

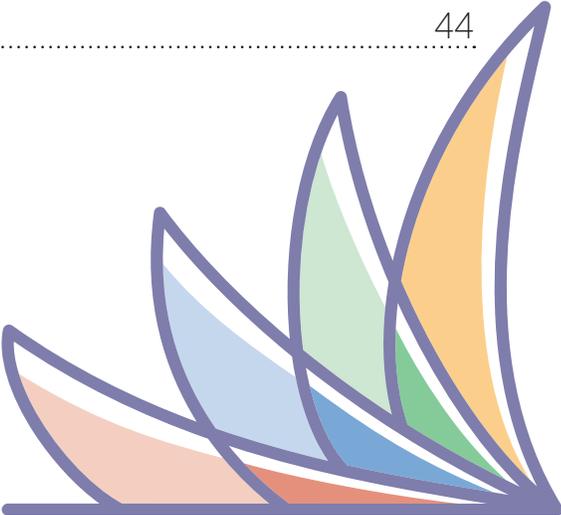
Thunder Bay
Public Library
Master Facilities Plan

June 2023



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Executive Summary

The vision of this Master Facilities Plan is to achieve a modern, accessible, and impactful 21st Century public Library that will provide social, economic, educational and cultural spaces for all members of the community.

As identified in numerous studies over the last twenty years, including the most recent study by LGA Architectural Partners and Lighthouse Consulting, our current Library buildings are failing us. They do not meet operational needs, have significant physical challenges and suffer from a large deficit in terms of public space. In addition, the maintenance of the current infrastructure is not sustainable given current funding levels. Furthermore, the sizes, locations and amenities of each branch are not well matched to local needs and severely constrain our ability to deliver modern, high quality Library services to the community.

Three scenarios are being presented in this report. Each involves the creation of a new central Library and a selection of neighbourhood branches. The quantity and location of the neighbourhood branches varies by scenario. The intent is to provide for a forward thinking and innovative approach to providing Library services to Thunder Bay while acknowledging the financial and social implications of a relative expansion or contraction of Library facilities.

All of the available data and research demonstrates that the shift to a central Library located in mixed-use space complemented by neighbourhood branches will be the most successful model for Thunder Bay. This investment is something our city needs and wants.

- TBPL achieves a 94% citizen satisfaction rating - tied for 1st with the Fire Department
- The Library is used over 2,300 times per day

making it one of the most popular services in Thunder Bay

- Survey results locally match national surveys showing citizens are willing to pay between \$35-\$45 more on their taxes if they know it is going to fund the Library
- Research proves that libraries are the best municipal institutions for fostering social trust, building community and improving education and labour force outcomes
- Many cities across Canada co-locate libraries within malls and a number have been very successful creating central libraries in a mall.

By embracing this new vision we can:

- Create a financially responsible model that closes our infrastructure deficit while expanding community space and hours of operation
- Reflect the physical growth of our city and promote maximum accessibility that accounts for our dominant modes of transportation.
- Deliver the programs, services and collections that are in-demand in a way that we cannot currently accomplish due to our building's physical and space constraints
- Ensure that the Library continues to have a measurable impact on the quality of life and success of the the City - economically, socially, educationally and culturally
- Enable us to invest in productive and dynamic partnerships that greatly amplify our contribution to municipal life

This new vision has great support from the community. A public survey conducted in May 2023 had over 2,000 respondents and was independently analyzed by a professional statistician. The majority of respondents, across all demographics, supported the creation of a new central Library, and on average, citizens are willing to pay \$39.90 per year on top of their regular taxes to

fund this new vision for the Library.

The Master Facilities Plan looks to optimize City funding by leveraging both our network of community partners and ownership models. Co-ownership or renting of the lower levels of Waverley and Brodie, with Library operations consolidated on the main floor, will result in shared operating and capital costs and provide more external funding opportunities. Leasing at

Intercity minimizes our future major capital maintenance costs. The ideal configuration of a central Library, with four neighbourhood branches (operating on one floor) will cost the average taxpayer approximately \$30 more annually but results in an increase in community space of 80% and a 35% increase in operating hours - including significantly more evening and weekend hours.

| | Status Quo Scenario | Scenario 1A | Scenario 1B | Scenario 2 | Scenario 3 |
|--------------------------------|---|--|--|---|--|
| Description | Status Quo - Waverley, Brodie, County Park and Mary Black | Central Library & 4 Neighbourhood Branches operating on one level (own and rent lower level of Brodie/ Waverley to partners) | Central Library & 4 Neighbourhood Branches on one level (co-own Brodie/ Waverley with a partner) | Central Library & 3 Neighbourhood Branches (Mary Black, Waverley on one level, County Park) | Central Library with two Neighbourhood Branches - Mary Black & Waverley (on one level) |
| Net Cashflow | \$7,830,000 | \$9,150,000 | \$9,190,000 | \$8,350,000 | \$7,680,000 |
| \$ Change | n/a | \$1,320,000 | \$1,360,000 | \$520,000 | \$(150,000) |
| % Change | n/a | 16.9% | 17.4% | 6.6% | (1.9%) |
| % of Total City Budget | 2.1% | 2.5% | 2.5% | 2.3% | 2.0% |
| Avg Property Tax Change | n/a | \$29 | \$30 | \$11 | (\$3) |
| Square Footage | 61,920 | 112,123 | 112,123 | 100,275 | 96,275 |

Despite the critical role we play over the entire lifetime of community members, the Library has been seriously under-funded and neglected over the past 15 years. For example, the Library, in partnership with City Administration, built a long term capital plan to properly maintain its infrastructure in 2008. This plan was approved by Council and introduced into the City's long term capital forecasting structure. Over the last 15 years the Library was scheduled to receive approximately \$21 million, in addition to its 'regular' budget, to ensure buildings kept up with accessibility needs, energy efficiency updates and to replace ageing structures. Every year the Library was to receive its planned, budgeted and allocated amount; those funds were deferred, denied and diverted away from the Library to fund other initiatives.

In the meantime, our capital deficit continued to grow. In 2021, TBT Engineering conducted a technical study of the Library's buildings to

determine high need items that were critical to replace and update across Library buildings. The engineers determined that approximately \$1.1 million dollars should be spent in 2022 to begin the work of upgrading our physical infrastructure with an additional \$900,000 to be spent in 2023. These items include modernizing the fire alarm and emergency lighting systems, replacing windows which are 40+ years old to ensure energy efficiency, and fixing exterior brick work to ensure structural integrity. The Library received \$300,000 in 2021 for building maintenance and in 2022 received \$300,000 as well. Thus, the last two years alone have resulted in an infrastructure deficit of \$1.4 million. According to the long term capital forecasts integrated into City planning, the Library was to have received \$3 million in additional funding in 2022 alone to help close the gap in physical infrastructure spending – which it has not received.

Introduction

The Library is a civic institution with a mission deemed so vital to our collective well-being that it has been publicly funded by the taxpayer for almost 150 years. By promoting knowledge, literacy and community level trust, the public Library system lays the foundation for equitable economic prosperity, cultural enrichment and strengthens the foundations of our democracy.

Our mission is under threat as our Library buildings are failing us. We are turning away children learning to read due to a lack of appropriate program space. Seniors face mounting challenges accessing safe space for their educational and recreational activities due to lack of availability. We routinely fail to meet the needs of community partners due to spatial shortfalls. The reality is that we need Library buildings that can bring us into the future, not trap us in the past. We need infrastructure that meets the reality of our city today and for tomorrow, not that of fifty years ago.

We will accomplish this through a new system design based on a central Library and a number of neighbourhood branches. A new central Library branch in Intercity will bring us into the 21st century. It will allow us to have the children's reading and programming spaces we just can't fit into our old buildings. It will allow us to meet accessibility standards so that everyone can equally participate. It will allow us to offer better hours on evenings and weekends so working families can fully embrace all the Library offers. It will double down on what we know works - mixed-use space that brings our diverse community together in the centre of our city.

Libraries are Continuously Evolving

Libraries have evolved tremendously over the course of the past fifty years. Originally, libraries were the sole source of publicly available knowledge and literature outside of the university. Housing books, making knowledge accessible, and having trained staff meet the literacy and literature needs of the community were the core purpose of a Library system.

As society and technology have evolved, libraries are evolving with them. We remain an invaluable source of knowledge sharing and literacy development but how these are delivered has adapted with our technological and digital progress. With so much information and misinformation available online, we need to return to our roots as a knowledge sharing and community building institution. Communities thrive when we are connected, share knowledge and work together. We need the physical space to cultivate community connections and facilitate learning and literacy through conversation, reading, hands-on activity and play.

In addition to our traditional focus on literacy and reading, some of our core community benefits include:

1. Supporting economic and social development

There are several economic benefits to society, especially community level benefits, that are realized through Library programming. These programs contribute capacity to local strategies that seek to strengthen human and social

capital, reduce service costs to complementary local agencies and broaden the research of local partner organizations. Programs tied to early literacy, workforce initiatives and small business all support economic development.

2. Contributing to physical infrastructure development

Research proves that public libraries are highly regarded and are seen as contributing to the stability, safety, and quality of life in neighborhoods. From the perspective of a developer or investor, libraries are attractive as they have the ability to drive foot traffic and have a strong tendency to present co-location opportunities with other city services as well as development opportunities, including commercial, mixed-use and joint-use amenities with or near a Library.

3. Acting as entrepreneurial hubs

Libraries are equipped with a significant amount of research and industry materials. The volume of facts, figures, data and statistics available on Library archives and via their electronic platforms attract new Library users. We integrate local business support services into our public Library programming, making libraries attractive to entrepreneurs. Library space is becoming

more flexible, open and collaborative – all ingredients that contribute to fostering entrepreneurial spirit.

4. Driving civic engagement

Community engagement is driven by creating an environment in which citizens from all walks of life are comfortable to engage and contribute to their communities. This is achieved through providing a wide range of programming, lectures and events for different age groups and covering a variety of topics. Studies have proven that residents who are engaged and visit the Library have higher social capital, higher levels of trust in their community, and are also more optimistic about the future which directly contributes to building the community.

Much of this mandate involves delivering more programming and services in addition to our traditional collections. It includes developing a Library of things as well as a Library of books. At its core, the Library is a social and educational hub, connecting people to the resources they need to thrive - whether that be books, materials, technology, services, programs or other people. The Library is where community happens.

Current Library System

The status quo for our Library system is not sustainable. Our physical infrastructure is failing us and without substantial reform to the basic way we do business, the quality of Library services will degrade and diminish. We will fall farther behind our comparators, basic community needs will go unmet, and we will be stuck in an outdated 20th century model as our infrastructure foundationally hampers our ability to modernize.

Our current branch history can be traced back to the early 20th century with Brodie Library built in 1912 and Waverley Library following in 1951. The current location for County Park was established in 1995 and the new Mary J.L. Black building was constructed in 2011. Thus our largest and most significant Library buildings (Brodie and Waverley Libraries) were designed for an era when information was limited and difficult to obtain. Library books were the only available resource for the majority of the population and so our buildings were designed to house large collections of books. With the advent of the internet and the digitization of information the purpose of libraries has continually evolved. While our physical collection of books and literature remains important, our programs and services have grown and become core to our purpose and central to community life. We need more programming rooms where trained Library staff can deliver children's literacy programs and classroom space where seniors can get help navigating the rapidly evolving technology that governs our world. We need safe spaces for teens to gather, read and relate to one another through literature and space for public access computers to help those on low income bridge the digital divide. Our current buildings cannot accommodate these new demands.

In addition, the geography of our community has

radically shifted since the 1950's when Waverley was built and Brodie was already 40 years old. Our city has grown and sprawled in a way unimaginable to our Library founders. In 1951, when Waverley was first constructed, the suburbs didn't exist, most people lived in tight knit, dense neighbourhoods and only 1 in 5 people owned a car. At that point, public libraries were walkable for most and concerns about issues of accessibility were far from the minds of most community members. Seventy years later, the geography of our community is radically different. We need to recognize the relatively dispersed nature of our residential base and the physical growth of our community. Parking is a major issue at our two largest buildings, Waverley does not meet modern accessibility standards and the size and placement of our branches does not reflect our current municipal geography. We amalgamated into one city over fifty years ago but still behave as if we are two cities. We have no significant public space in the Intercity area and no central Library branch to serve the community as a whole.

Not only the geography but the nature of our neighbourhoods has changed over the last 50 years. This is especially true for the Brodie Library location. The local resident population around Brodie has shifted from a majority of young families to a population that skews more towards single, low income individuals. Accordingly, the Library must adapt to the needs of its local residents. There is a great demand for Library services from the Brodie area population but those demands have evolved over time. For example, internal statistics show that we need fewer children's programs and more free computer access at this location. Brodie is less desirable as a research hub and more functional as a source of education and entertainment for low income residents. However, this location houses all of the local history and

genealogy collection for the whole city. The size and capacities of the building do not match the neighbourhood need and we must recognize the unique demands that the neighbourhood places on our infrastructure.

A similar case can be made for the Waverley Library. Located in our thriving north core, Waverley sees the highest usage of all of our branches. The Library has become a cornerstone of the downtown environment and is a capstone building in the City's plans for the revitalization of Red River Road and downtown transformation project. It is the only free public space in all of downtown that is accessible to all. However, the building is in need of modernization. It no longer meets accessibility requirements, its energy efficiency needs an overhaul and its basic infrastructure is in need of an upgrade. More investment in this well used public property is needed to match the rising expectations for downtown infrastructure and cultural demands of our residents and tourists.

Importantly, provincial standards indicate that there should be 1 square foot of Library space per resident of a given city. Our current Library system has 61,920 square feet of space to accommodate a population of approximately 123,258 to 146,000 residents (the 2021 census recorded 123,258 in the census metropolitan area and academic estimates put our population closer to 146,000). While comparator cities' Library systems have grown and evolved to meet the growth of their population and the modernization of libraries themselves, ours has stagnated. We are substantially under-sized for our population. As well, the spatial layout of our branches across the city needs to modernize to match the reality of our unified city. We need locations with better parking, better accessibility and more appropriately sized to the needs of both the local neighbourhood and the larger community.

It is important to note that the current layouts of Brodie and Waverley are relatively expensive to staff. Multi-story branches with divided interior spaces mean that staff must be positioned in more touch points throughout the building than

they would be in a similarly sized one floor, open concept Library. This is to ensure high levels of customer service for patrons but also to ensure the safety and security of all Library users. While Mary J.L. Black Library and County Park Library embrace this new one floor, open concept layout, both Brodie and Waverley operate on two floors with multiple partition points on each floor, reflecting the original building style and additions built over the 20th century.

Ultimately, the status quo is not sustainable. We are located in old buildings that have not been historically funded to maintain appropriate physical standards and accessibility requirements. Our buildings are designed and appropriate for 20th century Library functions but not for meeting the demands of 21st century Library services. Our layout across the city evolved to meet the needs of Thunder Bay's past but it does not recognize the modern transformation of our community and rise to meet the needs of our community's future. From a financial perspective, our system is relatively expensive to maintain without providing the proper space and quality of infrastructure to accomplish our goals.

Past Plans and Strategic Background

Chronology, Planning Studies and Public Input: 2003 to 2023

Over the period from 2003 to 2023, TBPL commissioned a number of planning studies whose findings are summarized below. Support for the conclusions of the consultant studies was tested through extensive public consultation.

2003-2008

- **November 2003: TBPL Optimum Service Delivery Study: Final Planning Context Report and TBPL Optimum Service Delivery Model: Final Report.** Prepared by dmA Planning and Management Services
 - The reports recommended a single main

(large hub) Library with specialized research and reference services to consolidate the main Library functions currently performed at Waverley and Brodie while retaining branch libraries in the north and south of the city.

- **October 2005: 'One Main Library Initiative': Key Messaging Strategy Report.** Prepared by Firedog Communications
 - Based on a community survey of Library users and focus groups, this study reviewed Library use patterns and preferences with respect to facilities planning and location as well as suggesting communications strategies for the renewal project.
- **October 2005: Brodie and Waverley Resource Libraries Architectural Review and Expansion Feasibility Study.** Prepared by Kuch Stephenson Gibson and Malo Architects & Engineer
 - This study reviewed the feasibility of expanding either Brodie or Waverley to serve as a larger hub or main Library and concluded that both libraries offered the potential for expansion through the acquisition of property with comparable rough order costs (+ or- 5.8%) but that Waverley offered the best potential for expansion with fewer architectural constraints.
- **June 2006: Thunder Bay Library of the Future: Planning and Design Considerations in the Mary J. L. Black Branch Relocation Study.** Prepared by dmA Planning and Management Services
 - This report summarized trends in Library facilities and services, provided a rationale for a new MJLB by identifying constraints of the existing Library and estimated operating costs for a proposed new MJLB.

These studies led to the replacement of the old Mary J L Black Library with a new, custom built facility in 2011 and laid the groundwork for early plans for a main/central Library branch. This

plan was laid out in the **Facilities Capital Plan 2006 – 2015** prepared in September 2006 and culminated in the **Facilities Capital Plan 2008 – 2028.**

2008-2023

• **Facilities Capital Plan 2008 – 2028**

- This report highlights the sub-standard nature of our Library buildings from an accessibility, operational, spatial and financial perspective. It describes the serious limitations and constraints our ageing infrastructure places on our capacity to meet the needs of the community. It recommends creating a new main/central Library with three neighbourhood branches for a total system square footage of approximately 93,000 sqft.
- A detailed financial plan was created in partnership with the City Administration and adopted by the City Council. It allowed for a strategy of phased capital injections into the Library system over time so that it would have a minimized impact on any annual budget but allow for long term financial planning that is essential.
- Approximately \$21 million was to be invested in the major capital needs of the Library from 2008-2023, excluding the construction of the new MJLB Library. This was built into the City's 20 year capital forecast and approved by Council.

Since that time, funding included in the 20 year City capital plan for the renewal of the remaining branches has NOT been dispersed to the Library. Every year the Library was scheduled to receive its allotted funding it was continually deferred and denied. This is despite the inclusion of the renewal of the Library branches in the City of Thunder Bay's 2009 Renew Thunder Bay – Five Year Strategic Infrastructure Plan.

• **June 2015: Feasibility Study and Concept Design for the Renewal of Waverley Library** Prepared by LGA Architectural Partners

- This report provided a concept design for

Waverley Library which included bringing the facility up to AODA standards with the removal of the ramp and inclusion of an elevator to the third floor.

- **June 2022: Facilities Plan and Business Case for the Thunder Bay Public Library**

Prepared by LGA Architectural Partners and Lighthouse Consulting

- This report concluded that new Library facilities were needed, including the creation of a main/central Library and the expansion of neighbourhood based branches. The findings were based on architectural and engineering studies of the physical infrastructure, an operational analysis based on community demand for Library facili-

ties and comparator analysis showing the Thunder Bay Public Library suffered from a serious deficit of Library space.

Collectively, all of these studies indicated that the Thunder Bay Public Library system registers extremely low compared to its peers in terms of Library space to population ratio and that our current infrastructure is failing to meet community needs in a serious way.

In May 2023, a survey was publicly issued regarding the Library's propositions for facility renewal. In conjunction with the survey, four public consultations were held at each of the Library branches. The results of the survey and consultations are noted in this report.

The Future of the Library System

After extensive research and analysis, multiple rounds of discussion at the Library Board table, discussions among staff and senior management, and outreach work done by outside consultants as well as Library leadership, the Library Board has determined that a new model for the Library is necessary to ensure our future growth and capacity to meet community needs.

Adopting a new model for our Library structure, as utilized by many leading Library systems and recommended by LGA Architectural Partners and Lighthouse Consulting, the Library will work on a hub and spokes approach to delivering service to the community. This involves developing a main central Library branch, which would ideally be based in the Intercity Shopping Centre. The Library will also operate neighbourhood size branches which are tailored to the needs of the local community.

This system design will allow for maximum efficiency and cost-effective delivery of high quality Library services. Small, neighbourhood size Library branches will cater to the unique needs of our diverse neighbourhoods. They are walkable, local and intimate Library settings where the community gathers to learn, share and build connections. The large central Library will be the main hub for dynamic, fun, and interactive Library activities. Plugging in to the heart of our Intercity shopping district we will capitalize on the energy and vitality that true mixed-use space provides. Combining shopping, food and community services in one location has the potential to create an entirely new attraction for Thunder Bay residents and tourists to our community.

Central Branch - The Case for Intercity Shopping Centre

A new central Library, located in the former Lowe's space of Intercity Shopping Centre, has incredible potential to be a game changer for Thunder Bay. With near unlimited free parking, high quality access to public transit and a central location in the city, the central branch can draw in diverse users and unify the city in a way that neighbourhood branches do not. It provides a central meeting space for the community with a floor plan that can accommodate large numbers of people and serve diverse needs. Operating on one floor, with no stairs or accessibility barriers, would make this location one of the most attractive to seniors, families with young children and those with accessibility needs.

Working with a modern structure without internal barriers, heritage limitations or legacy issues allows for the maximum potential of the Library to be realized. 75,000 sq ft of space, secure outdoor amenities and an enthusiastic partner in Intercity Shopping Centre for hosting family friendly events means endless possibilities for attracting, entertaining and educating the community.

This new Library space will be designed to be interactive, dynamic and modular. This isn't your grandparents' Library with beige walls, institutional lighting, and the quiet shushing of stern librarians.

A centerpiece of the Library will be space dedicated to families with young children.

Benefits for children and families:

- Children learn from touch and play as much as they do from reading and quiet engagement.
- To complement our classic offering of children's literature, literacy development, story time and staff led activities, will be space for tactile engagement and physical movement.
- Play and movement based structures, engaging science based games, and other fun activities will be a new offering for Thunder Bay families.

This space will be especially attractive when the temperature dips below zero and parents endure long winter months with their young children. The new central Library will quickly become a shining beacon of warmth and grow to become a daily habit for many.

Serving their parents will be crucial to our success.

- Parents need a place to relax with their kids while reading them books, teaching them to count and monitoring their children's activities while they run and play with new friends.
- Parents learn from other parents and a space to foster these community building connections is a key element of the new space.
- We'll be exploring the potential of creating a coffee and snack bar (operated by a 3rd party non-profit) adjacent to the children's space where parents can get some needed fuel and buy healthy food for their kids' growing minds.
- We'll be stocking this area with in-demand reading material targeted at parents.
- Partner agencies that serve families will locate nearby so everyone can easily access the help they need.

Giving people what they want, where they need it, and when they want it, is core to the Library's approach to serving our users.

We'll be taking advantage of our Intercity location to attract youth.

- Youth are notoriously hard to engage - but locating within the mall, where teens already

are, has big advantages for the Library.

- We can provide teens with a safe, welcoming environment where there is no expectation that they buy anything.
- One of the investments we're exploring is the creation of a gaming space for teens.

This new type of attraction will be paired with education to draw youth towards the fields of technology and design. We hope to partner with Confederation College to promote their Interactive Media Design program and Lakehead University for their computer science programs. The gaming centre will be a potent lure to inspire youth towards careers in science, technology, engineering and math (STEM).

Growing numbers of universities are offering scholarships and bursaries for e-sports. Similar to how academic institutions offer hockey, soccer and football scholarships, universities and colleges are recognizing the importance of e-sports, both to our society and economy. In 2022, the Ontario government invested over \$1 million to provide scholarships for post-secondary students in e-sports specifically. The gaming industry is the largest segment of Canada's entertainment industry, contributing more than \$5.5 billion to the Canadian economy and supporting more than 55,000 full time Canadian jobs (<https://news.ontario.ca/en/release/1001754/ontario-establishes-esports-scholarship>). The Thunder Bay Public Library would like to lead the development of our local e-sport culture and attract sponsorship for a Library based e-sports team that could put Thunder Bay's youth on the map.

Seniors are our fastest growing demographic and the future of Thunder Bay's population.

- More than 1 in 5 residents are over the age of 65, and this share is projected to grow over the coming years.
- Taking advantage of barrier free and fully accessible Library/mall space gives seniors the opportunity to stay active and socially connected in a safe, climate controlled space.
- The central branch will have a special focus on programming and services we know

seniors demand.

- Items like large print books, technology assistance, programming that appeals to their needs, and personalized service will have our seniors spending their golden years in their local Library.

In addition to these demographic foci, the traditional spectrum of Library services will be offered to the public. As well, offerings that are in high demand but unavailable in our neighbourhood branches due to space limitations, will be delivered at our central branch. These include bookable meeting rooms, quiet study spaces, and our local history and genealogical resources which would be centrally located for better and easier access.

Survey Data

In May of 2023, the Library surveyed over 2,000 members of our community to get a representative sample of citizen opinions on our vision for a

new Library system. An independent statistician was employed to analyze key pieces of data and to make determinations as to the relative weighting of survey responses to compensate for the over or under representation of certain demographics in survey responses.

The statistician determined that younger people, lower income households and households with children responded most positively towards a central Library. No demographic group responded negatively to the new vision for the Library. Most residents would be willing to pay between \$35 - \$45 extra on their taxes per year to help fund a central Library, with the average person being willing to pay \$39.90 extra per year on their taxes to fund the central Library.

Below please find some of the detailed survey analysis done by a professional statistician on our survey results.

| How much extra would you be willing to pay on your taxes to fund a new Central Library? | |
|---|------------|
| Age | Average \$ |
| 18 - 24 | 52.27 |
| 25 - 34 | 42.42 |
| 35 - 44 | 42.92 |
| 45 - 64 | 36.04 |
| 65+ | 39.69 |

| How much extra would you be willing to pay on your taxes to fund a new Central Library? | |
|---|------------|
| Income | Average \$ |
| 0 - \$34,999 | 33.97 |
| \$35,000 - \$59,999 | 37.28 |
| \$60,000 - \$99,999 | 41.65 |
| \$100,000 - \$149,999 | 40.17 |
| \$150,000 + | 43.37 |

| How much extra would you be willing to pay on your taxes to fund a new Central Library? | |
|---|------------|
| Household | Average \$ |
| Adults (no children) | 39.75 |
| Households with Children | 40.54 |

| How much extra would you be willing to pay on your taxes to fund a new Central Library? | |
|---|------------|
| Primary Mode of Transportation | Average \$ |
| City Bus | 53.21 |
| Drive | 40.91 |
| Bicycle | 42.94 |
| Walk | 33.87 |

| How much extra would you be willing to pay on your taxes to fund a new Central Library? | |
|---|------------|
| Ward | Average \$ |
| Current River | 41.22 |
| McIntyre | 42.54 |
| McKellar | 36.11 |
| Neebing | 27.62 |
| Northwood | 38.90 |
| Red River | 44.96 |
| Westfort | 34.01 |

Library Branches in Malls - Examples From Other Cities

Many other Canadian municipalities have Library branches inside or attached to malls. These include large Library systems such as Toronto, Edmonton and Vancouver, medium size systems such as Regina, Guelph and Kingston, and small systems such as Welland Public Library and the municipality of North Vancouver. Examples abound in the USA, which include Minneapolis, Dallas and Cincinnati. Perhaps the two most inspiring examples are the London Central Library and the Hamilton Central Library.

The London Public Library system established a main central branch in the Citi Plaza Mall, located in downtown London, Ontario. The mall had been struggling after losing its major anchor tenant in 1999 when the Bay pulled out. In 2002, the Library moved in and established its central

branch in the former Hudson Bay retail location and became the major anchor for the mall itself. The decision was highly controversial at the time, but is now regarded as a huge success. The creation of a new central Library in the mall led to the near doubling of Library visitors in the first year, as mixed-use space brought in an entirely new class of Library users.

The Hamilton Central Library is located in downtown Hamilton and is part of the Jackson Square mall. Serving as a major attraction for the mall and surrounding area, the Hamilton Central Library is a thriving hub of activity that ranges from quiet study space and reading rooms to hosting a farmer's market, concerts and a state of the art Makerspace. Multi-use space and mixed-use facilities are core to the success of the Library, and working with the mall to attract a wide range of people to the area brings dynamic opportunities to everyone involved.

Neighbourhood Branch Scenarios

Our current structure of two medium and two small Library branches is not optimal in its current format for the following reasons:

- Each Library branch tries to be all things to all people, to ill effect.
- The size and space limitations of each branch means that there is a fundamental mismatch between Library demand and what we can provide.
- There is extremely limited capacity for innovation or to expand programs and services due to the physical constraints of the property.

There is limited room for growth, and much of the infrastructure is dated and in need of major capital renovations to be accessible and fit for 21st Century needs

In all of the scenarios articulated below, there will be one large central branch in Intercity and a constellation of neighbourhood sized branches to complement the central branch.

Scenario #1 - One Central Library and Four Neighbourhood Branches

Scenario #1a - Own and Rent Out the Lower Level of Two of the Four Neighbourhood Branches

Overall, this scenario entails a new Central Library and keeping our four current Library locations, while downsizing Waverley and Brodie Libraries to one floor. Surplus space on the lower levels will be rented by other organizations to generate revenue for the system and pay for building upgrades.

Waverley Library

Configuration:

- Reduced to the size of a neighbourhood branch with Public Library services on the main floor
- Lower level and mezzanine would be rented out to generate revenue to offset operating and capital costs

Lower level tenants would be other nonprofits to act as a hub for different elements of the community with diverse and overlapping needs, such as our existing tenant Anishinabek Employment and Training Services (AETS)

Benefits:

- It would serve as the neighbourhood branch for all those that live within walking distance of downtown, as well as those who work and shop in the area.
- The extra foot traffic generated by having a Public Library is beneficial to downtown businesses. This has been demonstrated from past letters of support the Waterfront BIA provided to the Library.
- Our vital local community service has spillover effects in enhancing our capacity to serve local businesses, local residents, and act as an entertainment and education venue. For example, Saturday mornings regularly see families bringing their children to morning story time at Waverley followed by an afternoon at Goods and Co.
- We also act as a hub for major artisanal events. For example, in the previous iteration of Craft Revival, Waverley Library hosted over a dozen local vendors. Future Craft Revival events will see even more vendors selling their goods out of Waverley Library.
- With the large streetscape redesign scheduled to begin for Red River Road, planners and designers have built into their designs the Library space as the capstone entrance piece to the new downtown district.
- The community wants free, publicly accessible space as part of their downtown revitalization.

Sustainability:

Waverley Library is our busiest branch.

- It is heavily used by the community with an especially big user base of families with children. Our children's literacy programs and reading buddies services are proven to increase a child's reading level by up to two grades.
- Waverley is an active hub for adults with thou-

sands of books loaned every month and our free public computer stations are constantly in use.

- Library users save thousands of dollars a year through free public access to education, literature, entertainment, children's programs, tutoring help, free computer and internet access.
- It provides public gathering space for the community. Nowhere was this more evident than the election and mayoral events in 2022, where the Library was the only free and accessible space where voters could meet their candidates and participate in our local democracy.
- With comparable commercial lease rates, the conversion of portions of Waverley into rented space could generate approximately \$165,000-\$220,000 per year
- Moving to one floor of Library operation would greatly reduce our operating expense at this location, as far fewer staff would be required to deliver Library services.

We are optimistic about a major Federal Green and Inclusive Community Buildings Program application worth approximately \$5.6 million to retrofit the Waverley Library which was submitted in February 2023. It involves a complete reconstruction of the front face of the building, a retrofit to energy efficient standards for all major aspects of the structure, and the installation of solar panels on the roof to generate electricity for the branch. This upgrade will completely modernize the building, add accessibility of a new entrance and match the new beauty of the downtown revitalization plans currently underway. It also makes a major public statement, for residents and tourists alike, that Thunder Bay is a green city and we are committed to protecting our local environment through intentional public investments. As well, if successful in the Green and Inclusive Community Buildings grant, then our operating expenses would be significantly reduced through energy efficiency upgrades and completely rejuvenated infrastructure.

Brodie Library

Configuration:

- Reduced to the size of a neighbourhood branch with Public Library service on the main floor
- Lower level would be rented out to generate revenue to offset operating and capital costs
- Lower level tenants would be a number of nonprofits to act as a hub for different elements of the community with diverse and overlapping needs such as our existing tenant, Anishinabek Employment and Training Services (AETS).

Benefits:

It would serve as the neighbourhood branch for all those that live within walking distance of downtown, those who work and shop in the area, and those who make that area home.

- Brodie Library serves a critical role in a neighbourhood that is undergoing enormous struggle. Poverty, addiction and mental illness are more prominent in the streets surrounding Brodie than in other areas of the city.
- The Library has been adapting to meet the needs of local residents including enthusiastic usage of our DVD collection, free computer access and the Indigenous Knowledge Centre.
- For those who cannot afford home internet access and streaming subscriptions, the Library is an essential resource for these services.
- It houses the newly designed Indigenous Knowledge Centre (IKC) which has become a prime location for the Indigenous community to gather. We've had great success in attracting Indigenous authors, speakers and cultural leaders to Brodie Library because of the IKC and the work we are doing on decolonization and reconciliation.
- Part of the facility strategy will be to attract exceptional non-profits who serve the high needs populations of the neighbourhood.

The partnership with the Library service will be beneficial for the neighbourhood.

Brodie Library will continue to do the hard work of serving the neighbourhoods on the south side and every neighbourhood, regardless of income level, deserves to have a neighbourhood Library.

Sustainability:

Brodie Library serves a unique population and its continued operation could be sustainable:

- Rental revenue from the lower level of Brodie could generate approximately \$165,000 in revenue for the Library system. This revenue would fund the modernization of the facility and remove much of the burden from City finances
- Moving to one floor of operations would greatly reduce our operating expense at this location, as far fewer staff would be required to deliver Library services.
- Major capital investments have already been made to this branch, including new AODA compliant washroom facilities

Mary J.L Black Library (MJLB)

Configuration:

This Library serves as a model for the neighbourhood branch concept. Built only 12 years ago, this Library is modern and very well used by the community.

Benefits:

- It has a robust children's programming space for all ages that is in constant use for many popular events.
- Our large programming room is also in constant use and features many of our most popular events, such as Drag Queen Story Time.
- MJLB enjoys a fantastic partnership with Science North, which permanently houses its 'Northern Nature Trading' experience, a program which is delivered by Library staff.
- It's heavily used by seniors as we house a robust large print book selection and deliver

many of our technology training programs out of this Library.

- Our main collection of adult fiction and non-fiction keeps our Library staff hopping as they advise residents on great books and literature.
- MJLB draws in a diverse crowd of local residents, straddling the Westfort, Northwood and Neebing wards.

Sustainability:

No changes are planned for this branch. Capital improvements will be made as required to retain the integrity of the building.

County Park Library

Configuration:

The leased 4,000 square feet branch in the County Fair Mall serves the neighbourhood of County Park and surrounding areas.

Benefits:

- Boasts excellent metrics when we analyze the number of users and materials loaned per square foot of Library space
- This branch has a robust user base of families with young children, seniors and adult readers.
- TBPL has a negotiated lease with the mall owners until the end of 2025.

Sustainability:

The current location of the Library is not sustainable. The interior of County Fair Mall is largely unoccupied and suffers from systemic under-investment. While the exterior of the mall is thriving, the interior of the mall is obviously neglected by mall ownership and there are no plans that we are aware of to upgrade the interior to modern standards.

Accordingly, the short term plan is to continue to lease space in the mall. Our current lease contract binds us to the space until the end of 2025. In the medium to long term, the Library needs to reappraise the facility needs for this

neighbourhood and plan to build or lease alternative space in another location that serves this neighbourhood community.

Scenario #1b - Co-Ownership Model to Support Downtown Neighbourhood Branches

This scenario suggests a co-ownership of both Waverley and Brodie, resulting in a sharing of both operating and capital costs based on percentage of space occupied. For example, we could sell 50% of Brodie and 50% of Waverley Library branches to an organization(s) who could occupy the lower level(s) of each building and operate the buildings collaboratively under a comprehensive partnership agreement.

Benefits:

- The model is beneficial in that an outside organization may have funding sources the Library does not have access to, and thus may be able to make substantial investments in renovations and building upgrades.
- Revenues from the partial sale could contribute to funding the renovations at the central Library, reducing the burden on City finances.

There is one existing viable partner already in place who has expressed interest in such an arrangement. Anishinabek Employment and Training Services (AETS) currently has offices in part of the lower floor of Waverley and Brodie Library locations.

Partnering with an Indigenous non-profit employment and training organization has multiple advantages.

- Our mission and goals are complementary.
- We share many similarities in terms of a user base and one which generates positive spin off effects from cohabitating in the same building.
- AETS has access to funding streams that the Library does not and our funding needs and sources would be non-competitive.
- It would showcase a unique and dynamic partnership between a public sector institution and an Indigenous agency that may

serve to inspire others in the spirit of reconciliation and decolonization.

There is an elevated level of complexity and risk to such an arrangement. It would mean extensive and ongoing partnership and consultation work on all facets of building operations and maintenance planning. As well, the planning and funding cycles of the organizations may at times be divergent. Great care and planning would have to be in place to ensure the smooth running of the building for decades to come.

Scenario #2 - One Central Library and Three Neighbourhood Branches

Divest of Brodie Library

In this scenario, the Library system would consist of a central branch at Intercity, Mary J.L. Black in Westfort, County Park in County Fair mall, and the main floor of Waverley Library (with the lower half either rented or sold to a partner agency).

The Thunder Bay Public Library would sell Brodie Library and divest itself of the property. This would be a challenging outcome for the city.

- Divesting of Brodie Library completely would mean that a section of the community would have no access to a neighbourhood Library.
- Compounding this would be that the neighbourhood around Brodie Library is very high needs.
- There are a disproportionate amount of low income and marginalized residents in the area who depend on Library services to meet their basic needs.
- One of the major benefits the Library brings to a lower income community are free resources.

Library services can be critical and life saving at a time of economic uncertainty, high inflation and where many struggle to afford basic necessities.

The trade-off is a substantial savings for the Library system in both capital and operating costs.

- The capital costs of maintaining a building that is over 100 years old are high.

- There are many challenges operating in a space that was not designed for and can be difficult to accommodate modern Library needs.
- The heritage status of the building makes it challenging to renovate or upgrade so as to improve the capacity of the building to meet the demands placed on it.
- The neighbourhood can be a deterrent to some members of our community to visit the branch as some fear for their safety.

Scenario #3 - One Central Library and Two Neighbourhood Branches

Divest of Brodie and County Park Libraries

In this scenario, the Library system would consist of a main central branch at Intercity, a neighbourhood branch at Waverley Library and a neighbourhood branch in Westfort in Mary J.L. Black Library. The Library would not renew the lease for County Park in 2025 and sell Brodie Library and divest from the property.

This option would significantly curtail our capacity to deliver Library services to the community.

- With only 3 locations city-wide it may discourage regular Library use, especially from those on low income or who have mobility constraints.
- Many neighbourhoods would have no walkable neighbourhood branch and there would be a number of residents and their children who would be functionally bereft of Library services.

The trade-off is that this system would be:

- very affordable, costing less than the status quo system
- provide for a larger Library footprint than the status quo (96,275 sqft vs 61, 920)
- significant modernization of our infrastructure
- Equal access to a Library city-wide with the central branch and one neighbourhood branch for the north and south side

Conclusion

Overall, the strategy to have one, large central Library with four small neighbourhood branches makes strategic sense and is supported by all available data and research.

- Our city is large and sprawls over 447.5 square kilometres.
- Our neighbourhoods are diverse and contain strong local identities.
- The Library system must match the character of the city.
- We are one city and have been for over 50 years - it's time we had a central Library located in the middle of our city to serve the city as a whole.
- We need modern, accessible, flexible and transformative space to meet the modern demands of our community.

As well, we need small, local, walkable Library branches.

- Neighbourhood branches are intimate spaces for local residents.
- They are places for students to do homework and study after school, walkable locations for parents to take their children to story time, accessible spaces for seniors to meet with friends and stay active and a hub for neighbourhood based activity and community conversations.
- The Library is where community happens and we all know from personal experience that sometimes it means coming together as one city while other times it means embracing one's neighbourhood.
- With dispersed residential populations and strong neighbourhood specific needs, placing one small branch in each corner of our community makes sense.

Community Partners in Intercity

Central to the Library's plans for a new Intercity location is a holistic partnership model with multiple complimentary service agencies. As part of

our consultation process, we asked community organizations if they were interested in co-locating with us at Intercity. Acting as a community hub and having multiple service partners under one roof is a core innovative strategy to make best use of scarce resources and ensure maximum utilization of public space.

There is a broad spectrum of agencies and organizations who wish to partner with the Library and have a presence at Intercity. The partnership model ranges from core partners to casual partners.

- Core partners are those who are committed to sharing rent costs and having a significant presence within the Library.
- Programming partners are agencies that provide regular programs or services out of a Library branch to enhance the Library experience but are not contributing rent or other financial support.
- Casual partners are organizations who occasionally utilize the Library space but are not delivering a set schedule of programs/

services and who do not have a financial commitment to the Library.

To date, we have identified over a half dozen community organizations who have expressed interest in becoming core, rent paying partners in a central Library. We cannot publicly disclose the names of these organizations at this time as we do not wish to jeopardize their existing relationships or tenancies or upset funding models based on their current location. However, there are ongoing, confidential discussions with multiple agencies about co-locating in a central Library.

In addition, a large number of local organizations see a central Library as an ideal spot to deliver their programming to the community. From our initial public consultation period, there are around a dozen that have expressed interest in being a programming partner in a central branch (on top of our existing community partners). These initiatives will be solidified should the City indicate its commitment to a central Library branch.

Financing and Costing

The costing and financial projections included in this report are preliminary and based on the best available information we have at this time. They should be regarded as 'educated guesstimates'.

The most significant costs not included in this report are the renovation costs associated with transforming the mall space into a central Library, as well as any costs associated with adjusting Waverley and Brodie into single floor neighbourhood libraries. At this time, it is not wise to expend the significant resources that would be necessary to generate detailed costs associated with these changes to fundamental Library infrastructure. Before we spend tens of thousands of dollars to produce architectural and engineering plans, it is prudent to have the City Council endorse, in principle, a specific scenario as outlined in this report. Once Council has endorsed a scenario in principle we can then confidently move forward with the next phase of planning and costing.

The next phase would involve formal negotiations with the management of Intercity Shopping Centre, as well as detailed architectural and engineering plans. Negotiations with the mall will provide for a lease with detailed rent figures as well as contractual arrangements by which the mall ownership may contribute to leasehold improvements and/or ease the budgetary pressures of renovation by fronting a portion of the renovation costs. As well, should Council approve a central Library branch, the Library will be working with our core community partners to design an appropriate space and price the full costs of renovations and how those may be shared and/or apply for joint grants. Accordingly, full and complete financial details are not feasible at this time and will be produced at a later date for Council's approval once a strategic direction is endorsed.

Fundraising Strategy

There are three major planks for the fundraising strategy: municipal funding, provincial and federal funding and Library fundraising.

The Library intends to embark on a major initiative to raise funds from the community through a variety of means.

We have been collaborating with the Friends of the Library to initiate a 50/50 raffle in support of a major capital campaign. The Thunder Bay Regional Hospital raised approximately \$6 million in the first year of its 50/50 draws.

The Library will also conduct a traditional fundraising initiative to attract major private donors and explore the option of corporate sponsors and donors to augment our fundraising potential.

The Library has done preliminary work exploring funding sources at the provincial and federal levels. Granting bodies such as the NOHFC (Northern Ontario Heritage Fund Corporation) and FedNor are prime opportunities, and our grant writer is actively exploring more unique funding opportunities to raise both large and smaller sums. We are actively working with our local MPs and MPPs through the appropriate channels to maximize financial contributions from upper levels of government.

We would also expect meaningful contributions from the municipality. Public libraries are part of the core municipal mandate and are essential services for city residents. The public survey has demonstrated a concrete appetite from local taxpayers to fund Library needs and a willingness to pay higher taxes to fund Library services.

Comparative Costs - Cash Flow Basis

| | Status Quo Scenario | Scenario 1A | Scenario 1B | Scenario 2 | Scenario 3 |
|--|---|--|--|---|--|
| Description | Status Quo - Waverley, Brodie, County Park and Mary Black | Central Library & 4 Neighbourhood Branches operating on one level (own and rent lower level of Brodie/ Waverley to partners) | Central Library & 4 Neighbourhood Branches on one level (co-own Brodie/ Waverley with a partner) | Central Library & 3 Neighbourhood Branches (Mary Black, Waverley on one level, County Park) | Central Library with 2 Neighbourhood Branches - Mary Black & Waverley (on one level) |
| Operating & Capital Cashflow - Year 1 | | | | | |
| Public Service Staffing | 3,700,000 | 4,089,800 | 4,089,800 | 3,658,500 | 3,225,700 |
| Building & Equipment | 1,278,300 | 2,581,200 | 2,581,200 | 2,216,400 | 2,041,600 |
| Library Services | 1,578,000 | 1,661,000 | 1,661,000 | 1,528,000 | 1,488,000 |
| Admin and General | 1,335,000 | 1,389,000 | 1,389,000 | 1,358,000 | 1,332,000 |
| Total cash outflows | 7,891,300 | 9,721,000 | 9,721,000 | 8,760,900 | 8,087,300 |
| Cash Inflows - Rental/Cost Sharing | -66,000 | -570,900 | -527,600 | -409,100 | -409,100 |
| Net Cash Outflow | 7,830,000 | 9,150,000 | 9,190,000 | 8,350,000 | 7,680,000 |

| | Status Quo Scenario | Scenario 1A | Scenario 1B | Scenario 2 | Scenario 3 |
|---|---|--|--|---|--|
| Description | Status Quo - Waverley, Brodie, County Park and Mary Black | Central Library & 4 Neighbourhood Branches operating on one level (own and rent lower level of Brodie/ Waverley to partners) | Central Library & 4 Neighbourhood Branches on one level (co-own Brodie/ Waverley with a partner) | Central Library & 3 Neighbourhood Branches (Mary Black, Waverley on one level, County Park) | Central Library with 2 Neighbourhood Branches - Mary Black & Waverley (on one level) |
| Annualized 10 Year Building Capital Outflows * | | | | | |
| MJLB | \$423,500 | \$423,500 | \$423,500 | \$423,500 | \$423,500 |
| Waverley | 1,523,000 | \$1,523,000 | \$1,523,000 | \$1,523,000 | \$1,523,000 |
| Brodie | \$1,393,100 | \$1,393,100 | \$1,393,100 | 0 | 0 |
| Capital Proceeds - Brodie | | | -\$375,000 | -\$750,000 | -\$750,000 |
| Capital Proceeds - 1/2 of Waverley | | | -\$750,000 | -\$750,000 | -\$750,000 |
| Capital Cost Sharing - Waverley | | | -\$761,500 | -\$761,500 | -\$761,500 |
| Capital Cost Sharing - Brodie | | | -\$696,500 | | |
| Cash Outflow (Inflow) | \$3,339,600 | \$3,339,600 | \$756,600 | -\$315,000 | -\$315,000 |
| *Capital Cashflow assumes all capital outlays and capital proceeds received in year 1 | | | | | |

Comparative Costs (cash flow basis) - Per Taxpayer

| | Status Quo | Scenario 1 | Scenario 2 | Scenario 3 |
|---------------------------------------|--|--|--|--|
| | 2 Large Libraries and 2 Neighbourhood Branches | 4 Neighbourhood Branches and a Central Location | 3 Neighbourhood Branches and a Central Location | 2 Neighbourhood Branches and a Central Location |
| Levy Per Property Payer (1) | \$172 | \$202 | \$183 | \$169 |
| Change in Levy over Status Quo | n/a | \$30 | \$11 | (\$3) |

(1) Estimated based on Property Tax Rolls and assuming all taxpayers pay the same amount

Hours of Operation

| | Status Quo | Scenario 1a | Scenario 1b | Scenario 2 | Scenario 3 |
|--|---------------|---------------|---------------|---------------|--------------|
| Hours Per Week A Library Branch is Open | 51 | 64.5 | 64.5 | 64.5 | 64.5 |
| Waverley Branch | | | | | |
| Monday & Tuesday | 9:30 to 8:00 | 9:30 to 8:00 | 9:30 to 8:00 | 9:30 to 8:00 | 9:30 to 8:00 |
| Wednesday to Friday | 9:30 to 5:00 | 9:30 to 5:00 | 9:30 to 5:00 | 9:30 to 5:00 | 9:30 to 5:00 |
| Saturday | 9:30 to 5:00 | 9:30 to 5:00 | | | |
| Total Weekly Hours | 51 | 51 | 43.5 | 43.5 | 49.5 |
| Brodie Branch | | | | | |
| Monday | 9:30 to 5:00 | 9:30 to 5:00 | 9:30 to 5:00 | | |
| Tuesday & Wednesday | 9:30 to 8:00 | 9:30 to 8:00 | 9:30 to 8:00 | | |
| Thursday & Friday | 9:30 to 5:00 | 9:30 to 5:00 | 9:30 to 5:00 | | |
| Total Weekly Hours | 43.5 | 43.5 | 43.5 | | |
| County Park Branch | | | | | |
| Monday to Friday | 9:30 to 5:00 | 9:30 to 5:00 | 9:30 to 5:00 | 9:30 to 5:00 | |
| Thursday | 12:30 to 8:00 | 12:30 to 8:00 | 12:30 to 8:00 | 12:30 to 8:00 | |
| Total Weekly Hours | 37.5 | 37.5 | 37.5 | 37.5 | |

| | Status Quo | Scenario 1a | Scenario 1b | Scenario 2 | Scenario 3 |
|--|--------------|--------------|--------------|--------------|--------------|
| Hours Per Week A Library Branch is Open | 51 | 64.5 | 64.5 | 64.5 | 64.5 |
| Mary J.L. Black Branch | | | | | |
| Monday & Tuesday | 9:30 to 5:00 | 9:30 to 5:00 | 9:30 to 5:00 | 9:30 to 8:00 | 9:30 to 8:00 |
| Wednesday & Thursday | 9:30 to 8:00 |
| Friday & Saturday | 9:30 to 5:00 |
| Sunday | | 9:30 to 5:00 | 9:30 to 5:00 | 9:30 to 5:00 | 9:30 to 5:00 |
| Total Weekly Hours | 51 | 58.5 | 58.5 | 64.5 | 64.5 |
| Intercity/Central Branch | | | | | |
| Monday | | 9:30 to 8:00 | 9:30 to 8:00 | 9:30 to 8:00 | 9:30 to 8:00 |
| Tuesday | | 9:30 to 8:00 | 9:30 to 8:00 | 9:30 to 8:00 | 9:30 to 8:00 |
| Wednesday | | 9:30 to 8:00 | 9:30 to 8:00 | 9:30 to 8:00 | 9:30 to 8:00 |
| Thursday | | 9:30 to 8:00 | 9:30 to 8:00 | 9:30 to 8:00 | 9:30 to 8:00 |
| Friday | | 9:30 to 5:00 | 9:30 to 5:00 | 9:30 to 5:00 | 9:30 to 5:00 |
| Saturday | | 9:30 to 5:00 | 9:30 to 5:00 | 9:30 to 5:00 | 9:30 to 5:00 |
| Sunday | | 9:30 to 5:00 | 9:30 to 5:00 | 9:30 to 5:00 | 9:30 to 5:00 |
| Total Weekly Hours | | 64.5 | 64.5 | 64.5 | 64.5 |

Size of the Library System in Square Feet

| | Status Quo Scenario | Scenario 1A | Scenario 1B | Scenario 2 | Scenario 3 |
|--------------------------|---|--|--|---|--|
| Description | Status Quo - Waverley, Brodie, County Park and Mary Black | Central Library & 4 Neighbourhood Branches operating on one level (own and rent lower level of Brodie/ Waverley to partners) | Central Library & 4 Neighbourhood Branches on one level (co-own Brodie/ Waverley with a partner) | Central Library & 3 Neighbourhood Branches (Mary Black, Waverley on one level, County Park) | Central Library with 2 Neighbourhood Branches - Mary Black & Waverley (on one level) |
| Waverley | 24,824 | 11,875 | 11,875 | 11,875 | 11,875 |
| Brodie | 23,696 | 11,848 | 11,848 | 0 | 0 |
| Mary J L Black | 9,400 | 9,400 | 9,400 | 9,400 | 9,400 |
| County Park | 4,000 | 4,000 | 4,000 | 4,000 | 0 |
| Central | 0 | 75,000 | 75,000 | 75,000 | 75,000 |
| Total | 61,920 | 112,123 | 112,123 | 100,275 | 96,275 |
| Population Served | 146,000 | 146,000 | 146,000 | 146,000 | 146,000 |
| Space Deficit * | -84,080 | -33,877 | -33,877 | -45,725 | -49,725 |

* based on standard of 1 sq ft per resident per LGA Architectural Partners and Lighthouse Consulting Report

Appendix A - Why Invest in the Library

Academic Literature on Library Value

There is robust academic literature demonstrating the value of well funded public libraries to the community. Investing in libraries is a direct investment in community building, public safety and the future of our workforce.

Public Safety

There is strong evidence to suggest that public libraries have an impact on crime - both directly and indirectly. Studies done by leading researchers such as Porter (2014), Borges, Nowicki and Shakya (2021) and Floyd (2016) show a statistically significant correlation between proximity to a public Library and reductions in certain types of crime such as burglary, robbery, assault and vandalism. The effect on reductions in crime is compounded during hours that the Library is open. The presence of a major non-profit public institution reduces crime through its function in serving as a public gathering place. The volume and character of members of the public circulating in and around the building makes for a criminal deterrent and keeps potential victims of crime in a safe place.

The Library indirectly contributes to a reduction in crime through its role in building the social capital of a community. Social capital refers to the richness of networks and social ties members of the community have to each other. It is directly related to social cohesion, community building and the capacity of a community to act collectively. There is very strong evidence showing tight correlations between social cohesion/social capital and neighbourhood level crime. Neighbourhoods with low levels of social capital experience higher rates of crime and the Library has been identi-

fied by social scientists as an institution that is critical to facilitating the development of social capital. Libraries serve as an essential element of community building practices that actively contribute to the fight against crime.

Community Building

A wide range of studies by a diverse set of authors (Chow and Tian 2021, Dalmer 2022, Johnson 2009, Oliphant 2014) all conclude that the Library is one of the premier community building institutions in municipalities. The capacity of the Library to build social capital in a community is unmatched due to the diversity of free services it offers to the public. Often, social capital builds within more closed circles - amongst those who share certain markers such as similar income levels, socio-economic status or ethnic background. Organizations such as churches, sports teams and volunteer associations all contribute to building the social capital of a community but tend to do so within these narrower parameters.

The Library is a leading cultivator of community building and social capital development because of its barrier free nature (no fees or costs associated with membership) and the wide diversity of residents participating in its programs and services. It is relatively unique in this regard and a powerful tool in building community across social, economic and ethnic lines.

Social capital has been identified as a major pillar in understanding the nature of wealth, along with physical capital (machinery, factories, physical equipment) and human capital (trade skills, formal training, formal education). Our community runs on social capital as the web of interconnections that underpin our lives are critical to a function-

ing economy and a prosperous society. Social capital is the means by which civic engagement occurs, community partnerships are developed, local dialogue is facilitated and local data distributed. In a city like Thunder Bay it is also critical to gaining employment, finding housing and participating in meaningful community life. When who you know matters as much as what you know, building social capital is building wealth.

The authors mentioned above detail how Library use is highly correlated with social capital development. Library users are more likely to be part of a club, vote in elections, contribute to charity and generally report higher levels of trust than non-Library users. Libraries are documented to foster feelings of belonging and the social infrastructure that underpins community life. This is economically critical for Thunder Bay, where retaining skilled labour is vital to our future. Without strong social bonds to our city many workers and students leave our community after an initial employment or study period.

Investing in our People

Investments in public libraries have surprisingly strong and long lasting effects on people's lives. This is most impactful for children and youth. For example, Bhatt (2010) has documented that there is a direct relationship between the distance to the closest public Library and the time a child spends reading versus watching TV. Gilpin, Karger and Nencka (2021) have outlined how there is a statistically strong correlation between greater investment in public libraries and increasing reading scores in neighbouring school districts.

Physical proximity to a Library is the single biggest predictor of Library use for children according to Oliphant (2014) while Chow and Tian (2021) find that greater Library funding is correlated with a higher percentage of high school graduation rates, college graduation rates and median household income while negatively correlated to persons living below the poverty line. These are statistically significant and predictive relationships developed from a big data study. Investing in public libraries is a direct investment in the

future success of our children. This is confirmed by Karger's 2021 longitudinal study linking access to a public Library to childhood educational attainment and labour market outcomes.

Survey Data

General survey data across Canada and the US show extremely strong public support for high levels of Library funding. Oliphant's (2014) survey shows that 86% of respondents believe that a Public Library is essential to a strong community. This is not mere rhetoric, as 89% of respondents described that they would be willing to pay, on average, an additional \$30 per year, on top of regular municipal and provincial taxes, to fund their local Library. Interestingly, this was regardless of whether the respondent actually used the Library or not and was not dependent on income. Respondents from across the income spectrum all reported similar levels of support and willingness to pay.

Pew Research Centre's comprehensive survey (2013) articulated that 90% of residents said that closing their local Public Library would have a significant impact on the community, with 67% saying it would directly affect them and their families. 95% of respondents indicated that Library materials and resources play an important role in giving everyone a chance to succeed with 81% saying that public libraries provide a service that they would have a hard time finding elsewhere. 47% of job seekers reported that help they received at the Library in finding or applying for a job was "very important" to them and their families. 40% of those living with a disability say help applying for government services at the Library is "very important". Overall, 94% of people say that having a public Library in their neighbourhood improves their quality of life.

According to the Canadian Book Consumer Study 2022, 20% of all Canadians regularly borrow books from the Library. Canadian book borrowers borrow an average of 4.8 books per month from the Public Library. At an average cost of \$15.86 per paperback book, Library collections are saving residents over \$913 per year, just in

book costs - not including the value of any other Library programs or services (which range from storytime for children to public access computers for those on low income). In 2022, many Canadian book borrowers visited their local Library either online (77%) or in person (70%) in a given month, showing the need for both high quality digital experiences and modern, dynamic Library buildings.

Decolonization and Anti-Racism - Bringing Communities Together

The Thunder Bay Public Library is one of Thunder Bay's premier institutions in the fight against racism and discrimination. Recognized in national coverage for our work in building relationships with Indigenous people and honoured by the Lieutenant-Governor for our fight against racism, TBPL is one of the most forward thinking institutions in our city.

TBPL began working to decolonize the Library by looking within. We knew that if we wish to serve our community that our staff must reflect our residents. TBPL created one of the very first Indigenous Relations Librarian positions, which was followed soon after with a technician position focusing on First Nations, Metis and Inuit patrons. An Indigenous Action Council was founded to help shape Library policy and procedure and a pioneering Indigenous Knowledge Centre was

established. These foundational reforms laid the ground for systemic change and focused projects such as the Stories of Anishinabek Resistance (SOAR) project and an innovative partnership with Sheridan College to design custom furniture for our Indigenous Knowledge Centres.

The work to defeat racism and build inclusive communities is a daily one and TBPL helps lead the way with programming and partnerships that bring Indigenous and non-Indigenous people together. Programs like children's story time bring kids from diverse backgrounds together to share space, learn and play together. Teen programs gather youth from all walks of life in the Library to share their passions. Hosting Indigenous authors and culture creators at the Library makes learning from Indigenous knowledge holders accessible to everyone and bridges a cultural divide that many may not otherwise pass.

There are few institutions in this city where income, ethnicity, education and status are truly not barriers to inclusion. Public libraries are unique spaces of equality and accessibility and TBPL has a proven record of successfully combating racism and building inclusive communities. Investments in the Public Library are direct investments in building the social spaces where reconciliation happens.

Appendix B:

Collaborations with Community Partners

The Thunder Bay Public Library seeks to amplify community benefits by partnering with and supporting a wide range of institutions and local organizations. Through our regular work we actively help other organizations achieve their goals.

Appendix B contains a non-exhaustive catalogue of how TBPL works with community partners to enhance collective efforts and acts as a force multiplier in the city.

Community Partners

1. Anishinabek Employment and Training Services (AETS)

Through an official partnership between AETS and TBPL we provide a productive environment where Indigenous peoples can gain the skills, education and training they need to find meaningful employment and fill Thunder Bay's labour shortage. This is a unique partnership whereby an Indigenous employment agency co-locates with a public Library such that both organizations collaborate, maximize resources and deliver services to the community in a way neither could do alone.

2. Age Friendly Thunder Bay

Thunder Bay Public Library Supports the Thunder Bay Age Friendly Committee by participating in the Age Friendly Steering Committee and sitting on the Isolated Adults working group. The organizations share common goals of life long learning, diversity and inclusion, community well being, and free events for the public. The Library also provides services and programs that are of interest to older adults such as family history research support, technology coaching, and book clubs. The Library's Home Service also offers accessi-

ble access to Library materials by having volunteers deliver books to homebound individuals.

3. Arts and Heritage Alliance of Thunder Bay

The Thunder Bay Public Library sits on the Arts and Heritage Alliance of Thunder Bay Committee where arts, and heritage organizations work together to increase awareness of art, culture, and heritage in Thunder Bay. Through collaborative efforts with the Thunder Bay Art Gallery and the Thunder Bay Museum, TBPL now has passes that are available to loan at no cost to Library members which gives community members access to the Art Gallery and the Museum without the financial barrier. Through the shared goals of inclusion and lifelong learning, TBPL is able to support arts and heritage organizations.

4. Alpha Court

The Thunder Bay Public Library helps Alpha Court reach vulnerable clients in a welcoming and inclusive space at the Brodie Library. Weekly, social workers from Alpha court have walk-in hours for Library members who need help accessing housing and other social services. This partnership is truly a win-win as community members have access to books, the internet, as well as social support through Alpha Court at our Brodie location.

5. CBC Radio

The use of spaces in Thunder Bay Public Library locations helps CBC Radio reach community members for in-person programming and events. In February of 2023, Radio-Canada's French-Language children's TV show, ONIVA, delivered an all French program for kids aged 7-12 with the hosts of the TV show. CBC Music also has planned a music program for kids of the same age range taking place at the Library. There is a long history of the CBC coming to the Library to host programming.

6. Craft Revival

TBPL's first Craft Revival was in November of 2022 where just under 1,400 shoppers came through the Library to check out the event and visit the booths of 12 vendors. The Library is a unique Craft Revival opportunity as it has the children's area open for families to take a break from shopping and experience some fun hands-on crafts and read a story or three. The Library was also one of the few venues with publicly available and accessible washrooms. TBPL is proud to support Craft Revival, artisans, and the local economy.

7. Community Economic Development Centre (CEDC)

TBPL supports the Thunder Bay Community Economic Development Centre by supporting their clients in providing market research workshops as part of the CEDC's Starter Company Plus program and providing CEDC clients access to knowledgeable Library staff who are willing to help entrepreneurs with their business research. The Library is also providing free access to powerful market research databases like SimplyAnalytics and InfoCanada and access to opportunities to find funding through the database Grant Connect.

8. Diversity Thunder Bay

TBPL staff sit on the Diversity Thunder Bay Committee and actively market and promote Diversity TBay programming. TBPL was a founding member of the Anti-Racism Committee and participates in the 'Blue Umbrella' training program. TBPL hosts drag queen story time and other programs and collections which make the Library one of the city's most inclusive, safe and diverse spaces.

9. ID Action Group

The Thunder Bay Public Library is a proud member of the ID Action Group. This group is a committee of local organizations that work together to assist low-income and other marginalized individuals obtain ID. TBPL helps find

funding opportunities for the ID Action Group by using the Grant Connect Database and helps host ID Clinics. ID Clinics are opportunities for low income individuals to receive help applying for ID that will help them access essential services.

10. Lakehead University

As highly regarded learning institutions, Lakehead University and the Thunder Bay Public Library have worked together in numerous ways to help foster lifelong learning in the community. The organizations have worked together on the In Conversation Speaker Series which involved a series of workshops and presentations that non-academic/student community members wouldn't have access to. The LU Department of History, City of Thunder Bay Archives and the Lakehead Social History Institute partnered with TBPL and many other historical institutions to create the WWI Centennial Project

11. Northwestern Ontario Innovation Centre (NOIC)

TBPL is dedicated to supporting organizations that uplift the local small business community and the Northwestern Ontario Innovation Centre is no exception. We support the NOIC by providing their clients with market research workshops and access to knowledgeable Library staff who are eager to help entrepreneurs with accessing market research data. The Library is also providing free access to powerful market research databases like SimplyAnalytics and InfoCanada and access to opportunities to find funding through the database Grant Connect.

12. Northwestern Ontario Women's Centre

TBPL supports the Northwestern Ontario Women's Centre by partnering with them to provide a location for community members to pick up and purchase the Good Food Box. We also support the Northwestern Ontario Women's Centre through using Library space to support their efforts in education.

13. Northwestern Ontario Writers Workshop

TBPL is proud to support writers and writing by partnering with the Northwestern Ontario Writers Workshop. This partnership enhances the development of writing and literature in Northwestern Ontario by encouraging developing writers and providing opportunities for established writers through education, networking and promotion. TBPL has provided spaces and hosted many workshops, author readings, and literary events, and also promotes NOWW on the TBPL website.

14. PARO Centre for Women's Enterprise

Through TBPL's efforts to the local small business community, we proudly partner with the PARO Centre for Women's Enterprise by providing their clients with market research workshops and access to knowledgeable Library staff who are eager to help entrepreneurs with accessing market research data. The Library also provides free access to powerful market research databases like SimplyAnalytics and InfoCanada and access to opportunities to find funding through the database Grant Connect.

15. Poverty Free Thunder Bay

Thunder Bay Public Library strives to mitigate the impact of homelessness and poverty and cultivate diversity and inclusion by interweaving these strategic goals throughout its approach to TBPL programming and services. Through its participation in the Poverty Free Thunder Bay committee, TBPL supports and contributes to its advocacy work. By being a member of the Poverty Free Thunder Bay coalition, TBPL enacts change through practical application of Poverty Free recommendations in the Library branches.

16. Science North

TBPL has a very strong and robust partnership with Science North. TBPL hosts a Northern THINK Hub at Brodie. This was the first major project undertaken by Science North as part of its Strategic Plan for 2018-2023. The concept of the

Northern THINK Hub is to Tinker, Hack, Innovate, Network and Know. The Hub combines Science, Technology, Engineering and Mathematics (STEM) fields, and invites participants to bring their inspiration, innovation, and challenge themselves with hands-on experimentation. Thunder Bay Public Library, specifically the Brodie Resource Library branch, is one of six Northern Ontario locations who were selected to receive Science North installations. Mary J.L. Black Library also hosts Science North's Northern Nature Trading Experience.

17. Thunder Bay Art Gallery

TBPL and the Art Gallery have partnered to broaden access to art and culture through a free pass lending program. TBPL provides patrons free access to both creative and artistic literacy with exhibitions, collections and interpretations of art with a particular focus on the contemporary work of Indigenous and Northwestern Ontario artists.

18. Thunder Bay District Health Unit

Working together with the Thunder Bay Health Unit allows the Library to participate in fostering a safe, clean, and healthy community and cultivate inclusion by promoting, improving, and protecting the health care of those in the surrounding community. By hosting public health clinics, programs, presentations, and services in the Library branches, it gives those who would otherwise not be able to access these services the opportunity to take preventative health care measures and access educational resources towards more proactive wellness.

19. Thunder Bay Literacy Group

The Thunder Bay Literacy Group and Thunder Bay Public Library are aligned in their goal to further develop and promote literacy. Thunder Bay Literacy Group offers full-time as well as part-time classes focusing on English and Math as well as basic computer courses including assis-

tance with tablets or cell phones in their program options. The Adult Learning Centre complements the Library by offering additional long term educational training for those patrons who are looking for more than just one time one-on-one assistance. Working together with the Library provides individuals with access to free educational resources and help that supports them in developing their skills for work, education, or personal independence.

20. Thunder Bay Literacy Network / Communities Together for Children

As demonstrated by Statistics Canada, low literacy has a direct correlation to poverty and homelessness. TBPL and the Thunder Bay Literacy Network aim to mitigate this by providing children with early learning and development tools. To achieve a resilient and inclusive community, the disadvantaged require an equitable start to ensure the success of our city's future generations. The Library has the unique capability to contribute to this venture by staying true to our community-led philosophy and promoting the value of literacy through reading programming, workshops and resources to everyone at no cost. The Library has always believed in a 'level playing field' and we do so by assisting partner organizations like the Thunder Bay Literacy Network facilitate the evolution of educating children for a better future.

21. Thunder Bay Indigenous Friendship Centre (TBIFC)

In the spirit of promoting cultural diversity and relationship development with Indigenous agencies, the partnership with the Thunder Bay Friendship Centre offers a wide range of community-based and culturally appropriate programs and services to Indigenous families residing in or relocating to the City of Thunder Bay. TBPL has collaborated with TBIFC to promote literacy and Indigenous cultural education in children by offering initiatives at the Waverley branch such

as Healing Stories that discover healing through reading and discussion, as well as Akwe:drop in, an arts and crafts activity program. Through the Library, children can also join the book club which focuses on Indigenous authors and learning about their cultural heritage. There is great potential for further collaboration and reciprocity in providing a variety of supportive holistic services. Plans are currently underway to offer Youth support workers the opportunity to work out of the Brodie branch on a weekly basis.

22. Métis Nation of Ontario (MNO)

The Métis Nation of Ontario and TBPL have recently partnered, offering a series of drop-in workshops to champion Metis culture and heritage. Loss of cultural identity is tragic, but preventable, which is why this partnership was created. By providing education and teaching both Indigenous and non-Indigenous peoples regarding history, tradition, genealogy and culture, TBPL and MNO aim to fill a void and support a vital community. Many community members would not have access to this service if not hosted at the Library.

23. Anishnawbe Mushkiki

TBPL's Indigenous Relationships Librarian and First Nations, Métis and Inuit Liaison Technician work closely with Anishnawbe Mushkiki to provide the Library's Indigenous population with holistic healthcare, including primary, traditional and alternative approaches. Through a series of health related drop-in workshops at the Library, TBPL and Anishnawbe Mushkiki are committed to support the Indigenous community

24. Thunder Bay Archives

The Thunder Bay Archives and TBPL have a unique symbiotic relationship, with each complementing the other. Referrals to one another are common. We rely on each other to offer the public the best possible service in regards to

local history and genealogy. Both organizations understand the importance of preservation, digitization and the need to offer online resources. This is an area TBPL has committed to and is currently taking steps to make our local history collection more digitally accessible to assist partner organizations.

25. Thunder Bay Museum

While collaborating with the Thunder Bay Museum during the World War One Thunder Bay Centennial Project, the importance of multi-organization knowledge sharing was brought center stage. This project to commemorate a valuable piece of Thunder Bay's past brought excitement at the idea of future joint efforts between the museum and TBPL. Be it cooperative monthly displays or newspaper digitization, the Library and the museum are harnessing their resources for the benefit of local history enthusiasts in our community.

26. Doors Open Thunder Bay (Heritage Advisory)

Each building in Thunder Bay tells the story of our city, each plot of land tells a tale. Capturing our city's past for the knowledge of future generations is an important undertaking. This correlates perfectly with The Thunder Bay Heritage Advisory's Doors Open Thunder Bay program. Showcasing the marvels of Thunder Bay architecture and cultural landscapes, the Doors Open Thunder Bay aims to promote and educate both residents and visitors to the wonders of historical Thunder Bay. The Brodie Resource Library was designated a heritage property in 1982, making it a perfect stop for the Doors Open Thunder Bay tour. The tour has also included the original and current Mary J.L. Black branch. Staff have also worked as part of the Door Open Thunder Bay Planning Committee.

27. Ka Na Chi Hih

Addiction has gripped our city. It is a force like no other. The utter chaos and devastation left

in its wake is unimaginable and heartbreaking. If TBPL can do anything to help tackle this social scourge, we gladly do our part. TBPL has partnered with Ka-Na-Chi-Hih Treatment Centre to assist indigenous men and women take the first step to recovery, using a holistic approach. Weekly at the Brodie Resource Library, Ka-Na-Chi-Hih Treatment Centre staff provide intake assessments for housing, mental health and addiction services.

28. Independent Living Resource Centre Thunder Bay

Diversity and inclusion are not buzz words TBPL uses to garner attention, they are core concepts that direct how we are supporting our community. Our community also needs to be an accessible one. TBPL has partnered with the Independent Living Resource Centre Thunder Bay to provide meaningful employment to individuals with disabilities. People with disabilities can build occupational skills, confidence, experience and control. An inclusive environment encompasses everyone and TBPL is proud to partner with organizations that can help make this achievable.

29. Canadian Mental Health Association (CMHA)

The unfortunate reality of Thunder Bay's marginalized population is the prevalence of mental health concerns. 'Falling through the cracks' is a phrase often used in our community. TBPL and the Canadian Mental Health Association have partnered to help fill those cracks. At the Brodie Library, CMHA staff offer the community numerous mental health related services that they may be unable or uncomfortable to access on their own in spaces others may view as stigmatized. Library patrons can obtain referrals to care, assistance with housing and access the Court Diversion Case Management Program. We hope to add more space for CMHA in the future to continue supporting our community's wellbeing.

30. Norwest Community Health Centres

Removing health care related barriers for Thunder Bay's vulnerable population is an initiative TBPL takes seriously. To combat these barriers, TBPL and NorWest Community Health Centres have partnered to pave the way for the Library's marginalized and high risk population to receive the care they need and rightfully deserve. With assistance ranging from birth certificate assistance, wound care and assessments to Narcan training, this partnership aims to heal our community by improving access to essential services which others may take for granted.

31. Roots Community Food Centre (Roots to Harvest)

In response to a growing concern for dignified food access, Roots Community Food Centre and TBPL partnered to introduce Canada's first Garden Tool Lending Library. By offering an avenue to both large and small garden tools at no cost, we can encourage community gardens and individual gardening so that people can work together to build community and gain access to low cost, healthy and available food sources.

32. Good Food Box

Food insecurity is a threat to people in our city, our province and our entire country. TBPL recognizes this all too well. Through partnering with the Northwestern Ontario Women's Centre, TBPL strives to provide its users with access to The Thunder Bay Good Food Box initiative. This non-profit program distributes fresh fruits and vegetables at a low cost to those that find it a struggle to afford their basic needs. In addition to providing promotion and education to this service, people can both pay for and collect their Good Food Box at TBPL.

33. Municipal Child Care

The Thunder Bay Public Library works indirectly with many childcare organizations, including

the municipal operated child care program. At no cost, the Library offers numerous resources and programs to childcare organizations to assist in fostering learning, literacy, and recreation. We understand the importance of putting children first, and creating equity in the development of future generations. Through our on-site, literacy-based programming, the Library helps to foster a love of reading and improve communication skills while offering further opportunities for children in childcare to socialize in another safe, welcoming setting. The Library also visits childcare centres to facilitate exposure to Library resources for those children unable to attend in person.

34. Homes for the Aged/Seniors Homes

It is estimated that by 2031, almost one third of Thunder Bay's population will consist of individuals aged 65 and over. TBPL has always hosted an evolving array of programs and services to cater to all levels of independence for our Thunder Bay and surrounding area's older adult population; from technology coaching and training to arts and crafts programs. We shape our older adult programs and initiatives to the relevancy of their present and future needs. However, for those residing within homes for the aged or assisted living complexes, TBPL offers specific resources to promote individuality. "Home Service" caters to older adults who are home-bound, visually impaired, or for one reason or another cannot physically come into the Library, but still wish to borrow Library materials. Library staff put together a selection of materials tailored to that individual's specific reading tastes which are then delivered by a volunteer or family member. TBPL also partners with Chartwell Isabella Retirement Residence in providing staff who engage in monthly visits where Library materials are brought to the residents who can no longer come into the Library, and Reader's Advisory services are offered in helping residents select reading materials. Older adults are an important part of an inclusive community and TBPL maintains its vision of making the Library accessible to all.

35. Youth Inclusion Program (YIP) - City of Thunder Bay

Thunder Bay's youth will soon be our community leaders. Some already are. The challenges youth face are unique to this generation as society has never been this socially interconnected before. TBPL recognizes this and has created dynamic programming, services, spaces, and resources to assist our future advocates. Some current examples include Minecraft, Science North THINKHub, Book, Art and Writers' Clubs, and Completely Booked Book Bags subscriptions. In order to better accomplish this, the Library acknowledges that we need to listen to the voices of our youth, to determine how best to implement services specific to this age demographic. The Youth Action Council (YAC) addresses this need as a platform for youth to be heard and to provide direction to the Thunder Bay Public Library.

Our goals coincide seamlessly with our City of Thunder Bay community partner, The Youth Inclusion Program (YIP). YIP strives to offer a safe environment and provide neighbourhood based programming and individual support. The Library supports Youth Inclusion Thunder Bay by promoting their programs and referring Library users to their services. Youth hold the whole world in their hands, they will guide us to create an exciting, inclusive environment for all. TBPL is humbled to contribute to this journey.

36. City of Thunder Bay Parks

Summertime for children at Lakehead parks and playgrounds is unparalleled; a carefree sense of endless possibilities. TBPL is excited to announce our involvement with Thunder Bay's Recreation and Culture division in the summer of 2023, specifically the inclusive Playgrounds Program. The goal of this partnership is to coordinate Library outreach visits with Playgrounds Program sites, connecting the participants with Library services through literacy and storytelling. Library staff can build a foundation of trust and establish relationships offsite by engaging with children who may be unable to visit the Library in person. This partnership fulfills our

purpose, vision, and mission, as well as supports our values by being welcoming, inclusive, inspired by our community, and sharing our knowledge.

37. City of Thunder Bay Transit

TBPL and Thunder Bay Transit have been unofficially working together for many years now. Many schools use city transit to bring their students to the Library for class visits and puppet shows. Many tourists and Library patrons inquire about bus routes and busing information, and staff are more than happy to assist with wayfinding. When a transit terminal was housed at City Hall, the Brodie Resource Library and Thunder Bay Transit became even more closely linked with one another. The two organizations complement each other well in that each is striving to achieve a more accessible community.

38. Thunder Bay Drug Strategy

By engaging in strategic partnerships, the Library is being proactive in its approach and following the Thunder Bay Drug Strategy's five pillars: Prevention, Treatment, Harm Reduction, Enforcement, Housing. We have partnered with organizations such as Canadian Mental Health Association, Norwest Community Health, Alpha Court and the Indigenous Friendship Centre to tackle these social issues head on. In addition to partnerships, staffing at TBPL has received customer service de-escalation training which includes a trauma-informed approach of being mindful of what others may have experienced in their lives, as well as self management coping strategies for how to better work within this framework. The repercussions of substance abuse are real and TBPL will do what it takes to make a difference.

39. Tourism Thunder Bay

Public libraries have always played an important role relating to tourism. TBPL is no different. It is a haven of information concerning the past, present and future of our city. Whether it be a stop in to obtain directions, or information about local interests and entertainment, Library staff are here to

help the visitors to the city. Perfectly placed in the waterfront district, the Waverley Resource Library is in the heart of the Port Arthur downtown revitalization. For those visiting to research their family tree or to seek out heritage buildings, as a Carnegie Library, the Brodie Resource Library stands out. Promoting our city to visitors has been a constant in our customer service repertoire since 1912.

40. Anti-Racism and Equity Advisory Committee

In accordance with TBPL's strategic goal of challenging institutional and systemic racism, TBPL is a part of the coalition of organizations that form the Anti-Racism & Equity Advisory Committee which in turn partners with the Thunder Bay Crime Prevention Council. This allows the Library to be an active participant in establishing a plan of action to combat racism in the community of Thunder Bay. The findings of the Committee are made available to both City Administration and City Council, as all parties work together to address racism and discrimination by raising awareness, promoting greater understanding, providing suggestions on current policies and practices, as well as implementing new initiatives to better serve the community.

41. Community Safety and Well Being Advisory Committee

The Thunder Bay Community Safety & Well-Being Council (CSWB) is a local government approach to crime prevention, community safety and well-being. TBPL was an active participant in the respect. campaign initiative, and actively promotes a zero tolerance work environment. In line with TBPL's commitment to fostering a safe, clean and healthy community, CSWB is made up of members representing many sectors working collaboratively, including social services, education, law enforcement, child welfare, justice, mental health, substance use, Indigenous services, victim services, and youth services.

42. EarthCare Advisory Committee

EarthCare Thunder Bay has been a platform for bringing people together around issues of sustainability, climate change and the low-carbon future since 2007. TBPL is proud to work towards improving the environmental health of our region by providing the community access to information through its collection dedicated to Climate Change. TBPL promotes this collection as well as other materials surrounding Earth Day including reducing waste, recycling and reusing, pollution, and sustainability. TBPL is also actively involved in city initiatives such as Spring Up to Clean Up with staff at all four branches participating to collectively work together to pick up garbage around the Library branches.

43. City of Thunder Bay Heritage Advisory Committee

The Brodie Resource Library, a Carnegie Library designated a Heritage building in 1982, is a key stop on the City of Thunder Bay Heritage Advisory Committee's self guided tour, as well as a focal point for their Doors Open program. TBPL believes in the conservation of our city's past for the benefit of the future, a belief that runs parallel with the Heritage Advisory committee. Library visitors can access numerous local history resources concerning our city's architectural landscape, many a part of the Heritage program. We pride ourselves as a complement to the Thunder Bay Heritage Advisory Committee, the Thunder Bay Archives and the Thunder Bay Museum. Fostering the education of our community encompasses its past, including the brilliance of the Brodie branch architecture highlighted by stained glass author fanlights.

44. Fort William Business District and BIA

When the Fort William Public Library opened in 1912 (now the Brodie Resource Library), the Library's aim was to play a central part of Fort William's core while complimenting neighbouring businesses. The Thunder Bay Public Library cares deeply about the promotion and advocacy of the Fort William downtown core, including its business district. While TBPL's Brodie Resource Library is located just

outside of the actual FW BIA boundaries, we are in this together, with coinciding goals and aspirations. We care about our community and consciously seek to improve its beautification, as well as its safety. A vibrant community is a safe community, a community where individuals and families can enjoy walking the Fort William downtown sidewalks, soaking in the cultural landscape, the history of Fort William, and the uniqueness that is ours. TBPL contributes to the same goals and is committed to assist FW BIA carry out their objectives.

45. Waterfront BIA

Thunder Bay's waterfront is one of our city's most desirable and inviting features. Its beauty gravitates people to see it, and its scenery captures the imagination. Situated on the shores of Lake Superior, Thunder Bay has the pleasure to offer our community and its visitors a thriving art and business district that can enrich all ages. The Thunder Bay Public Library can play a crucial role in marketing the waterfront district as an attractive location for businesses, shopping, and entertainment, ultimately promoting its economic growth and sustainability. Though located just outside the BIA boundary, TBPL is in a unique position to advocate for the district and actively collaborates with the BIA on local promotions.

46. 2019-2024 Multi-Year Accessibility Plan for Thunder Bay

Access to information is a basic human right, and public libraries must be designed to ensure that individuals with physical disabilities have equal access to all the resources and services they offer. All members of our diverse community must be represented in a dignified manner. TBPL believes that following the guidelines of The City of Thunder Bay's accessibility plan is a positive step to maintain equity for those with disabilities. The Library has also recently partnered with the Independent Living Resource Centre to create employment opportunities within a Library environment. A healthy community means everything. A healthy community also fosters independence and the removal of barriers.

47. Anti-Racism and Inclusion Accord

On June 19, 2018, representatives from 11 major organizations signed a Thunder Bay Anti-Racism & Inclusion Accord, and announced a Coalition that would work together unified by one idea; to address racism and discrimination in the community. Efforts to address systemic racism and injustices committed against Indigenous and racialized persons are guided by the calls to action and recommendations of the Three Investigations: (1. Seven First Nations Youth 2016 Inquest - Office of the Ontario Chief Coroner 2. National Inquiry into Missing and Murdered Indigenous Women and Girls 3. Truth and Reconciliation Commission of Canada). In accordance with TBPL's strategic goal of challenging institutional and systemic racism, TBPL is signatory to the Anti-Racism and Inclusion Accord. As part of the Coalition, the Library is an active participant in setting both short-and-long term goals, generating solutions, and reporting on successes in a plan of action to combat racism in Thunder Bay. By working collaboratively, TBPL can help raise awareness and promote a greater understanding of how to build relationships in our community.

48. Indigenous Relations and Inclusion Strategy

The Thunder Bay Public Library acknowledges that the City of Thunder Bay has been built on the territory of Fort William First Nation, signatory to the Robinson Superior Treaty of 1850. We also recognize the contributions made to our community by the Métis people.

These are words that we do not take lightly. TBPL works closely within the Indigenous Relations and Inclusion Strategy to collaborate with our Indigenous partners to advocate for the well-being of Indigenous peoples in the City of Thunder Bay. TBPL is a proponent of diversity and inclusion, and we believe that following the strategy's four pillars (Respectful Relations, Responsive, Education & Inclusion, Indigenous-Community Prosperity) will strengthen our community and bring forward change. The Library continues to set forth a wide variety of Indigenous programming honouring the

Indigenous culture and history, with guidance from TBPL's Indigenous Advisory Council. In addition, with the help of our partner organizations, TBPL is actively implementing social initiatives to assist the Indigenous community; this is something we continue to build upon, seek guidance, and to use what we learn to adapt and to improve our offerings. By following the Indigenous Relations and Inclusion strategy, TBPL receives counsel from the City of Thunder Bay Anishinaabe Elders Council and TBPL's Indigenous Advisory Committee. An inclusive community celebrates diversity and not only hears diverse voices, but actively listens and acts upon them.

49. City of Thunder Bay Culture Plan

Culture plays an important role in defining and enhancing the community's quality of life. TBPL recognizes the City's Culture plan and seeks to collaborate in promoting awareness and fostering development by integrating cultural considerations into our displays, programming, and other activities and initiatives. We have actively participated every fall in Culture days as an opportunity to champion a community enriched by arts, culture, and creativity. Brodie Resource Library has also been part of Heritage events such as Doors Open in recognizing Brodie branch as a significant historical and designated Heritage property. TBPL has also taken part in many cultural festivals and events around the city by setting up booths that offer materials and activities that celebrate diverse cultural expression in all its many ways. Libraries are often a first stop for tourists who are seeking information about the city, wanting to know more about which tourism sites to check out, and also access free WiFi or computers for printing or other online needs. TBPL also offers city maps and pamphlets on the City's walking tours that help to promote tourism in both Port Arthur and Fort William Historic downtown areas.

50. City of Thunder Bay Official Plan

The City of Thunder Bay Official Plan 'describes the kind of community that we wish to evolve into

with goals, objectives and policies that function as a guide for land use planning decisions within the City of Thunder Bay'. The current plan focuses on four interconnected approaches: Environmental sustainability, Climate adaption, Strong, resilient, diverse economy and a Healthy and safe community.

The Thunder Bay Public Library and the City of Thunder Bay's Official plan both strive to create safe and socially inclusive environments. The Thunder Bay Public Library works to achieve this goal by partnering with mental health service providers and social service organizations. The Library also promotes diversity and inclusion through its collections and by participating in local committees such as the ID Action Group, the Arts and Heritage Alliance of Thunder Bay, Age Friendly Thunder Bay, and Diversity Thunder Bay.

TBPL also understands the value of promoting growth in emerging economic sectors. We support local businesses and local entrepreneurs by providing access to powerful market research databases like SimplyAnalytics and InfoCanada, and by providing market research workshops with knowledgeable staff to partner organization such as the Northwestern Ontario Innovation Centre, PARO Centre for Women's Enterprise, and the Thunder Bay Community Economic Development Centre (CEDC). The Library also offers business research sessions with our expert staff to help them learn to navigate our business databases so they can get the information they need to help their businesses grow.

Climate Change is a global concern that has intensified in recent decades. The conversation around climate change is marked by misinformation and our collection is meant to provide a reliable resource of factual information. TBPL Climate Change collection is a resource which brings together a wide selection of adult non-fiction material on Climate Change and related topics. These resources are available in a variety of formats to appeal to all levels of Library users (print, ebooks, audiobooks, academic databases, streaming video).

Appendix C - Support for Local Business

The new model for providing Library services has a number of benefits to the local business community.

Intercity Shopping Centre

A new movement is spawning across North America where traditional malls outside of major metropolitan areas are recreating themselves as multi-purpose destinations. The traditional retail experience is still a major feature but mall owners are actively seeking to diversify and attract non-traditional mall tenants. These include gyms, medical offices, libraries and community centres. This acknowledges the decline of older retail models and changing consumer preferences. Should the Thunder Bay Public Library lease the former Lowe's location in the mall it would lead to a major reinvigoration of local business in the mall itself and surrounding neighbourhoods. A new central Library would attract a large number of new visitors to the mall and create an entirely new experience for residents and tourists alike. The ability to spend an entire day at the mall, filled with family friendly activities suitable for all ages, would be of great benefit to local businesses and tourists (notably regional tourists for whom Thunder Bay is a major shopping destination). Research from other municipalities has shown that almost half of patrons who visit a Library located within a mall plan on patronizing stores and shops in the area.

Waverley Library

Waverley Library has been an anchor for downtown Port Arthur for decades and is recognized by the local business community as a criti-

cal partner. The Waterfront BIA has highlighted our unique contribution to downtown life on a number of occasions with letters of support. Neighbouring businesses know the value of having free and publicly accessible space that brings locals into the downtown core. Waverley Library staff work closely with the CEDC to support local business and we are a key partner in the Starter Company Plus program. We educate aspiring entrepreneurs about market research, analytics and methodology for understanding consumer behaviour. We also partner with the NorthWestern Ontario Innovation Centre to deliver programming to their clients and access to critical databases and information sources that would otherwise cost local businesses thousands of dollars.

The reimagined Waverley Library will also host additional local non-profit organizations. Renting out surplus Library space will make our property more dynamic, bring new workers to the downtown area and provide a more diverse offering to the community out of Waverley. In addition, a major building retrofit is planned for the coming years if funding is received through the Federal Green and Inclusive Community Buildings Program. This will radically modernize our building exterior and include the installation of solar panels on the roof to increase our energy efficiency and green credentials. This will help make Waverley Library a true landmark building for the north core and a capstone piece for the rebuilding of Red River Road.

These upgrades will ensure that our north core remains truly accessible and welcoming to all, regardless of income, age or ethnicity. Publicly

accessible and free Library space brings in more people to the core, enhances the experiential offering (especially for those with children) and showcases to residents and tourists alike the place that public space has in our civic life.

Brodie Library

Our south core has changed dramatically over the last fifty years. Once, Brodie sat at the heart of a thriving business district surrounded by family oriented neighbourhoods. We now find Brodie in a troubled area. Increases in crime and addiction, demographic shifts towards young males and single individuals and a general degradation of the physical infrastructure of the neighbourhood has changed the way Brodie Library operates.

Brodie is slated to become a critical node for non-profit services who serve a diverse set of client needs targeting the local population. Our low income residents have flocked to the Library for its free services, welcoming spaces and knowledgeable staff. Services like free computer and internet access are essential for local residents. Library staff regularly assist our patrons navigating the paperwork and digital interfaces that many government and social agencies mandate. Without these core Library services, many residents would be deprived of the financial support they are entitled to and which are a significant source of revenue for south core businesses.

TBPL's Indigenous Knowledge Centre at Brodie Library is a significant draw for the Indigenous community. It has not only enriched the lives of many but it has allowed local Indigenous artists, authors, storytellers and culture creators to engage with the community in a culturally appropriate space. This has generated new business opportunities for a growing Indigenous arts and culture economy that has profound cultural significance.

Moving core Library services to the main floor and renting out surplus space to local non-profits creates a one-stop shopping experience for local residents. They can rent DVDs and secure free literature from our Library and look into applying for employment training programs in the same building. This model has proven successful, as can be seen from our partnership with AETS (Anishinabek Employment and Training Services). Diversifying and expanding our partnerships will compound these benefits and contribute to the employability and increasing skill levels of our citizens.

It is also relevant to note that many residents in the Brodie neighbourhood use the Library as a safe and warm space. As a Library, we are welcoming to all, without questions asked or demands made upon our patrons. We are not a social service agency nor are we a shelter. However it would be folly to ignore the reality of the way in which many currently use Library space and the demand that this represents. By coming to the Library, these residents can interact with our staff to get help and better navigate the spectrum of services available to them. Taking residents off the streets and offering them a supportive, educational environment with trained staff can make a world of difference. This also reduces the burden on our police and paramedics. For example, in 2022, as we re-opened after pandemic restrictions were lifted, we hired Safer Spaces Technicians to better serve our most vulnerable and troubled patrons. This led to a reduction in calls to emergency services by over 80% (179 calls in 2019 and 35 calls in 2022) and alleviated some of the burden from our police and EMS. This demonstrates the value that specialized and targeted Library services can bring to the community. If Brodie were to close, it would have a significant negative impact on our most vulnerable patrons and all of the surrounding businesses.

Appendix D - Consultation Efforts on the Current Master Facilities Plan

LGA-led Consultations in 2021

City Council:

- Bill Mauro, Mayor
- Councillor Peng You, at large
- Councillor Mark Bentz, at large
- Councillor Shelby Ch'ng, at large
- Councillor Trevor Giertuga, at large
- Councillor Rebecca Johnson, at large
- Councillor Aldo Ruberto, at large
- Councillor Albert Aiello, McIntyre Ward
- Councillor Andrew Foulds, Current River Ward
- Councillor Cody Fraser, Neebing Ward
- Councillor Brian Hamilton, McKellar Ward
- Councillor Brian McKinnon, Red River Ward
- Councillor Kristen Oliver, Westfort Ward

City Senior Staff:

- GM Community Services - Kelly Robertson
- GM - Infrastructure and Operations - Kerri Marshall
- GM Development and Emergency Services- Karen Lewis
- GM - Corporate Services and Long-Term Care - Linda Evans
- CEDC - Erik Zakrewski - CEO
- Manager - Cultural Development and Events - Leah Prentice
- Corporate Records Manager and City Archivist - Matt Szybalski
- Project Manager – Youth Inclusion Program, Recreation & Culture Division - Kaitlin Prezio

- Manager – Parks & Open Space Planning - Cory Halverson
- Manager of Tourism - Paul Pepe
- City Manager - Norm Gale
- Manager, Community Strategies – Cynthia Olsen
- CSWB Specialist, Community Safety & Well-Being Thunder Bay - Lee-Ann Chevrette

Community Groups:

- Anishinabek Employment and Training Services (AETS)
- Thunder Bay Museum
- Science North
- Underground Gym
- Regional Multicultural Youth Council
- People Advocating for Change through Empowerment (PACE)
- Dew Drop Inn
- Alpha Court
- Thunder Bay District Health Unit - Street Nurses
- Magnus Theatre
- Northwestern Ontario Sports Hall of Fame
- Ontario Genealogical Society - Thunder Bay Branch
- Shelter House Thunder Bay
- Friends of the Library
- Thunder Bay Public Library Board

Library Staff-led Consultations in 2023

- United for Literacy
- Thunder Bay Chamber of Commerce
- Podium Events
- Elleiance
- Breakwater Events
- Rainbow Collective
- Tourism Northern Ontario
- Thunder Bay Literacy Group
- Magnus Theatre
- Mastercard Foundation
- Kinna-aweya Legal Clinic
- Elizabeth Fry Society
- Blue Prints Audio
- Ka Na Chi Hih
- Lutheran Community Care
- Poverty Free Thunder Bay
- Thunder Bay Art Gallery
- Options Northwest
- United Way
- Anishinabek Employment and Training Services
- Confederation College Library
- George Jeffrey Children's Centre
- EcoSuperior
- Norwest Community Health Centre
- Thunder Bay Community Foundation
- William Creighton Youth Services
- Our Kids Count
- Science North
- Thunder Bay Multicultural Association
- March of Dimes
- Evergreen: A United Neighbourhood
- John Howard Society
- Salvation Army
- Communities Together for Children
- Elevate NWO
- Hospice Northwest
- Thunder Bay District Health Unit
- Lakehead University Northern Studies Resource Centre
- Thunder Bay Catholic District School Board
- Thunder Bay Indigenous Friendship Centre
- Northwestern Ontario Writers Workshop
- New Directions Speakers' School
- Beendigen
- Thunder Bay Weavers and Spinners Guild

Appendix E - Short Bibliography

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