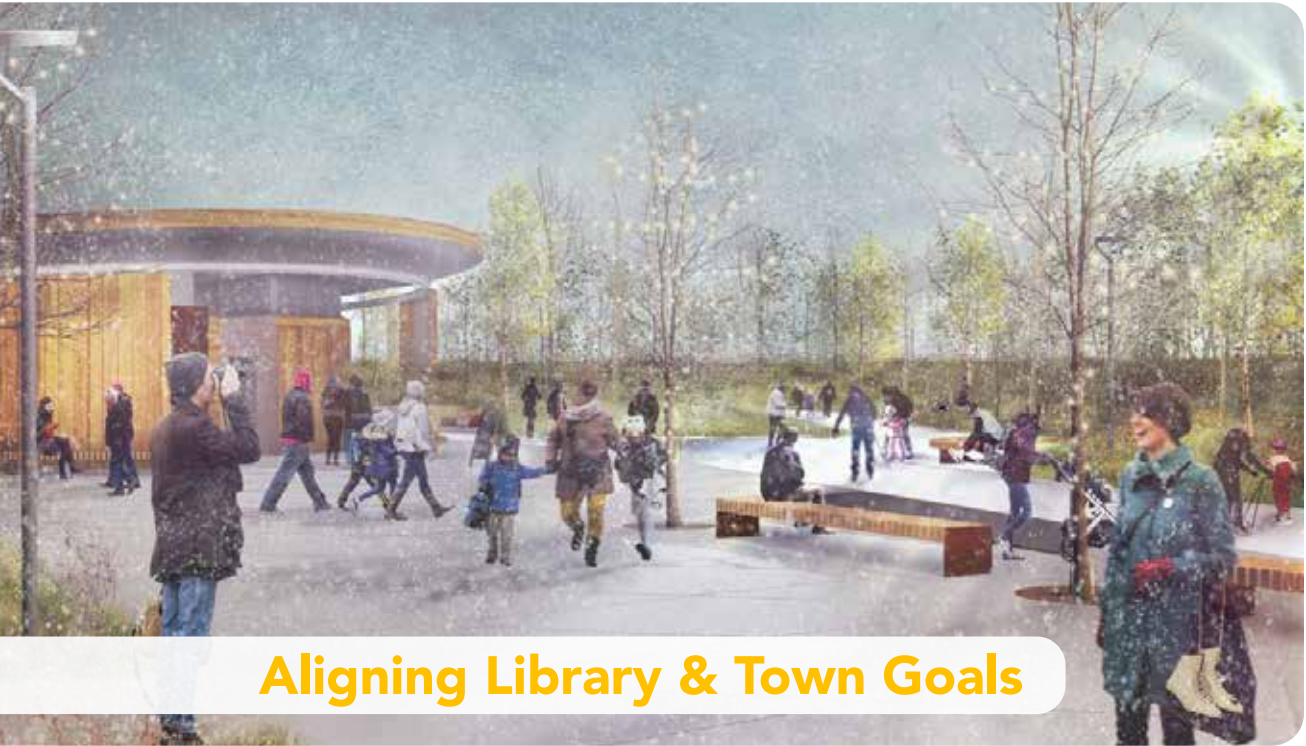- Social spaces; Learning spaces; Meeting spaces

- Culture Space (Art, Gallery, Theatre, and Performance)
- Demonstration Spaces (Kitchen, Technology, Crafts, etc.) Tech: Social media engagement, Smartboards, Presentation Tech, BYOD, Gaming/Coding, Mobile, Smart Rooms, Makerspaces, Internet of Things, Augmented Reality, Artificial Intelligence, Beacon notification technology, etc.
- Partnerships (Social Services and Parks & Recreation, etc.)
- Digital Marketing
- Outdoor programming
- Events and attractions partnerships

Libraries play a key role beyond their primary purpose and are one of the most important venues in civic life. They act as anchor tenants in new combined facilities as well as stand-alone facilities. As such, they can revitalize communities and

generate growth and property value enhancements. Below are some examples of how libraries play a role in civic life:

- Library as the community living room
- Neighbourhood and community centres
- Anchor institutions
- Cultural Centres & Theatre / Programming / Meeting spaces
- Libraries as footprint and significant tourism traffic generators
- Provide space to community and social service organizations
- Neighbourhood and Main Street revitalization
- Local business partnership
- Libraries as destinations, Library Squares. and town markets
- Parks and Recreation partnerships

Aligning Library & Town Goals

Innisfil Town Square: Artist Interpretation

Fig 4. Aligning Library and Town Goals

Innisfil ideaLAB & Library can effectively address certain deficits in the Town: spaces for meetings, co-working, co-studying, teens/tweens, seniors, social spaces, etc., as well as information and program needs faced by small businesses, work-from-home professionals, health, nutrition, wellness, and fitness. The master planning process was committed to alignment with other Town strategic plans, facilities plans, visions, and goals. Each of these documents consider current demographics, future growth projections, community needs, political considerations, business area and economic development changes, and any local/urban planning initiatives. Post-pandemic planning and socio-economic changes and trends add to this complexity. It is wise to consider all of these factors in developing a major facilities master plan that enhances allies and partners for growth while avoiding duplication and ensuring mission-critical activities succeed. A diagram on the next page outlines some of the relationships and connections established between the library master plan and other key planning initiatives.
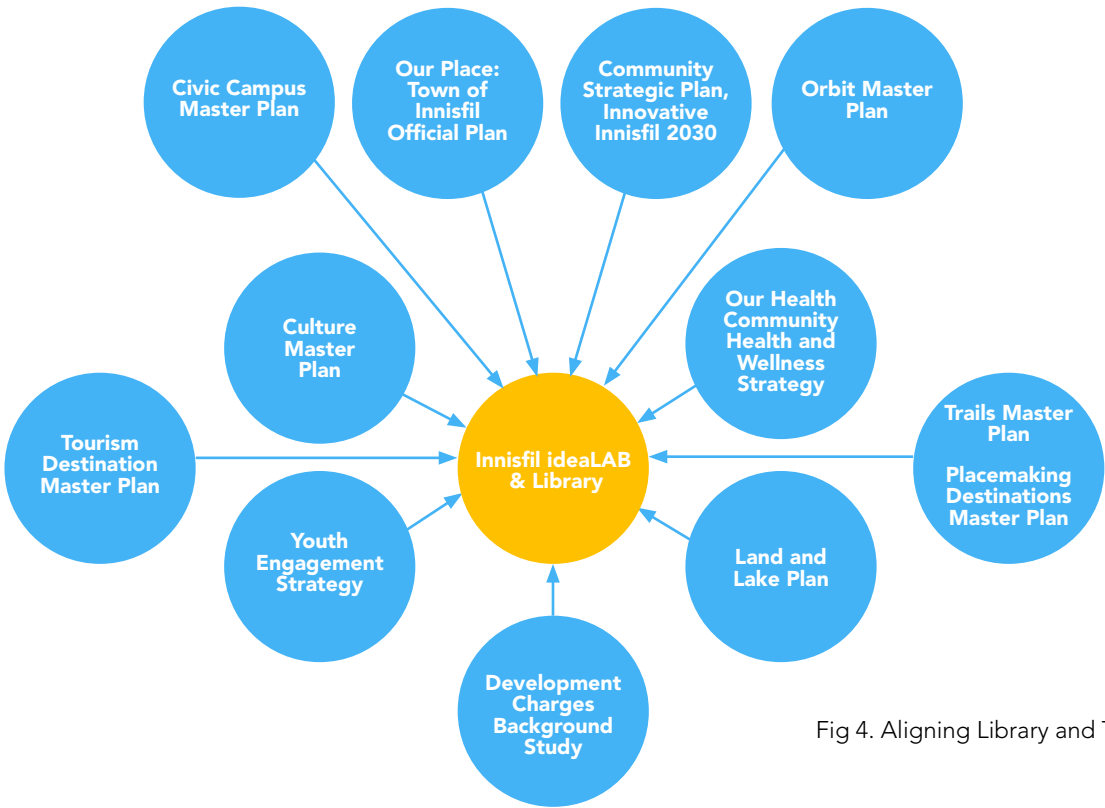
Recommendations

System Wide Recommendations

The following recommendations pertain to all existing and future branches, and have been determined based on public consultation, trends review, benchmarking, and many working sessions with the library board, staff, and leadership.

1. Create more private rooms for tutoring or social counseling in a non-stigmatized space.

2. Create a special focus on Teen and Tween services and programs at all branches. There is strong support for supporting teens and tweens in all areas where there are challenges: social isolation, non-recreational activities (culture, music, performance, writing, etc.), health & wellness, social services, etc. Ensure spaces have visibility, moderate privacy, line of sights, and teen-friendly furniture and fixtures. Partner with schools, parks & recreation, and social services.

3. Build spaces that support discovery and browsing through appropriate fixtures and good merchandising methodologies. Measure this practice as an initiative to grow cardholders and circulation. Staff are excited by the emerging merchandising direction, greater clarity and opportunities for staff involvement.

4. Expand gallery spaces with retail and programming for adult cultural activities as a system-wide program and engagement focus (galleries, photography, crafts, art, travel, local history, book clubs, social events, etc.)

5. Expand outdoor, four-season activities with the right adjacencies to trails, parks, outdoor areas, beaches, forests,etc. Align public library programming and facilities with emerging Town trails strategy.

6. Ensure that new spaces have the flexibility to support green programming, post-pandemic HVAC, and a fuller return to in-person learning events. Consider more outdoor equipment such as BBQs, bread ovens, tents, etc.

7. Expand spaces, services, programs, and partnerships for library-centered events to deliver on business supports and employment/volunteer strategies.

8. Widely promote the library's large online learning collection and add meta-learning courses and digital monitors to promote these in-branch, and on the website/social media. There is strong support for life-long learning programs and e-learning opportunities, but these require heightened awareness of cost-free opportunities through targeted marketing.

9. In addition to books, the children's spaces could also include passive and interactive programming. While an all-ages program focus was a strong pattern revealed through the consultations, one of the target audiences that was mentioned most often was children; pre-schoolers, daycares and JK to Grade 3.

10. For seniors/older adults, parents and singles, grow local small-scale activities and events that are closer to home, and address isolation.

11. Address social issues by providing spaces and partnership opportunities for social services, improving the anti- poverty agenda in a stigma-free library environment.

12. Ensure the library is a leader in inclusivity and attracting new diverse residents. Ensure that physical branches represent the diversity that they serve.

13. Build and promote small groups and individual work spaces for high school students. After school and weekend Homework Support strategies should be developed, as well as tutoring / proctoring programs by appointment/ alliance, and digital literacy training. Continue to offer open Wi-Fi. There are opportunities to align school bus routes/stops at some library branches.

14. Increase the 'Library of Things' collection with items such as educational toys, specialized cookware, tools, musical instruments, digital devices, etc. Align the collection with in-library programming (e.g. musical

instruments available to use in a library studio space). Consider visible storage space optimized to ensure use and circulation of non-book collections.

15. Develop a KIOSK strategy for branch alternatives that covers the strategic goals of holds lockers, digital hubs, pop-ups, and mobile services. This strategy can be used to pilot and experiment with potential future branch locations.

16. Invest in modern, digital, advanced bookmobiles and mobile libraries in parks and beaches.

17. Invest in quality museum and retail space fixtures to support merchandising and sales.

18. Continue to prioritize partnerships, and sponsorships. Choose carefully based on where the ideaLAB & Library can make the greatest impact and avoid duplication.

19. HackLAB and Mobile Maker need to be expanded, but every branch does not need a full HackLAB.

20. Develop a core programs and services strategy that is enhanced at every branch by something 'special'. They should be readily visible and markedly unique (not repetitive). They should be exciting, engaging, and make target audiences want to stay longer.

21. Invest in more digital displays and more consistent signage through the system.

22. Building a library that properly serves community needs begins with fulsome community engagement. Early in the process of designing a new or enhanced branch, the community should be consulted. Feedback received should influence the project's stated requirements.

23. As part of Innisfil ideaLAB & Library's commitment to the process of reconciliation with Indigenous communities, engagement with the Indigenous community throughout the design phase will be especially important.

24. While at least one branch should have a special permanent focus on Innisfil local history and genealogy, all branches should support rotating displays of Innisfil's past history, with special attention paid to Indigenous pre-history, culture, and stories. Displays should be created in partnership with the Indigenous community and the community-at-large.

25. In addition to meeting current codes, building designs should be aligned with the goals laid out in the Town's Integrated Sustainability Master Plan. In keeping with the Library's leadership position, green initiatives, above and

beyond code minimums, should be considered, i.e., Net Zero Carbon (CaGBC) or Passive House.

26. In terms of accessibility, all new branches and the renovated portion of existing branches are to meet current barrier-free requirements in place at the time of the improvement. Consider exceeding requirements in order to align with the Town's standards as well as in response to public consultation.

27. Twenty-first century public libraries are no longer the silent rooms of the past. While they strive to be lively and engaging spaces, it does not mean that there shouldn't be spaces designed for quiet contemplation, silent reading, and whisper zones. Each library should support the diverse needs of members.

Meeting Library Needs of Innisfil into the Future

As the community grows into the future, the library system must grow in proportion to the population. If it doesn't, Innisfil will not be able to meet its mandate and mission, as there will be crowding, reduced servicing per person, and insufficient access to vital educational and social programming and resources.

The Province, County, and Town have prepared various planning documents that indicate where growth is likely to take place, and where it will not take place. These plans establish a growth pattern for Innisfil, with development focused in several key areas, such as Alcona, Lefroy, Sandy-Cove, and Big Bay Point, among others. Future library facilities should be located as close as possible to larger populations so they can serve the most people and be accessible via different modes of transport (e.g. transit/Uber, walking, cycling, and driving).

EXISTING BRANCHES:

Lakeshore and **Cookstown** branches will continue to play an important role in the future and will undergo minor enhancements to ensure they continue to meet future service demands. Refer to the following section for more detail. The **Stroud** Branch will eventually require replacement, as it sits within a building that is rapidly approaching its end-of-useful-life. When the time comes, a replacement library will be needed to continue to service Stroud and will be a central hub for the community. Refer to the following section for more detail.

Churchill is far too small and cannot be improved to support modern library operations or AODA legislation in a cost-effective way. While library services will focus elsewhere, there is a great opportunity for the building to be repurposed as a local arts/activity group, possibly in partnership with the library system. Refer to the following section for more detail.

Lakeshore Branch

Municipal Campus Branch

FUTURE BRANCHES:

To adequately service the target population, an additional 50,279 square feet will be required to maintain current service levels. This space has been distributed across four new branches, which will be developed in pace with population growth. These branches have been located in areas of highest population density based on current trends and 2051 population projections, thereby serving the greatest number of residents. Refer to the following section for more detail.

Municipal Campus: A new library branch should be located in the Municipal Campus near Yonge Street & Innisfil Beach Road; it will enjoy close proximity to the YMCA, Rizzardo, the future RVH, and other civic institutions. There are great synergies and partnership opportunities available at this location, and it is very near the geographic centre of Innisfil.

Refer to the following section for more detail.

Orbit: A new GO-Station will link Innisfil with the Greater Golden Horseshoe, and will be the centre of a new community. The new Orbit location will provide transit-accessible services, support the emerging businesses and start-ups of Innisfil, and, of course, serve the existing and new residents nearby. Refer to the following section for more detail.

South-East: A new branch location in Lefroy and the South-East of Innisfil has been proposed since the last master plan was completed in 2013. This area is targeted for growth and a new neighbourhood branch will be an anchor for current and future residents. Refer to the following section for more detail.

North-East: The areas of Sandy Cove and Big Bay Point are planned for growth in the coming years, so it is important that new library facilities in this area serve the already sizable population and the new population. Library service may first appear as a kiosk or hold-locker, which will provide service in the near-term and will let the library staff pilot the most effective way to serve the local community.
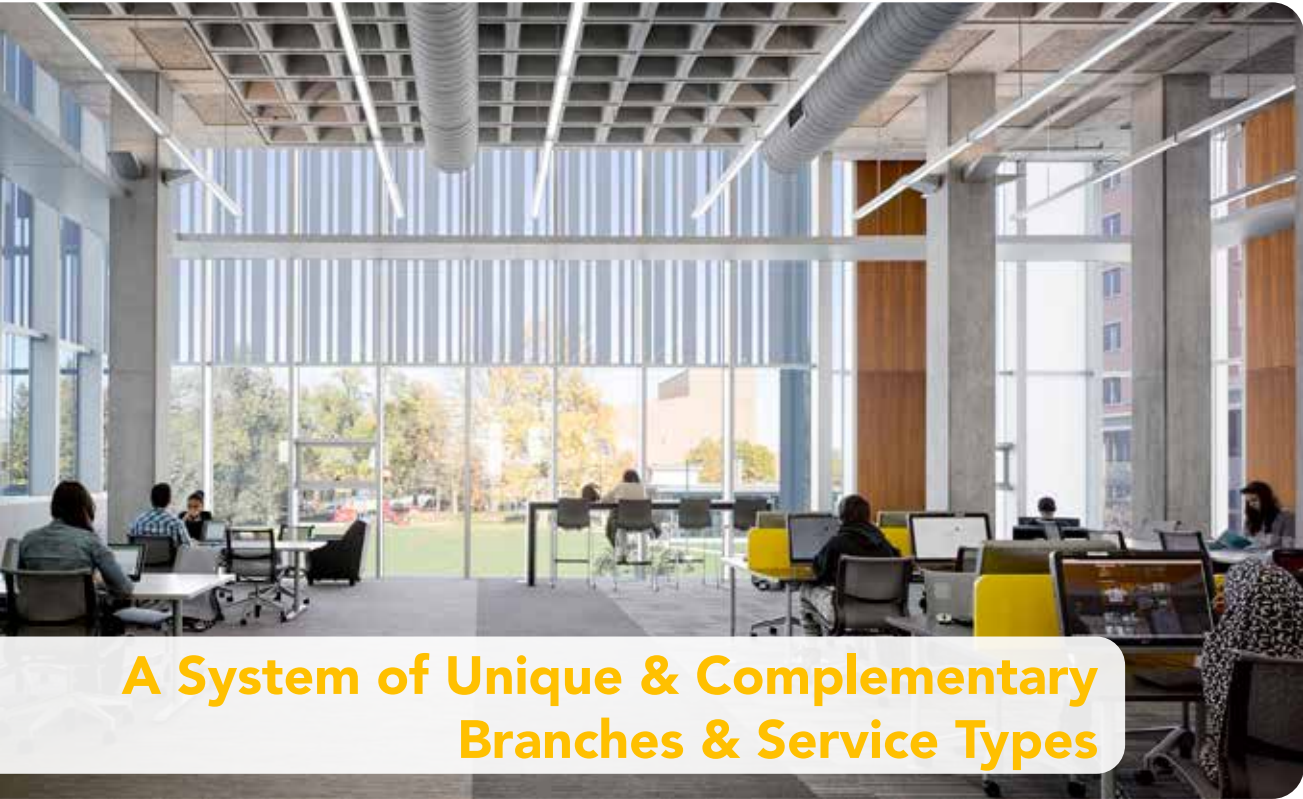

Orbit Branch

South East Branch

North East Branch

LEGEND

○ EXISTING BRANCH
● NEW BRANCH

N

A System of Unique & Complementary Branches & Service Types

Innisfil, a collection of communities, must use innovative strategies to offer full collections, programs, and services. While every branch will have the same core common program offerings (see list below), each will have different and complementary programs that will distinguish them while reflecting the communities in which they are located.

Common Functional Program at all Libraries: While libraries are unique in their setting, community, and character, they each have common program offerings to serve residents. The bubble diagram on the next page illustrates these common program types and their relationships to one another. For example, all branches must serve all ages, with spaces for children, teens, adults, and older adults. Each branch should have a living room/reading room, meeting rooms, and digital workspaces. Supporting the operation of the library are a series of staff/administrative spaces and utility spaces.

This bubble-diagram represents a starting point for all libraries. It informs how they will be planned and designed. During the design stages, the library staff and board, planners and architects will determine how to arrange the

bubbles to suit the unique context, site relationships, and program specialties. Of course, community consultation will be essential and will ensure the library truly reflects its own community.
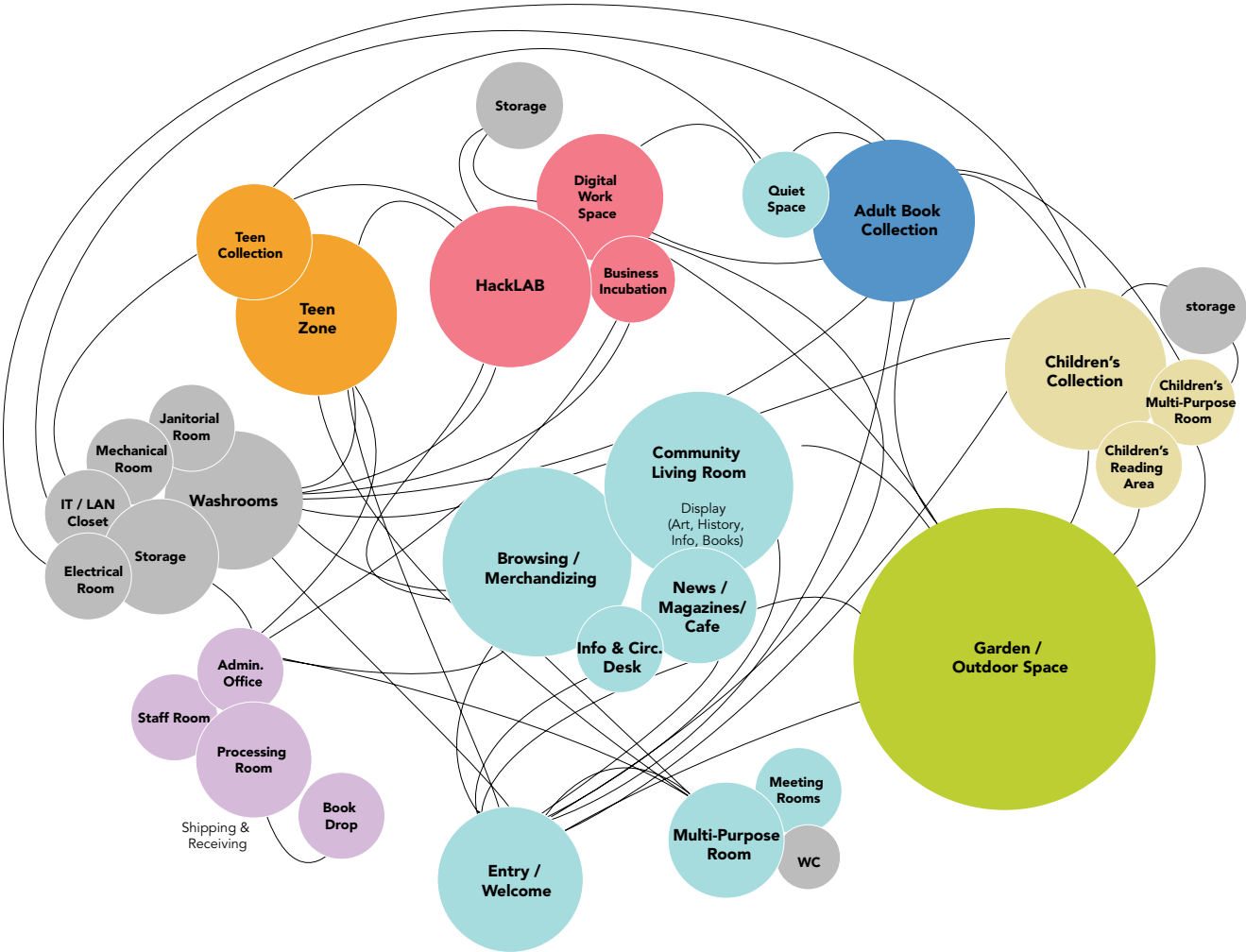

Fig 5. Bubble Diagram: Common Functional Library Program

Every branch has an opportunity to reflect its unique character and contribute complementary services to the whole. This approach ensures that Innisfil residents will have access to a broader range of collections, programs, and activities – much more than they otherwise would have. By harnessing local partnerships and opportunities, each branch can develop a unique offering and character. For example, the Municipal Campus branch may have a strong health & wellness collection and programming focus, building on its adjacencies to the YMCA, Rizzardo, and future RVH. An Orbit branch, supported by higher-order transit access and the associated movement of people, would be able to support emerging businesses and start-ups through enhanced meeting spaces and 'Working-from-Home' services. These branches would still cater to all ages and audiences, but they would benefit from these unique attributes. The diagram to the right is a visual depiction

of the entire future library system, highlighting the diverse and complementary programming potential. The following section will go through each branch in detail.

LEGEND

◯ EXISTING BRANCH
● NEW BRANCH

N

LAKESHORE BRANCH
ENHANCEMENT

RECOMMENDATIONS: Located in Alcona, the Lakeshore Branch is Innisfil's most active branch. A new Town Square, planned for the site immediately West, will increase access from that direction. This popular branch only requires a few targeted enhancements.

1. LINK LIBRARY TO NEW TOWN SQUARE
Connect the existing library plaza to the new Town Square to the West.

2. IMPROVE FRONT PLAZA & ENLIVEN EXTERIOR
Further shelter the existing plaza from the street with low landscape elements and trees for shade. Enliven the building façade with colour, lighting, and/or a canopy to emphasize the existing bay window and stage.

3. OPEN DOORS TO STAGE AREA
Keep the door open as much as practical to the outside stage enclosed area.

4. STRENGTHEN THE EAST WEST CONNECTION
Further emphasize the paths leading to East and West entry doors, through the library internal main street, and out to the courtyard and Town Square. Curate the main street with discovery merchandising aimed at increasing engagement, love of reading, and circulation.

5. CREATE FUN AND SAFE SPACE FOR CHILDREN
Create a fun and engaging destination for children that serves as an active and passive play area with good sightlines. Remove the hidey-hole that is underused, and add interactive feature walls.

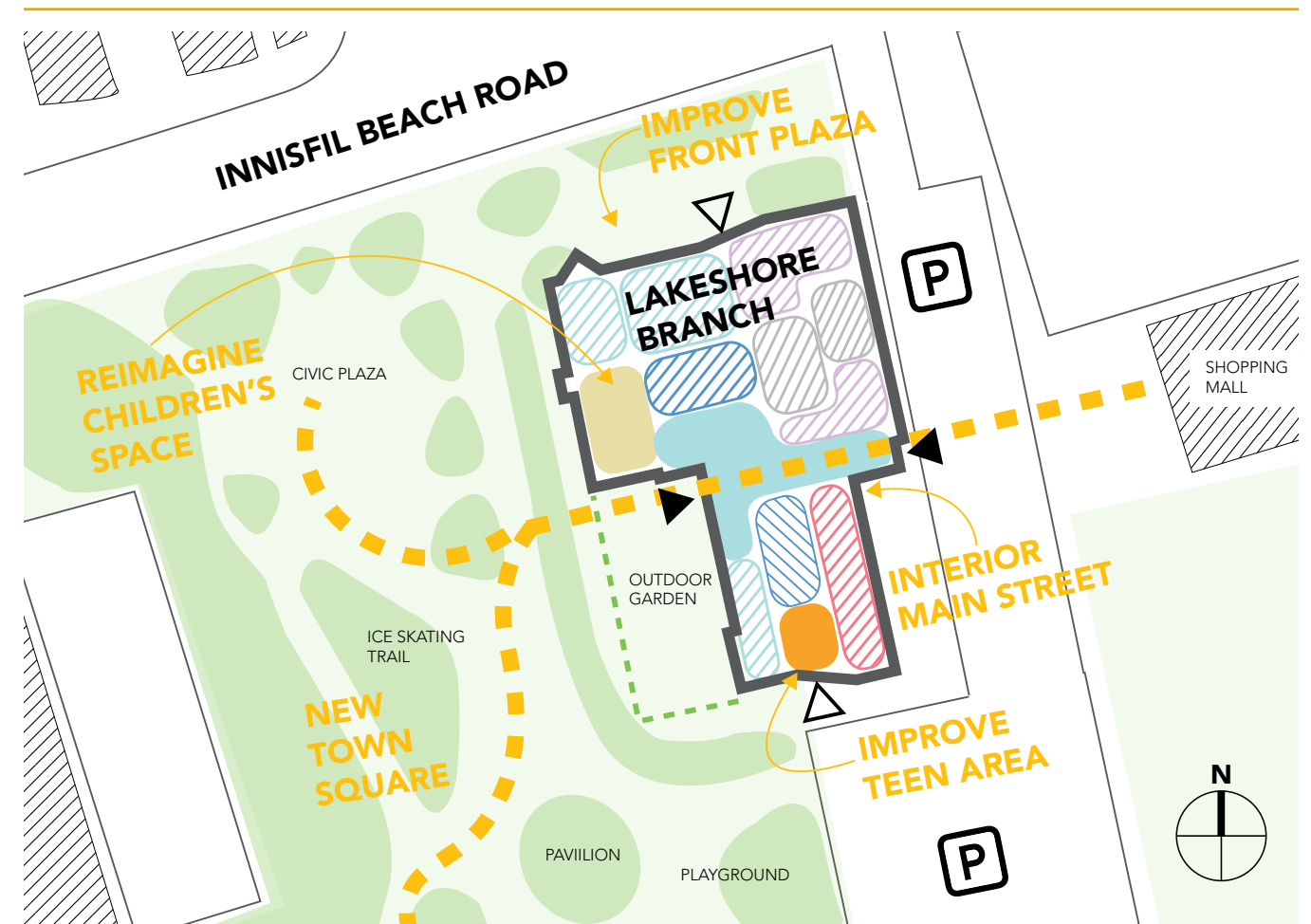### 6. REORGANIZE CHILDREN'S COLLECTION
Consider changing the children's book collection organization to themes and discovery bins for pre-readers and board books. Add parent and tot seating.

7. CURATE A SERIES OF ENGAGING FEATURES
Enhance the Gallery wall and provide additional space focused on alternative arts, crafts, sculpture, digital art, etc.

8. IMPROVE THE TEEN AREA
Improve the teen area with better sightlines and with an added acoustical treatment of the glass wall. Add furniture that supports study and social activities.

BUILDING PROGRAM - LEGEND

- MERCHANDIZING, READING, MULTI-PURPOSE
- HACKLAB DIGITAL WORKSPACE, INNOVATION
- TEEN ZONE
- ADMIN, PROCESSING, STAFF ROOM
- ADULT COLLECTION
- CHILDREN COLLECTION
- WC, STORAGE, JANITORIAL, MECH, ELECT, IT

CONTEXT - LEGEND

- NEW BUILDINGS
- EXISTING BUILDINGS
- MAIN ENTRANCE / EXIT
- SECONDARY ENTRANCE / EXIT
- P PARKING

PRECEDENTS

Visual merchandizing will be a focus on the Interior Main St.

Teen area with furniture that supports social activities.

STROUD BRANCH
REPLACE

RECOMMENDATIONS: The existing Stroud Branch is co-located within a shared recreational building that is nearing its end of life. The building does not support the library's current mandate. A new branch should be located in a purpose-built building on the same site.

1. LIBRARY AS AN ANHCOR OF THE VILLAGE COMMON
Build a stand-alone library facility in alignment with Village Common strategy and other amenities such as a new recreational facility.
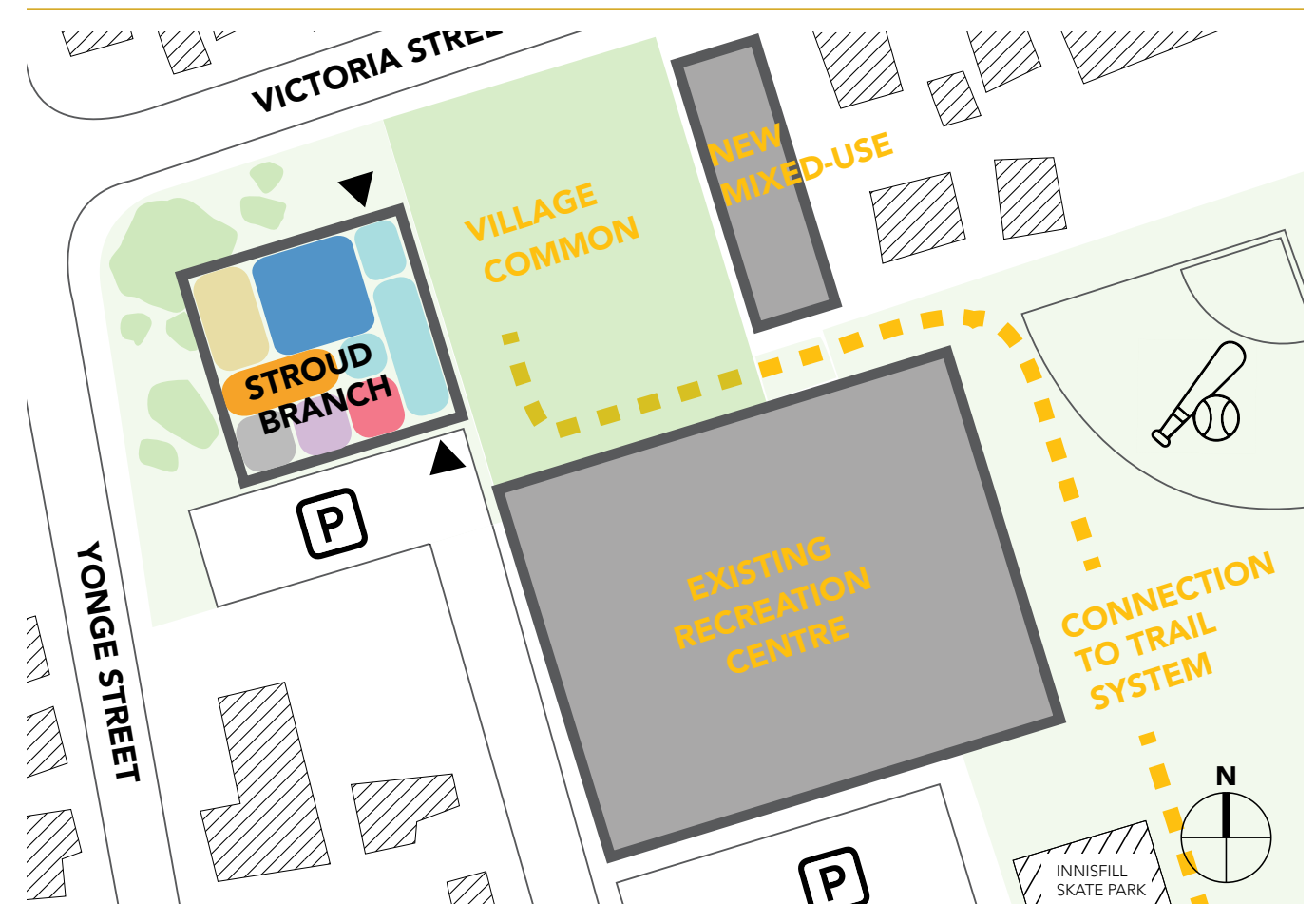
2. LOCATE ON HIGH FOOT TRAFFIC AREA
As the highest traffic occupant of the Village Common, it should be sited near the street on a high-visibility corner. It should be carefully integrated with the existing landscape at the intersection of Yonge and Victoria streets. Parking should also be integrated.

3. PRIORITIZE HUMAN SCALE
The Village Common should be a pedestrian-scaled space with both hard and soft landscaping that is directly connected with the street and upon which all municipal buildings share an address.

4. CONNECT TO TRAIL SYSTEM
The Village Common is ideally connected to the municipal trail system.

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CONTEXT - LEGEND

- NEW BUILDINGS
- MAIN ENTRANCE / EXIT
- EXISTING BUILDINGS
- P PARKING

PRECEDENTS

Pop-up marketplace at the Village Common.

Reading room looking out into the Village Common.
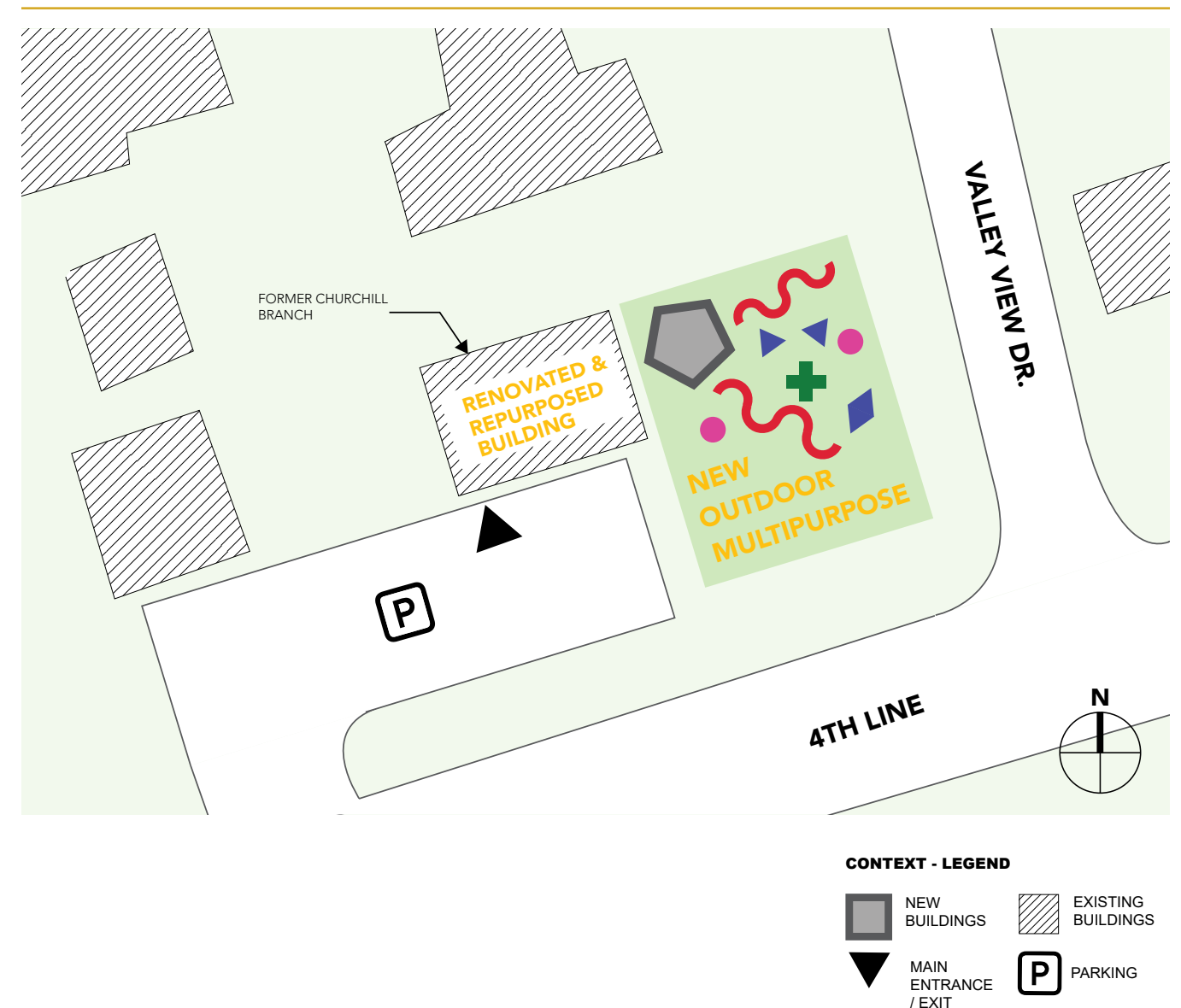
CHURCHILL BRANCH
CLOSE & REPURPOSE

RECOMMENDATIONS: The existing Churchill Branch is located within an inadequate, non-accessible building. The branch should be closed and Innisfil or other partners should consider other uses that would complement the area.

The Innisfil IdeaLAB & Library will lead a process, working with stakeholders, to study other potential uses for this site. The following is an example of what is possible.

1. REPLACE WITH COMMUNITY PROGRAMMING

While this location should be closed as a library branch, the site could be re-purposed by another organization and developed into an arts and culture centre with recreational activities on the grounds, such as a gazebo for performances. Regarding the existing building, attention will need to be paid to HVAC, mold, and AODA access to washrooms. A potential mobile holds-locker can provide library resources to the local community.

FORMER CHURCHILL BRANCH

RENOVATED & REPURPOSED BUILDING

NEW OUTDOOR MULTIPURPOSE

VALLEY VIEW DR.

4TH LINE

N

CONTEXT - LEGEND

▢	NEW BUILDINGS	▨	EXISTING BUILDINGS
▼	MAIN ENTRANCE / EXIT	P	PARKING

PRECEDENTS

Outdoor pavillion for performances, music, dance, art.

Art activities for adults (ceramics, painting, glassblowing).

COOKSTOWN BRANCH
ENHANCEMENT

RECOMMENDATIONS: The Cookstown Branch is a well-loved branch that shares a building with the local community centre. Only targeted enhancements are required at this branch.

1. MERCHANDIZING AND SEATING
Ensure that the main street between the event space and library is tightly merchandised with places to linger.

2. AFTER-HOURS STRATEGIES
Consider after-hours access strategies.

3. NEW MEETING ROOM
Renovate part of the office into a public-facing meeting room.
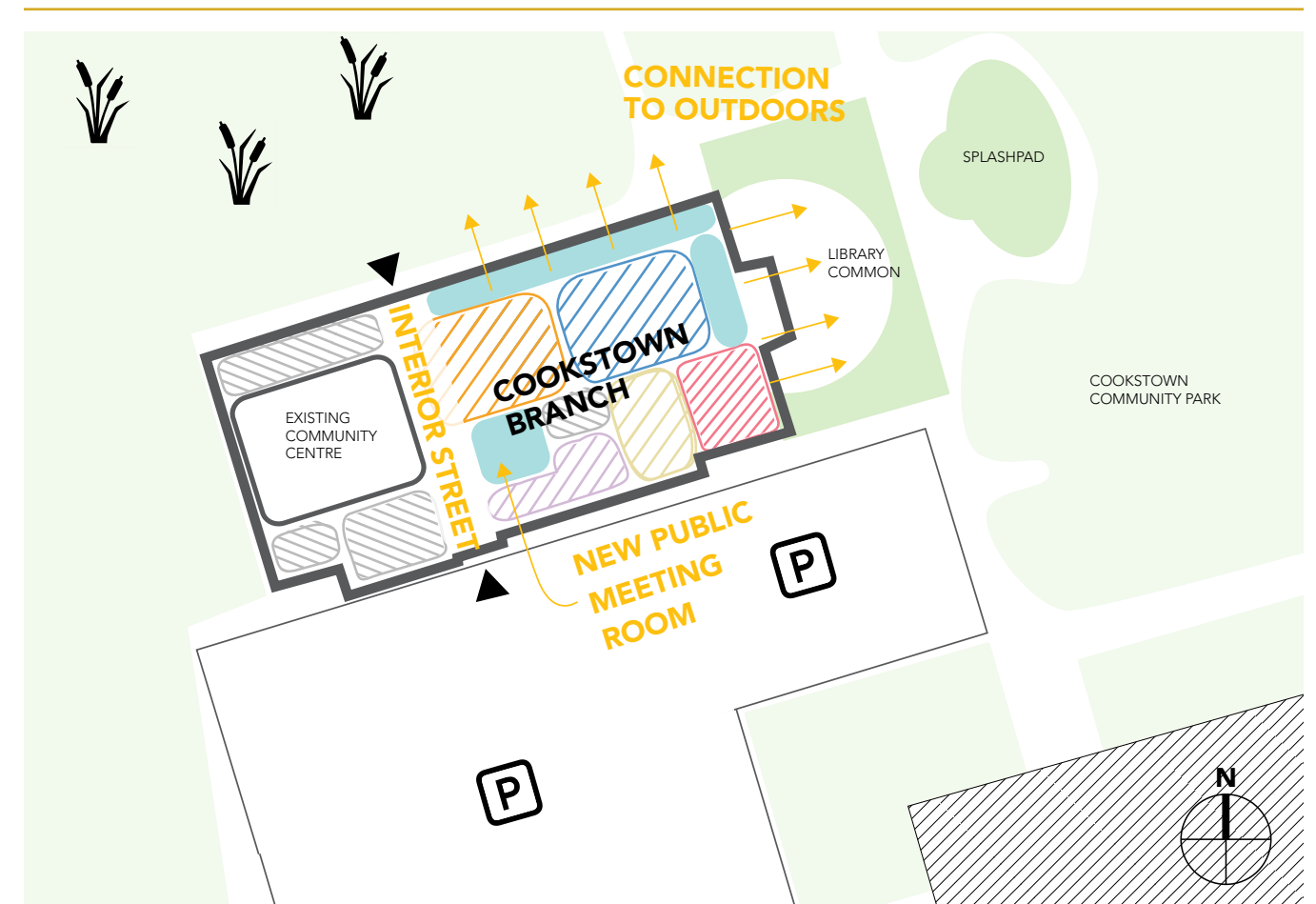
5. RE-ARRANGE FURNITURE
Move the vintage table and chairs to a more appropriate location.

6. LINK NORTH & EAST TO EXTERIOR
Occupy the North and East window areas with both table and lounge seating to encourage connection to outdoor program areas.

7. IMPROVE INTERIOR MAIN STREET
Program the shared main hall space as a flexible "main street" for library and community programming.

BUILDING PROGRAM - LEGEND

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CONTEXT - LEGEND

- NEW BUILDINGS
- MAIN ENTRANCE / EXIT
- EXISTING BUILDINGS
- P PARKING

PRECEDENTS

Children playing at the splashpad across from the library.

North & East window areas to be activated with seating.

MUNICIPAL CAMPUS BRANCH
NEW

RECOMMENDATIONS: Innisfil's Municipal Campus is home to a number of public buildings that include Innisfil Townhall, the Rizzardo Health and Wellness Centre, the YMCA, and others. A new library branch, located in a renewed pedestrian-oriented landscape, would strengthen this municipal hub.

1. LOCATE BRANCH AS CENTRAL HUB

Add a branch here as a central, specialized branch to take advantage of the emerging municipal campus hub, with renewed pedestrian-scaled green space, trails, destination activities, and parking.

2. FOCUS ON HEALTH & WELLNESS

Focus on health, nutrition, exercise, wellness, food, etc.
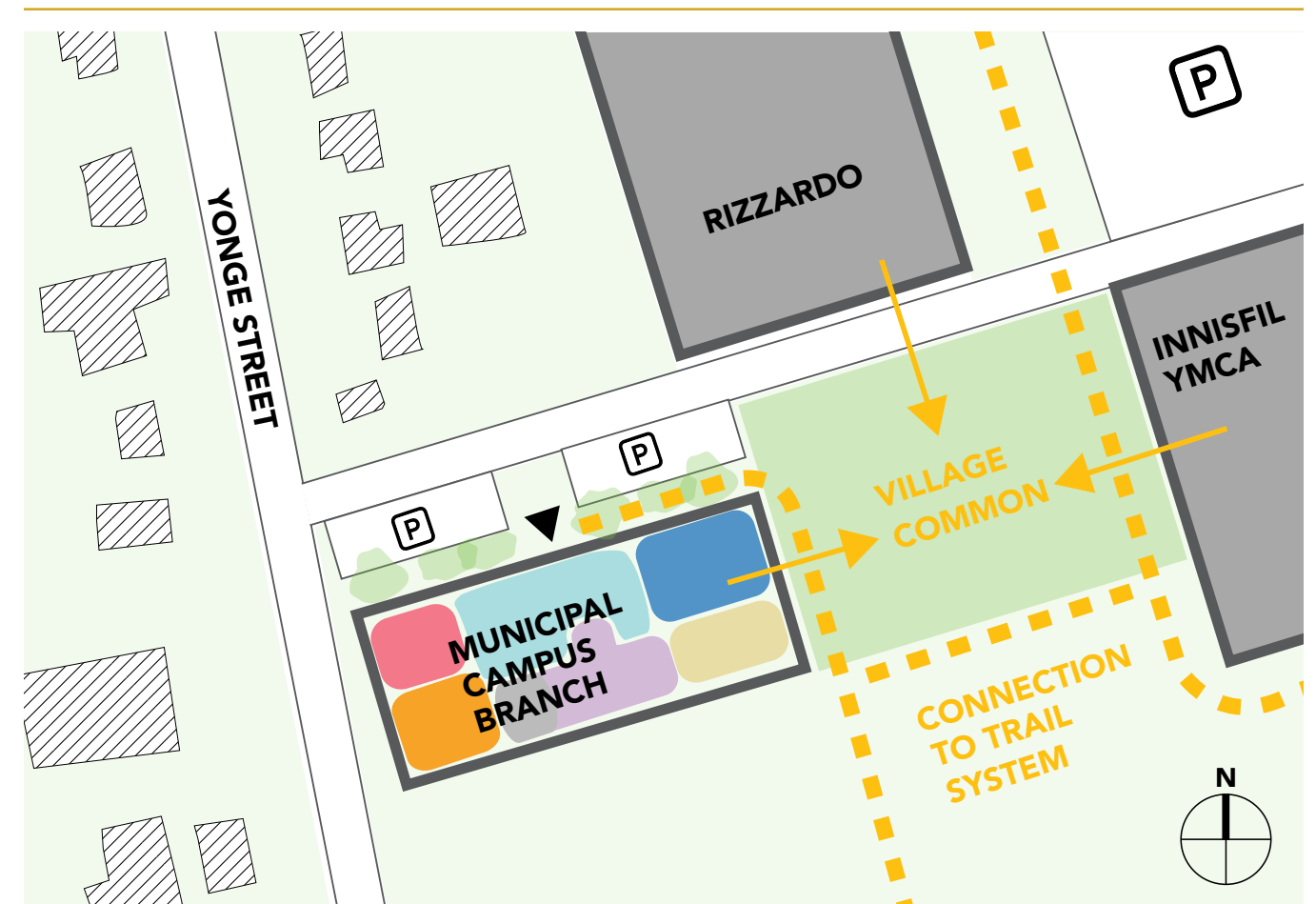
3. PARTNER WITH NEARBY ORGANIZATIONS

Partner with Rizzardo kitchen and the YMCA to promote healthy living and EatLocal. The library common should connect with these other organizations.

4. ENSURE STRONG STREET PRESENCE

As the Lakeshore branch illustrates, libraries are active and exciting cultural spaces. Site the library at the street so that the library building and activities inside self market to one of Innisfil's main streets. An appealing library on Yonge Street will act as a gateway, drawing people into the public spaces within the campus.

5. CONNECT LIBRARY TO TRAIL SYSTEM

Connect the Library commons to the municipal trail system.

BUILDING PROGRAM - LEGEND

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CONTEXT - LEGEND

- NEW BUILDINGS
- MAIN ENTRANCE / EXIT
- EXISTING BUILDINGS
- PARKING

PRECEDENTS

Connectivity with pedestrian paths and trail systems.

Village common nested within buildings.

ORBIT BRANCH
NEW

RECOMMENDATIONS: The Orbit is a proposed multi-use residential neighbourhood planned around a new Innisfil GO train station. The library should have a presence within the Go station, with the new branch located in the heart of the community.

1. DESIGN IN TWO PHASES
Build a major branch in two phases as this community grows.

2. PLAN AROUND KEY DEMOGRAPHICS
Focus on singles, couples, adults, and young families.

3. LOCATE NEAR TRAIN STATION AND PUBLIC SQUARE
Locate the branch on a major thoroughfare close to the station and adjacent to a major public square.

4. ARCHITECTURE AS A COMMUNITY LANDMARK
This branch, located within a forward- looking new community and at a major municipal gateway, should represent state-of-the-art sustainable, community-focused library architecture.

5. LOCATE NEAR NEW CULTURAL VENUES
Locate the Innisfil ideaLAB & Library near the auditorium/ performance/ meeting facilities. Ensure that these spaces are programmed as much as possible in order to showcase this municipal asset.

6. FOCUS ON INNOVATION & ENTREPRENEURSHIP
Special programs should include resources and programs for small and medium-sized businesses, work-from-home workers, independent consultants, cultural employment, entrepreneurs, and start-ups.
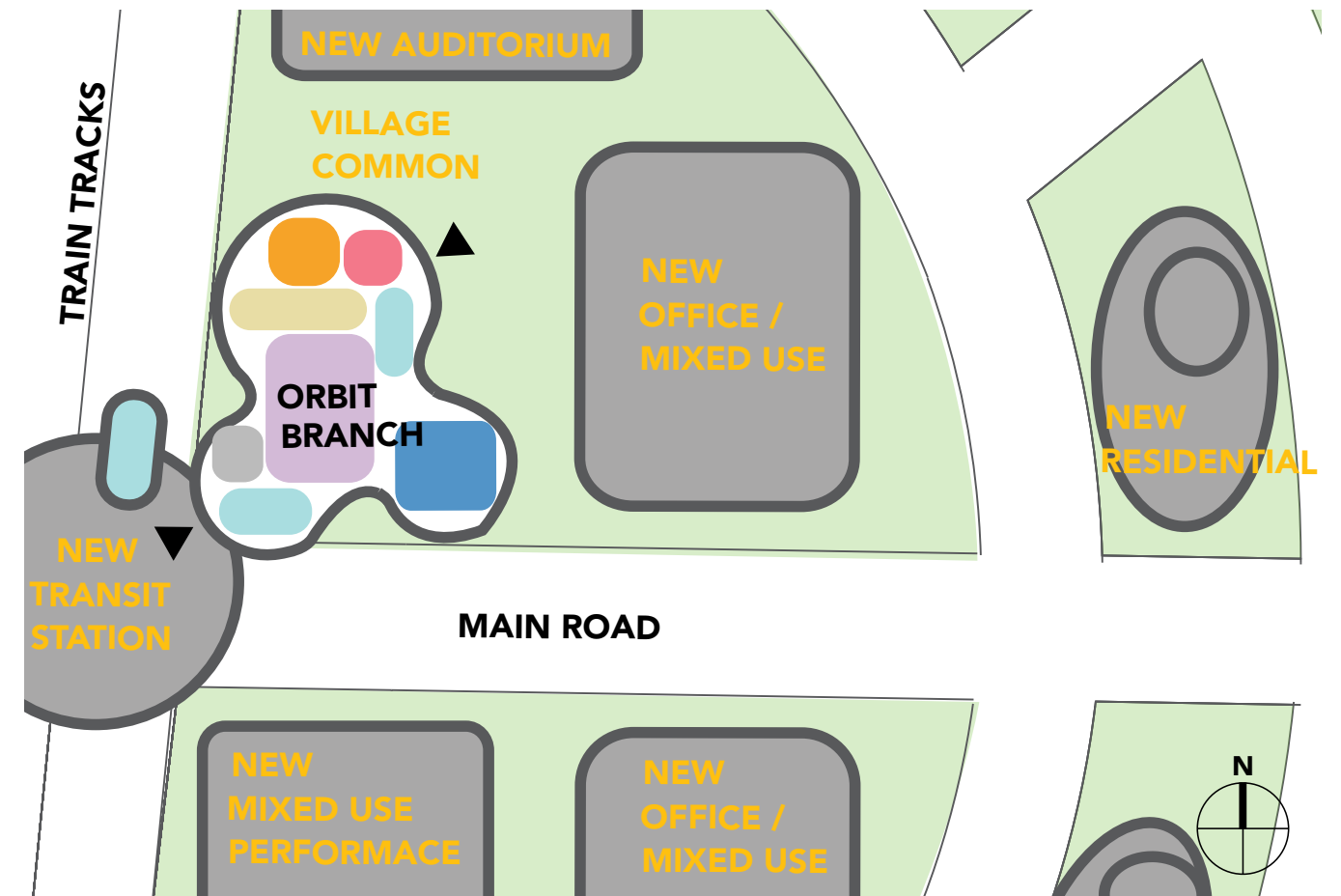
7. PARTNER WITH EDUCATIONAL INSTUTITIONS
Use this site to partner with educational institutions (trades, colleges, and universities), as classroom and research/ writing/ meeting spaces.

8. PROGRAM ADJACENT PUBLIC SPACES
Consider advanced programming and special spaces in the adjacent public square.

9. INTEGRATE LIBRARY WITH TRAIN STATION
Consider having a portion of the Innisfil ideaLAB & Library inside the new transit station as part of Phase 1.

BUILDING PROGRAM - LEGEND

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CONTEXT - LEGEND

- NEW BUILDINGS
- EXISTING BUILDINGS
- MAIN ENTRANCE / EXIT
- PARKING

PRECEDENTS

Integration of the library inside the train station.

Library to become a community landmark.

SOUTH-EAST BRANCH
NEW

RECOMMENDATIONS: To support Innisfil's South-East neighbourhoods, a new purpose-built library should be constructed. The new branch should be located near existing and future amenities, including a possible future recreation facility.
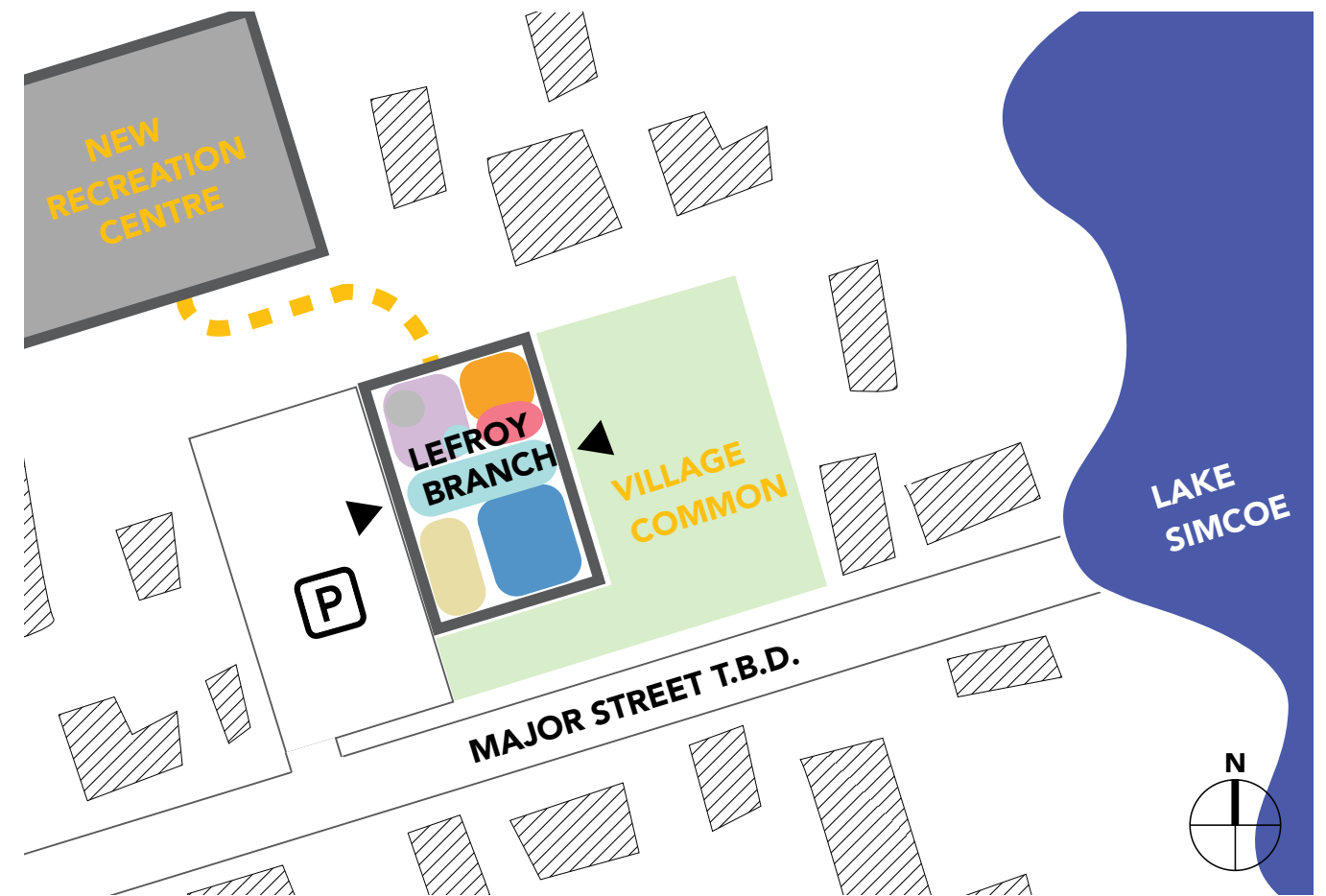
1. LOCATE NEAR NEW RECREATION CENTRE
Build a separate facility in alignment and partnership with other recreational amenities and attractions.

2. LOCATE NEAR RETAIL AMMENITIES
Site the library and related Library Common directly on a major street and near a possible new recreational facility. The site should be located near other retail amenities.

3. START WITH LIBRARY KIOSK
The existing South-Innisfil Community Centre is approaching end-of-life, and the schedule for its replacement is under review. Consider this site for a more advanced KIOSK pilot and experiment with models of engagement. Include more than a holds locker; for example, offer a digital hub, weather cover, and seating. Ensure it is moveable and reusable at other locations for maximum flexibility.

BUILDING PROGRAM - LEGEND

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CONTEXT - LEGEND

- NEW BUILDINGS
- EXISTING BUILDINGS
- MAIN ENTRANCE / EXIT
- PARKING

PRECEDENTS

KIOSK pilot project as a starting point for the library.

Library to become an intergenerational community hub..

NORTH-EAST BRANCH
NEW

RECOMMENDATIONS: A fair amount of growth is projected for North-East Innisfil. As such, support for a new future branch is anticipated. Initial non-branch forms of library engagement should be established to gauge interest.

1. START WITH LIBRARY KIOSK
Establish a library presence by piloting a more advanced KIOSK in this area of Innisfil. Try the Kiosk for two years while experimenting with models of engagement. Include more than a holds locker. Also, offer a digital hub and seating. Ensure it is moveable and reusable at other locations if /when a permanent branch is ultimately justified.

2. FOCUS ON SENIOR PROGRAMMING
Consider a more advanced senior focus at this branch.

3. LOCATE NEAR MAJOR THOROUGHFARE
A permanent branch should be located on a main thoroughfare, sited with the library and related Library Commons, directly on the street with parking beside or behind the facility. The site should be located near other retail amenities.

4. FOCUS ON COMMUNITY GARDENING
Consider locating this branch near an existing community garden.

BUILDING PROGRAM - LEGEND

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CONTEXT - LEGEND

- NEW BUILDINGS
- MAIN ENTRANCE / EXIT
- EXISTING BUILDINGS
- PARKING

PRECEDENTS

KIOSK pilot project as a starting point for the library.

Site to be located near existing community garden.

Phasing Approach

Phasing of the construction of the new and enhanced facilities is intended to keep pace with population growth. The following chart shows the estimated start date for each project based on current information. Actual start dates should be adjusted to suit population data as it is updated. In order to estimate increased construction costs for work tendered in the future, escalation contingencies will be coordinated with the phasing.

Legend

■ Improvement Built - New or Enhanced Existing
■ Existing Floor Area
■ Mobile Kiosk

Branches	Present Day	2026	2031	2041	2051	Comments
Lakeshore/ Alcona	21,522	21,522	21,522	21,522	21,522	Enhancements
Cookstown	9,542	9,542	9,542	9,542	9,542	Enhancements
Stroud	4,547	10,000	10,000	10,000	10,000	Removal of ex. library, replace with stand alone library
Churchill	1,784	-	-	-	-	Decommission library, replace with holds locker
Orbit / GO		-	500	10,500	10,500	20,500	Small scale kiosk at Go Station (500ft2), then new building constructed over 2 phases
Municipal Campus		-		-	13,286	13286	New build
South-East		-	5,750	5,750	5,750	5,750	New build
North-East		-				5,750	New build
Rotating Pop-Up Service Point		500	500	500	500	Reusable mobile kiosk
Total Library Space (ft²)	**37,395**	**47,814**	**57,814**	**71,100**	**86,850**	

Fig 5. Phasing Strategy: Summary Table

	Present Day	2026	2031	2041	2051
design population	**41,415**	**51,093**	**60,770**	**71,410**	**86,850**
library space (ft²)	37,895	47,814	57,814	71,410	86,850
ft² / person	0.90	0.94	0.95	1.00	1.00

Fig 7. Phasing Strategy: Library space per Person