North Grenville Public Library

Business Plan

For a New Central Library for North Grenville

November 2008

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Project Objective

Building a new library in downtown Kemptville

The North Grenville Public Library provides library service to the residents of North Grenville under the provisions of the Ontario Public Library Act.

Public Libraries in Ontario provide free service thus allowing access to information without any barriers such as age or socio-economic status. North Grenville Library clientele is drawn from every group within the community but there are exceptions. There are physical barriers for people using our facilities and limited hours of operation make it inconvenient for many of our families who work or go to school outside our borders.

Modern day libraries have become important public meeting spaces as well as the more traditional concept for study space. Libraries are now vibrant places where one finds a number of different activities from children's bedtime story hours to teen book clubs to Internet cafes to adult discussion groups. Even though many resources can be found online people still come to the Library for human interaction or simply to find a book to read for pleasure. People also come to the Library to seek assistance from Library staff for their information needs.

A new downtown library will be both an economic asset by adding to downtown public space and a cultural asset by creating an information portal and a place for leisure activity for the community.

A new library facility will increase usage of the library by presenting the public with an accessible modern facility with improved hours of service. Increases in the use of a library contribute to learning, literacy, business productivity, personal and professional development and individual well being.

Placing the library in the downtown area of Kemptville will enhance the desirability of downtown as a residential and commercial space. Libraries are economic and cultural assets to urban downtown communities. They provide an anchor, in many cases replacing the old downtown store, and they draw very large numbers of people.

Our Library currently serves approximately 30% of the population. We would like to increase this membership to 50% of the population. Many residents have reported that they do not use the local facilities because of limited hours and poor access to facilities. Electronic visits to the Library have increased significantly with the addition of our web based catalogue, added value features to the

website such as electronic databases, and innovative additions such as our TeenZone.

Project Proposed Activities

Background

In 2002 the North Grenville Public Library Board determined that the cost of retaining 4 branches was too high and renovations to expand and make the branches accessible were not feasible. Demands on library service were growing and with projected population growth these demands would be difficult to meet. The Board identified a number of health and safety concerns with the status quo. The 2006 Accessibility Plan for the Municipality of North Grenville identified a number of serious issues with the Library facilities and the problems of trying to renovate historical buildings to accommodate the provincial standards. “New provincial standards are being developed and it has been suggested that all public spaces will have to be accessible within five years.” There has also been some discussion by the Ministry of Culture to tie provincial funding to accreditation. Currently the North Grenville Public Library is not eligible for accreditation due primarily to the size and inaccessibility of its buildings. Centralization of 3 of the 4 branches enhances the library’s eligibility for accreditation.

That same year a proposal was submitted to the Municipality for a new central library to be included in the North Grenville Community Complex. In 2003 the proposal was turned down to reduce the cost of constructing the Complex. In 2004, after a Strategic Planning Session, the Board agreed that dealing with the infrastructure of the Library buildings was one of the Board’s top priorities. In 2004 it was suggested by the Municipal Council that perhaps the Board could use the Courthouse, at 15 Water Street in Kemptville, though the building was never officially offered. As a short term solution a study was done on a joint partnership with either the Oxford-on-Rideau Public School or the North Grenville District High School. The report showed that neither location had sufficient space to house a public library.

Decision and Location

A Building Committee was struck in 2005 including membership from the Library Board, Library staff, Friends of the Library, Municipal Council, Downtown Revitalization Committee and the North Grenville Chamber of Commerce. A decision was made early in the process that ideally a Library should be located in downtown Kemptville in order to contribute to revitalization of the downtown. The

need for revitalization of the downtown was echoed in the recent Strategic Planning process. The committee reviewed a number of sites in the downtown area.

In October 2005 the Municipal Council offered the courthouse site at 15 Water Street, Kemptville. A request for proposal for an architectural and planning study for the Library was issued in December 2005. Eight proposals were received and reviewed by the Library Board. Three companies were selected for the interview process and a decision was made to hire CSV Architects on February 23, 2006. After a detailed review of the Courthouse, the adjacent municipal parking lot and the property at 13 Prescott Street a decision was made not to use the Courthouse but to build a new facility in the parking lot at the corner of Prescott and Water Street. After much review of design and operating costs the best scenario for the library was to acquire the property at 13 Prescott Street and to build a one-storey 10,000 square foot Library.

Objectives and Priorities of North Grenville

As work continued on the Library project the Municipality's Strategic Planning process for the community continued. Five strategies were developed of which 3 relate to the Library project.

Strategy # 2 is "to improve the quality of the natural and built environment, specifically in the use of the South Branch of the Rideau River". The new library will be on the South Branch and will develop the green space, within the flood hazard zone as identified by the Rideau Valley Conservation Authority. Walkways and seating areas located beside the Library will overlook the waterway and will mirror the Rotary Park on the other side of the Prescott Street Bridge.

Strategy #3 is to "Revitalize the downtown area and create recreation opportunities and spaces for families and to enable community events". The design of the public library maximizes the function as an information source as well as defining the role of public space in the downtown by creation of green space; opening the library space to the public with large windows out to the street; creating meeting space for groups; providing ample space for people to read, research and play; extending open hours of the library so that people will be coming downtown mornings, afternoons, evenings and weekends.

As well, Strategy #3 encourages higher density residential development in Kemptville. A Library that is within walking distance from one's home is an asset to many seniors, retirees, families with young children, people who do not drive a car or anyone who is trying to live a "green lifestyle".

Strategy #5 states that "Community assets should be developed to their full potential". A public library is a key cultural asset for a community as well as an

economic development asset. A new downtown facility will become a major anchor within the downtown. It will also be a centre for the arts and a meeting place for community members. A library demonstrates “democracy in action” as there are no social or economic barriers to use of the library.

Project Rationale

As stated above in the “Decision and Location” the status quo is not a feasible option for the municipality. Upgrading of the existing facilities, in particular the Kemptville and Oxford Mills locations would be costly and not cost-effective due to the construction and layout of the buildings. In the Draft 2003 Business Plan that was prepared for the inclusion of the Library in the Municipal Centre an estimate of $360,000 was established for improvements in the area of accessibility, climate control, interior finishes and electrical upgrades. In 2006 it became apparent that upgrades were not financially feasible based on the heritage construction of two of the properties.

[Oxford Mills Branch] “very difficult to undertake major structural renovation due to type of construction (stone)”

Kemptville Branch is “located on a slight elevation above street/sidewalk level & reached by a short concrete walkway to stairs to front entrance. Distance from street to building is short and while not impossible highly difficult and costly to install multi switch before ramping. In addition, washrooms are in basement and elevator installation not possible”. (2006 Accessibility Plan for the Municipality of North Grenville)

Operating Costs

Operating costs for the status quo and the new facility are compared in three areas; Building Costs, Service Costs and Staff Costs.

The new library will double in size from the existing square footage therefore operating costs for the building will increase with increased accessibility, increased space for more users, increased space for collections and programming and more efficient heating and cooling systems. Service costs will remain the same as efficiencies will be realized by bringing all staff, collections and services together.

A detailed review of operating costs, based on 2009 projections, is included in Appendix A.

Expected Benefits to Community

The current status of the buildings has been addressed above. The Library Board concluded that even if repairs and upgrades were possible we would still be faced with a number of problems. Lack of collection space, no study or quiet areas, limited space for programs and inadequate staff space would not be solved by adding wheelchair accessibility to existing buildings. It would actually decrease the amount of usable space.

A new facility would solve these problems and at the same time improve access and service for the community. Vibrant, modern libraries attract people and provide substantial economic spin-offs. The majority of our library users drive to their branch and usually combine that trip with shopping and other activities. An improved facility in downtown Kemptville will bring more people downtown. The new Library will be built to the highest environmental standards and take full advantage of its location on the banks of the South Branch of the Rideau River at the entrance to the downtown. The site will reclaim parkland and include ample green space while still providing adequate parking spaces.

The North Grenville District High School is located in the downtown core a block away from the proposed new central branch. With cutbacks in public school funding the high school has lost its full time school librarian. Improved internet access and availability of study space will greatly improve library services to these students.

North Grenville has a large rural component, which currently does not have access to high speed internet services. Improved hours of operation will allow our rural patrons to have better access to internet service.

A 10,000 square foot facility will offer:

- better access to collections
- space for expanded collections
- improved programming for children, youth, adults and seniors improved services for small business users
- improved utilization of staff
- a better environment for working, studying, reading and interacting with other community members.

The Library currently collects statistics on use of services for the Ontario Ministry of Culture. Increases in use will be carefully monitored when the new facility opens to determine the impact on service levels. The Library will work closely with the Municipality, Chamber of Commerce and the Business Improvement

Association (BIA) to determine the impact on the business and residential communities of the urban area.

The Library, as part of its communication strategy, consults with the BIA as to the role of the new library in the downtown core. The Library can play a vital role in public activities such as festivals, farmers' markets and theme based events. Partnering with the North Grenville Historical Society is anticipated providing improved access to local history resources through digitization projects, displays and provision of improved access to collections.

Improved Library Service

Details on the improvements to Library service are outlined in Appendix B. Some of the areas of expansion and improvement include the following:

- One facility open 52 hours a week
- Open at least 6 days per week
- Staff/Patron ration will increase
- Increased use of volunteers
- Library is within walking distance for most of residents in Kemptville
- Increased parking for rural residents
- Increased collection available in one location
- Improved display of collections
- Increased program space
- Increased seating for all areas (lounge reading; homework & study areas: children's and teen areas)
- Increased computer workstations
- Wireless access for laptops
- Program space available outside of library open hours for public use
- Increased programming
- Display areas for local artists, authors and crafts-people

Health and Safety Issues

The health and safety of not only the staff but of the public is an important issue for the Library Board and the Municipality. The current situation poses a number of safety issues which concern both the staff and the Library Board.

1. The staff works almost exclusively in situations of “working alone”. The branches are open evenings, are staffed by one person and in some cases are physically distant from other businesses or residences. As the employer the Board is responsible for the safety of their employees. In a new facility the staff will not be in “working alone” situations and the building will be in the downtown core, near other buildings.

2. The existing buildings are subject to wide fluctuations in both cold and heat due to the age of the buildings. As well as affecting the employees and the clients of the Library this also affects the collections. The staff must also deal with a variety of pests (mice, flies, squirrels etc.). Droppings of animals are of a health concern to both the staff and the public.

3. Washrooms are inadequate for both staff and public. They are not accessible at the Oxford Mills or Kemptville branches. The Kemptville branch has only 1 toilet for men/women and staff. Located in the basement of the building it is difficult to access and maintain.

4. Steps at the Kemptville and Oxford Mills Branches are a safety hazard. The small steps at the Oxford Mills Branch cause people to trip over the ledges. At Kemptville the exterior steps into the building are difficult for the elderly and parents with young children. The long staircase to the basement, which houses the children’s area and the washroom, is difficult for anyone with mobility problems or poor eyesight and parents find it very difficult to navigate with young children.

5. Currently book return boxes are located outside the buildings. Materials are sometimes damaged by the elements and can be the subject to vandalism. In the new facility the book return will allow material to enter directly into a fire-proof room.

6. Currently staff must carry boxes of books up and down stairs, particularly at the Administrative Office. The new Library will be on one floor with complete access.

Benefit to Region

The North Grenville community draws students from across the province who attend either high school or college in Kemptville. The Library provides an alternative resource to students during times which are convenient to their schedules. Our collections complement those of the two high schools and the Kemptville campus of the University of Guelph. The public library’s collection focuses more on fiction and recreational reading. The public library is also open when the academic facilities are closed. Of course for high school students the

public library is open year round providing a wealth of information during the summer months.

As part of our expanded services the Library will have the capacity to offer services for businesses and those in the job market. Use of our online databases; computer training and reference service will be more easily accessible through a central location and increased open hours.

North Grenville is a geographic centre for Eastern Ontario due to its location on Highway 416. A larger library facility will allow for more regional meetings and training sessions.

Economic Impact

The Library project, as a $5.1 million project will bring jobs to the community in the areas of construction and fitting of the facility. An effort will be made to engage local companies and tradespersons.

The Library currently employs 1 full-time and 9 part-time staff on a regular basis, all of whom live either in the Municipality of North Grenville or the region. As well the Library hires area students for special projects or summer activities. The Library also plans to use more volunteers in the new facility which will provide opportunities for not only students but seniors wishing to contribute to their community.

As part of the Kemptville Downtown Revitalization project the Library will bring increased traffic to the downtown retail and service industry. In cities across North America where libraries have been part of downtown revitalization retail and service industries have seen an increase in traffic. The Library Board and staff hopes that this will be the case in Kemptville and will work closely with the BIA and the Chamber of Commerce to monitor the impact of the new library. The Library will be open at least 6 days a week including evenings bringing people into the downtown at various times of day. Studies, such as the 1999 North Grenville Library Survey, as well as numerous other studies on use of libraries indicate that many people combine trips to the library with other activities.

Capital Costs of Project

The total investment is estimated to be $5.1 million over a five year period.

The lands are a combination of existing public lands (parking lot area for former town hall) and private lands with a commercial/residential structure. The Municipality has reserved the private property with a closing date for the purchase being April 2010.

The project will be funded through a fundraising campaign Room to Read of ($750,000), development charges and reserve funds ($450,000), debentures to be financed through taxation and development charges ($1.25 million); and Building Canada funding ($2.67 million).

Preliminary design work has been completed by CSV Architects along with a Preliminary Geotechnical Investigation by Trow Associates.

Table One
Library Building Costs

Design/Engineering Costs	$ 566,760.00
Construction	2,920,400.00
Land Acquisition	440,000.00
Demolition	30,200.00
Site works	136,100.00
Hydro- 3 phase to site, move transformer	225,000.00
Financing Charges	78,000.00
Furnishings/Equipment	400,000.00
Fundraising/Office Costs	100,000.00
Contingency	219,000.00
TOTAL	**$ 5,115,460.00**

Table Two
Library Project Financing

Fundraising Campaign, *Room to Read*	$ 750,000.00
Development Charges & Reserve Funds	450,000.00
Debentures to be financed through taxation & development charges	1,245,546.00
Building Canada Funding	2,670,000.00
TOTAL	**$ 5,115,460.00**

Risk Assessment

The most significant risk is the costs. At the present time construction inflation is between 6 and 10% per annum and this will have an impact on the final cost of the project.

Initial cost figures, provided by CSV Architects, have been amended to reflect the higher increases in construction costs.

In order to mitigate the risks the following steps are being taken:

- Engagement of a professional project manager who will be responsible to mange the project to ensure costs are controlled and the project comes in on budget.
- Establishment of a team of municipal and library officials to work with the project manager. (Appendix C)
- Regular reporting on progress and costs will be mandatory.
- Use of professionals, often transferring some risk to the professional.
- Request for fix construction pricing as the project is new construction.
- Use of legal contracts and agreements in all procurement.
- Requirement of change orders and ensuring of appropriate authorizations.
- Contingency Fund of $219,000.

The library has established a fundraising committee of respected individuals and business owners from the community. This committee will promote and the library project at the grass roots level of community engagement. (Appendix C).

The other risk is any change of decision by Council to proceed with the project. In order to mitigate this there will be continuous communication between all stakeholders.

Appendix A

Operating Costs

Current Building Costs (Based on 2009 Projected Budget)

Repair and Maintenance represents general maintenance issues as well as the cost of supplies.

Currently the Library hires someone on contract to clean the Burritt's Rapids branch on a monthly basis. Library staff deal with garbage and dusting. The three buildings owned by the Municipality are cleaned by municipal staff on a weekly basis and includes garbage pick up and cleaning of washrooms. Vacuuming is done biweekly. Staff are responsible for dusting. There are often complaints about the cleanliness of the Library, in particular the Kemptville Branch which experiences more traffic than the other branches.

Table Three
Current Building Operation & Maintenance Costs

Expense Item	Burritt's Rapids	Kemptville	Oxford Mills	South Gower	TOTAL
Utilities	2,800	2,500	-	2,600	7,900
Hydro	660	1,850	11,000	2,200	15,710
Repair & Maintenance	-	2,000	3,000	3,500	8,500
Cleaning	400	1,500	1,000	1,800	4,700
Rent	100	-	-	-	100
Telephone	1,050	600	500	1,200	4,850
Connectivity	1,250	1,100	1,250	1,250	4,850
TOTAL	**6,260**	**9,550**	**16,750**	**12,550**	**45,110**

Table Four
Projected Building Operations & Maintenance Coasts for New Library

Expense Item	Burritt's Rapids	Kemptville	TOTAL
Utilities	2,800	32,000	34,800
Hydro	660	Included above	660
Repair & Maintenance	-	2,000	2,000
Cleaning	400	12,000	12,400
Rent	100	-	100
Telephone	1,050	1,500	2,550
Connectivity	1,250	4,000	5,250
TOTAL	**6,260**	**51,500**	**57,760**

The Library would continue to operate the Burritt's Rapids Branch for the time being. The lease with Parks Canada is a five year lease (2007-2012). During the 5 year lease period the Library staff and Board will investigate options for providing continued library service to the community. The current facility is not accessible and it is not financially feasible to make it so due to the size and layout of the building.

Building operating costs will increase due to the doubling of square footage. The Board decided against a two storey facility in order to save in operating costs, such as an elevator and increased staffing levels. Heating and lighting costs will be more efficient. The architects are committed to building to LEED standards though LEED certification will not be pursued due to the scope of the project. The engineering firm has not created a complete energy model for the design. They suggest that the figure is a pessimistic view and that municipality consider their unit cost for other public buildings that they operate and assume the Library will be 25-35% more efficient. The Library has managed to decrease its telephone and connectivity costs over the past year. There will be a slight decrease with moving to a central facility. There will also be a slight decrease in photocopier leasing.

The Library expects an increase in usage for a new facility. Currently the 3 branches maintained by the Municipality receive weekly cleaning/garbage pick up. Daily maintenance will be required. A very rough estimate of cleaning costs has been provided. The Library will consult with the Facilities Manager to determine the exact cost of cleaning the Library.

Table Five
Current Service Costs
(Based on 2009 Projected Budget)

Expense Item	Burritt's Rapids	Kemptville	Oxford Mills	South Gower	Administration	TOTAL
Collections	5,000	10,000	5,000	5,000	-	25,000
Courier	540	540	540	540	540	2,700
Public Use Computers	1,600	3,500	1,600	1,600	-	8,300
Programs	-	-	-	-	2,500	2,500
TOTAL	**7,140**	**14,040**	**7,140**	**7,140**	**3,040**	**38,500**

Projected Service Costs for New Library

An increased service level for the same cost is one of the rationales behind this project.

The collection will be housed primarily in one location, improving browsability and retrievability for clients. All collections will be accessible to all members of the public.

Courier costs will be reduced as only the Burritt's Rapids branch will need to be serviced by the internal courier

Maintenance of computers will be streamlined as staff will not have to move from site to site for updates and maintenance.

Programs will be run out of one location (with exception of outreach programs) saving on travel time. It will also allow for centralization of files and supplies.

Table Six
Projected Service Costs for New Library

Expense Item	Burritt's Rapids	Kemptville	TOTAL
Collections	5,000	20,000	25,000
Courier	500	-	500
Public Use Computers	1,000	6,000	7,000
Programs	-	2,500	2,500
TOTAL	**6,500**	**28,500**	**35,000**

Table Seven
Current Staffing Costs
(Based on Projected 2009 Budget)

Expense Item	Burritt's Rapids	Kemptville	Oxford Mills	South Gower	Admin.	TOTAL
C.E.O.	-	-	-	-	63,000	63,000
Technical Services	-	-	-	-	25,000	25,000
Public Services Staff	11,000	27,500	11,000	11,000	5,000	54,500
Children's Programmer	-	-	-	-	16,000	16,000
TOTAL	**11,000**	**27,500**	**11,000**	**11,000**	**109,000**	**169,500**

Note: Does not include benefits

Table Eight
Projected Staffing Costs for New Library

Expense Item	Burritt's Rapids	Kemptville	TOTAL
C.E.O.	-	63,000	63,000
Technical Services	-	25,000	25,000
Public Services Staff	11,000	54,500	65,500
Children's Programmer	-	16,000	16,000
TOTAL	**11,000**	**158,500**	**169,500**

Staff hours will not be reduced with the construction of a new facility. Staff time will be used differently in order to provide improved service to the public.

The new facility will have the required space and supervision to allow for student help and/or volunteers. It is estimated that 10 hours of volunteer help per week will be available which represents an in-kind figure of $4,000 annually.

Appendix B

Benefits to Community

Hours of Operation and Staff/Patron Ratio

The Kemptville Branch is currently open 28 hours per week; the three smaller branches are open only 12 hours per week. A new central facility would provide the public with a minimum of 52 open hours per week. As well, staff could be deployed in a more efficient manner thus providing increased service to the public. Administrative staff would be on-site providing additional service in the areas of computer technology; staff training; interlibrary loan; collection development; reader's advisory and reference service and problem solving.

Due to budget and space constraints each branch is staffed by one person. During busy periods this results in poor service and long waits for users. It is difficult for staff to answer reference questions; check books in and out; answer phones and help patrons with the computers when there is only one person working. In Kemptville, the busiest branch, this is compounded by the fact that the children's area is located in the basement where there is no direct supervision.

With a new facility the open hours of the 3 facilities would be combined to provide more convenient hours for the public. Administrative staff (CEO and Technical Services Librarian) would be on site and could help at busy times; fielding questions and problem solving. Staff would also benefit from on-site training by more experienced staff. Standard hours would be easier for the public to remember and eliminate frustration among users when they arrive at a branch and find it closed.

The Library is anticipating an increase in traffic in the new Library and may require additional staffing levels in the future. The current standard is 1 staff per 2,000 capita. Currently we operate all 4 facilities with 4.2 FTEs, rather than the standard 7.5 FTEs for a population of 15,000.

A new facility will provide the Library with the capability for student and/or volunteer help. Space and supervision will allow the Library to provide these opportunities for the community. This would free up staff from some routine duties in order to work directly with the public providing reference/information service and reader's advisory.

The Library's aim is to have 50% of the community using the Library. With increased accessible space and improved hours of operation the library should draw new membership. 65.7% of the municipality's residents work outside of North Grenville. This segment of the population requires the library to be open during hours that are convenient to their life style. As well 40.1% of workers in North Grenville live outside the community. They can take advantage of the space and services of the library during lunch hours and after work.

Distance to a Library

In the 1999 Library User Survey 84.4% of respondents stated that they combined a trip to the Library with other activities (shopping; going to the post office; going to work). In May 2003 the Library conducted a three week survey to determine how many Library patrons walked to the Library as compared to driving.

Burritt's Rapids	46%
Kemptville	45%
Oxford Mills	15%
South Gower	8%

Some of those who reported walking were riding their bikes which would decrease during the winter months. A new facility in Kemptville would satisfy the needs of the "walkers" in the Kemptville area, provide ample parking for those driving and would also provide other activities with which to combine trips to the Library. The standard level of service is that basic library service should be available within a 30 minute drive. The new Library would see that this standard is met.

The parking lot will be shared by the Library and the Court and will have 35 parking spaces with an additional 3 for persons with a disability. There is additional street parking.

The enhancements made to the Library's web site over the past few years have increased off-site service to the community. Users may browse the collection online, read reviews of the books, place holds and renew checked out items. As well users may search a wide range of full text databases and e-books. There are pages devoted to children, youth, computer training and French services.

Collections

The collection is currently divided amongst the 4 branches. An inter-branch courier transports material between the branches and the Administrative Unit. When users are looking for particular items they may have to wait several days

until the material can be shipped to their home branch. With sporadic hours this may mean a wait of a week or more. Also the division of the collection does not allow for browsability. In a new central Library the entire collection would be housed in one space, with the exception of a portion of the collection which would rotate to the Burritt's Rapids Branch. This collection would be constantly changing.

A larger facility also will provide us with the ability to better display material. New books and special collections such as CDs, DVDs, Large Print, local history and magazines will be displayed for easy access rather than being hidden away in corners.

Space for the Public

Currently there is no space for the public to sit, whether it is comfortable seating for reading, study space or computer space. In the new Library space for the public would be a top priority. Comfortable reading nooks will be scattered throughout the building. Public access computers will be available and the building will provide wireless service so that people may use laptops for Internet access. The building will be designed with the public in the forefront. From both outside and inside the facility will emphasize the space as a public one where people come together to pursue a number of interests. There will also be space available for local groups to display both information and their creative work.

Program Space

The facility will include a program space of 600 sq. ft to be used for adult, teen and children's programs. As well it will provide an area for library meetings and training opportunities. The space may also be rented out to community groups. The children's area also will provide space for family reading and the adult reading corner will accommodate small groups.

The Library will partner with other community groups to provide downtown space for events and programs. Promotion of its public space will be done with the Chamber of Commerce, the BIA, schools, daycares and Ontario Early Years Centre; Historical Society and other groups in the community. Library space will be marketed to tourists visiting the area as a comfortable and accessible space to access wireless Internet or to research local or family history.

Appendix C

NGPL Building Project: Stakeholders

Library Board

Lynne Baxter, Chairperson
Jim Armour, Vice Chair
Peter Bunn
Anthony Huxley
Beverly Mulkins
Roberta Russell
Joan Simpson
Barb Tobin, Council Representative
Sue Higgins, Library CEO

Library Building Project Committee

Andy Brown, CAO Municipality of North Grenville
Darren Patmore, Director of Parks & Recreation
Kevin Henry, Facilities Superintendent
Karen Dunlop, Director of Public Works
Sue Higgins, Library CEO
Tony Huxley, Library Board Representative
Roberta Russell, Library Board Representative
Peter Bunn, Library Board Representative
Project Manager (to be named)

Room to Read Fundraising Committee

George & Norma Fisher, Honourary Co-Chairs
Bill McElrea, Chair
Harry Pratt, Chair of Major Gifts
Margret Norenberg, Co-Chair of Special Gifts
Wayne Reed, Co-Chair of Special Gifts
Gerald Tallman, Chair of Businesses
Ed Chajkowski, Chair of Service Clubs
Roberta Russell, Library Board Representative
Sue Higgins, Library CEO