

City of Ontario

Library Facility Master Plan

August 2020





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01

EXECUTIVE SUMMARY



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Overview

Libraries are a powerful part of the social infrastructure of a community – they are a place where neighbors can connect to each other and the world, where a child reads her first book and where a senior can read his daily newspaper. Libraries are vital to community education as support for early childhood learning, K-12 education, college, and lifelong learning. Libraries are part of a complete community and are part of a larger strategy of education, workforce development, economic opportunities, and quality of life.

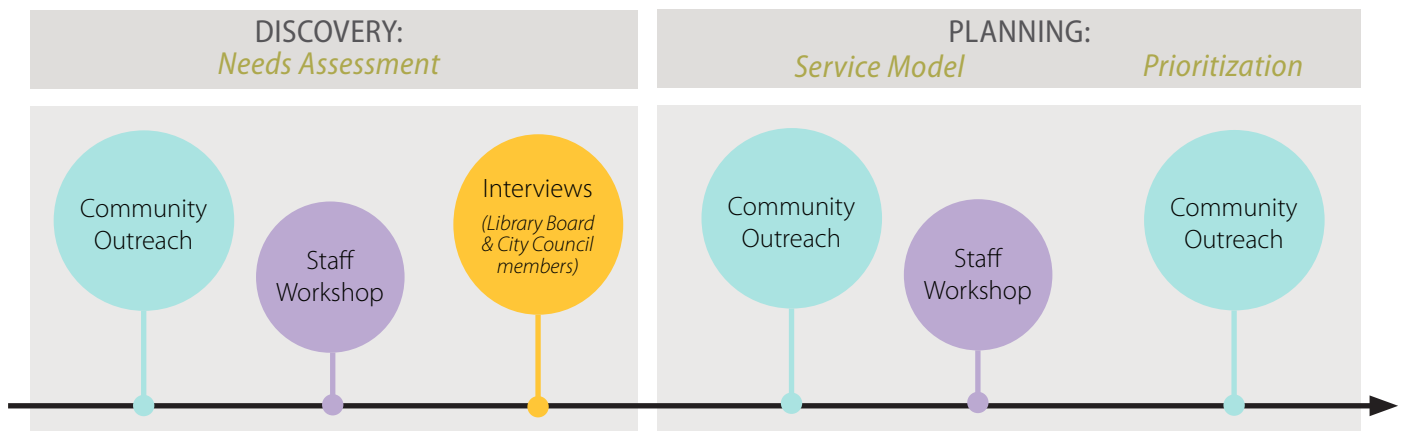
Ontario has prioritized its libraries as drivers of social, cultural and economic advancement. The Ovitt Family Community Library and the Lewis Family Branch Library provide a variety of resources and services to help Ontario residents, businesses and stakeholders connect with one another and improve their place in the world.

The City is also a recognized regional force in the Inland Empire as a leader in business transportation, aviation, community services, etc. **As Ontario prepares to nearly double in size in the decades to come, library services too must grow to serve the community.** According to the local community, the libraries in Ontario should be **friendly, accessible, progressive, technology oriented, innovative, and community focused.**

The goal of the library system is to grow with Ontario, its growing population, and patrons evolving needs, to provide tangible social value and impact to the community. To achieve this goal, Ontario City has developed a **Facilities Master Plan**. This document identifies space and facility needs and recommends approaches to address identified needs. This executive summary briefly details the process and community engagement before summarizing the findings for each milestone during the completion of the Master Plan. It ends with the final recommendations.

Process

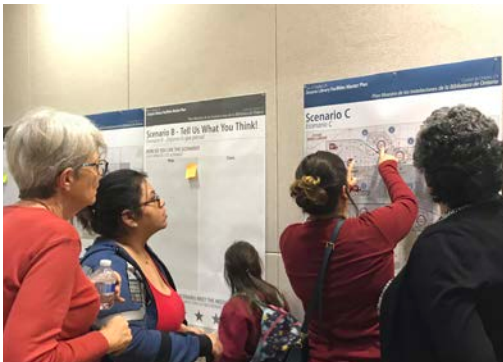
The ABA team worked with the City of Ontario through a facilitated series of stakeholder interactions to explore, in a collaborative and comprehensive manner: community needs, service goals and space needs. The process began with a series of events to determine key community needs, including services that the community would like to see in the future. During the second phase, the ABA team worked with the library system staff to develop a series of service models, which were presented and prioritized during a second round of community outreach. Then the Core Team discussed and finalized a preferred service model. For the third round of community outreach, the ABA team developed space types supporting the needs identified earlier in the process. The community prioritized the space types through a survey (in-person outreach was suspended due to the pandemic).



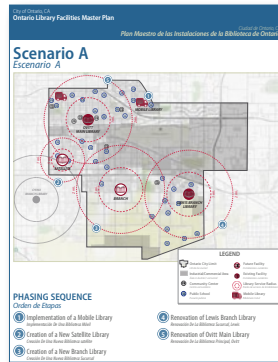
(Refer to page 2.4 for a detailed process map)

Community Outreach

The ABA team involved the community in each step of the process. The team reached a total of 1,472 community members through Library Open House events and surveys, worked with the library staff, and interviewed eight Library Board and City Council members.



Library Open House Event Participants



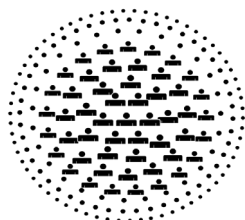
Examples of boards used during community outreach events

Discovery: Needs Assessment

The first step was dedicated to understanding the needs, dreams and wishes for the City of Ontario and for the library system, as well as what works and doesn't work within the library system. The goal was to understand how the library system in Ontario functions currently and in doing this, to be able to establish a path for growth to accommodate existing and evolving needs of a growing and changing population. The ABA team and the library staff conducted a series of community outreach (through open house events) and staff workshops to gather this information. The discussions were supported by a set of data developed by the ABA team: library trends, population demographics, and library utilization. The ABA team also interviewed a number of Library Board and City Council members.

The Findings

The findings of the interviews, community outreach and staff workshop are as follows:



Greatest needs of Ontario:

- / Helping Homeless
- / Programs
- / Public Transportation
- / Bring Community Together
- / Safety
- / Technology (Literacy, Access)
- / ESL Needs
- / Expanded Library System
- / Space/Programs for Children and Teens
- / Connect North & South
- / Education & Schools
- / Entertainment / Vibrant Downtown



Library services that currently work well:

- / Patrons Focused
- / Computers
- / Programs
- / Collection

Library services that should be added:

- / Variety in Collection
- / Computers
- / Programs & Tutoring
- / More Partnership & Communication



Learning opportunities for Youth

- / Workshops (Career, Life Goals, Life Skills)
- / Free Educational Programs
- / Tutoring (including Spanish)
- / Clubs (socialize, redirect youth away from negative influences, no screens)
- / Parental Support
- / Inspire curiosity and learning
- / Workshop, Programs and Tutoring for Adults
- / Educational Activities
- / Literacy Classes
- / Pre-School
- / Literacy Classes
- / Free Books
- / Art / Hands-On Activities



Vision

- / Friendly
- / Accessible
- / Progressive
- / Technology
- / Innovative / Evolving
- / Community



Trends

- / Strong Connection with Most Presented Trends
- / Distributed interest in Children's trends

Planning: Service Model

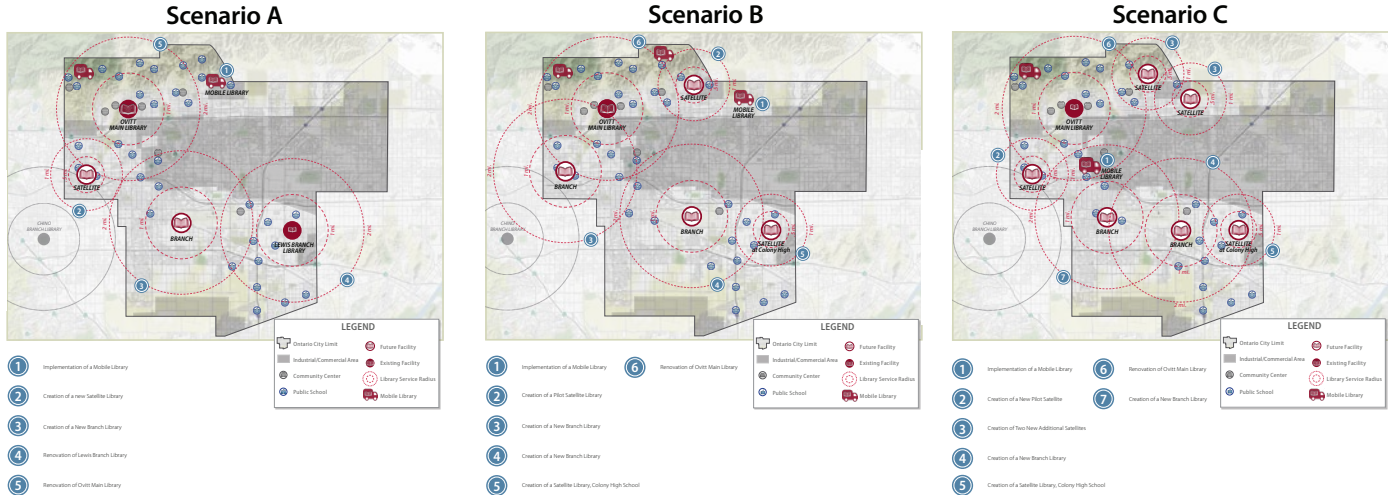
The second step was dedicated to exploring possible service model strategies, partners, and geographic approaches. A service model defines how a library will serve the community and considers the revealed needs, potential strategies, and available resources. The goal was to develop several strategies to meet the current and future community needs. The different scenarios were refined and prioritized in the next phase. Collectively, the ABA team and the library staff evaluated different approaches against the community needs identified in the discovery phase. The discussions were supported by a library benchmark and a list of options to deliver library services and programs.

The Findings

Based on community and staff input, the most important considerations for the location of libraries across the City of Ontario are:

- / Placing them near the greatest amount of residents
- / Having future developments and future communities in mind
- / Utilizing mobile libraries for: under-served populations, corners of the city, isolated residents, and high traffic areas.
- / Near schools and parks
- / Allocating existing and new resources equitably across the city limits
- / Wi-fi and computers access essential in low-income areas
- / Ease of Access

This phase ended with the development of three scenarios. These scenarios offer an array of complexity, going from a more economical option with Scenario A, to a more complex and expansive option with Scenario C, Scenario B being a less advanced version of Scenario C. (See next page)



Planning: Prioritization

The third step of the process prioritized how the library system would serve the community and identifying the preferred spaces for each future location. The goal was to obtain a final scenario for the service model of the library system and to establish a list of prioritized spaces for each location. The public rated and critiqued the three scenarios developed in the previous phase through community outreach events. Then the community responded to a survey prioritizing their preferred spaces for each location. The survey included a tailored list of potential spaces that would support needs discovered during the needs assessment phase.

The Findings

Scenarios B and C were highly rated by the community. The outreach participants particularly liked the following:

- / Combination of satellite and mobile libraries in North Ontario (serving a variety of ages effectively),
- / Even distribution of library locations,
- / A good number of locations,
- / Covers many areas (leads to convenience by proximity),
- / Covers new housing expansions,
- / Multiple branch libraries provides an ideal spread of resources.

Their main concern was around the construction and operation costs of the new facilities.

Aside from the Core spaces that are currently offered and will remain available, the library users and the community had the opportunity to rate their top priorities among a list of optional space types.

The Core spaces to remain are:

- > New Materials
- > Adult Collection
- > Young Adult Collection
- > Children' Collection
- > Model Colony History Room (Ovitt Library Only)
- > Veteran Resource Center (Ovitt Library Only)
- > Staff Area
- > Copy Printing Area
- > Friends' Book Sale Area

Executive Summary

Main and Branch Library:

The survey respondents prioritized the following optional space types: technology enabled seating, children/family place, homework center, and maker space. These spaces can be built to support in priority their main function but can be designed to be flexible in order to accommodate other needs.



Technology Enabled Seating

Equipped to support mobile technology



Homework Center

Space for students to get homework help.



Children/Family Place

Space for families and children programs and activities. Featuring seating, children's computer area, and hands-on literacy development programs.



Maker Space

3D scanners & printers, robotics, laser engraving and cutting, etc. Featuring maker space and storage rooms

The other spaces (teen space, group study room, community room, classroom, and light refreshment area) were considered less of a priority by the community.

Mobile Library:

Survey respondents prioritized access to books and other physical material at the mobile library. This material can be tailored to focus on children or any other age group or demographic. Beside books and physical material, survey respondents want to see services that would directly benefit and support the community. These services are (by decreasing order of importance) computer training and access, children's programs, homework help, and community programs.

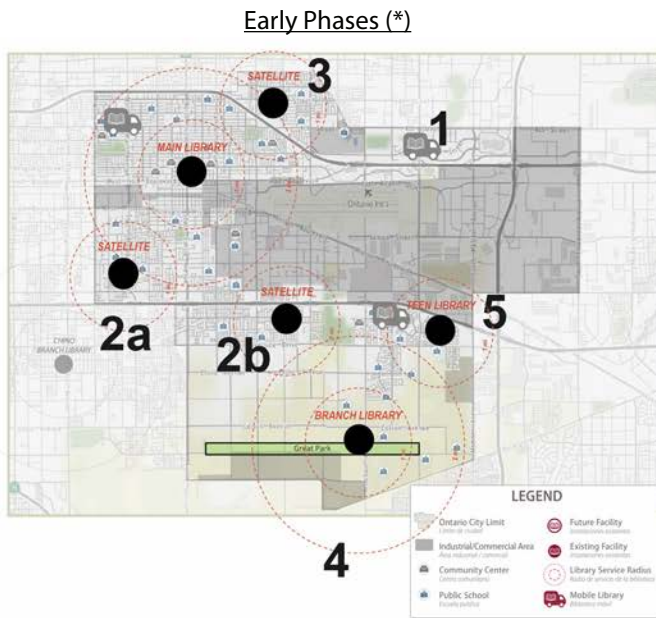
Planning: Recommendations

This last phase of the process was dedicated to synthesizing a recommended strategy for the City of Ontario's future library facilities. The recommendations are a framework based on all the information gathered during the process, data available at the time of writing, and long range evolutions. While future disruptions cannot be predicted, all the recommendations are build to allow flexibility and accommodate an unknown future path (economic, population growth, library trends, etc.).

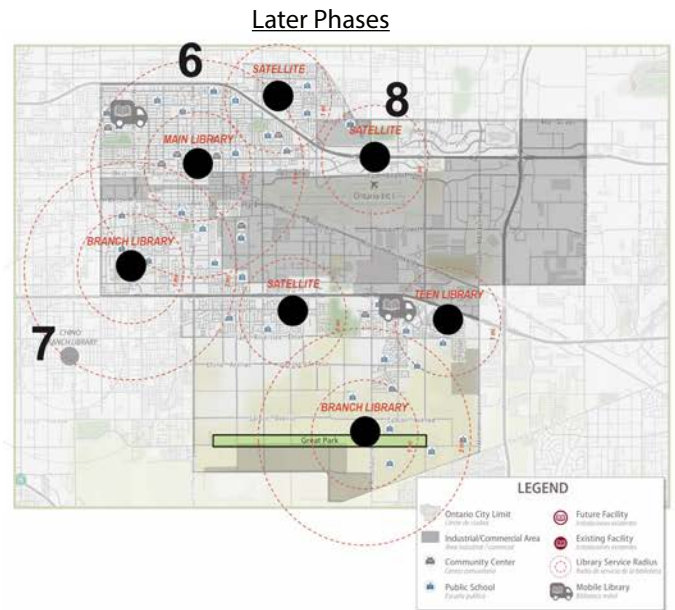
Service Delivery Strategy

The recommended service delivery strategy is described in phases, numbered 1-8. These phases have been divided into two stages to easily visualize the progression of development. Each step is aligned with a population threshold. These thresholds allow the City to schedule improvements to align with population growth (and need) rather than a series of predetermined calendar dates based on current growth projections.

- / The **early phases** (1 to 5), as seen on the map below, will build a more distributed library service throughout the city. During community outreach, participants emphasized a need for an expanded library system and several under-served areas. An area is considered under-served when the transit time between the area and the nearest library prohibits resident access. The selected location should also consider modes of transportation since a library may be close-by in distance but still too far when using public transportation.
- / The **later phases** (6 to 8) will intensify services to meet increasing demand as the city population grows. See map below.



(*) For Phase 1, multiple locations could be served by one Mobile Library
(See page 6.4 for a larger map)



(See page 6.7 for a larger map)

Executive Summary

Service Delivery Strategy

As mentioned earlier, the phases are aligned to the population growth and will not follow a predetermined calendar timeline. As a result, the library system will grow in parallel to the city population. See the table below for population thresholds, square footage added and estimated construction budget for each phase. The construction budget is in today's dollars and is based on a range of published construction costs of similar facilities. The construction cost does NOT include soft costs (like professional fees and permit costs) or finance costs. The city should determine assumptions for these other costs in order to determine a project budget for each phase. In addition, the city should also explore the impact to operational costs.

	Phases	Facility Sizes	SF Added	Population	Construction Budget
1	Implementation of a Mobile Library	NA	NA	Current Population	\$250,000
2a	Creation of a Satellite Library in West Ontario	2,500 SF	2,500 SF	Population reaches 205,000	\$250,000+
2b	Creation of a Satellite Library in Central City/60 Corridor	2,500 SF	2,500 SF	Population reaches 215,000	\$250,000+
3	Creation of a Satellite Library in Northern Ontario	2,500 SF	2,500 SF	Population reaches 225,000	\$250,000+
4	Creation of a New Branch Library in South Ontario	30,000 SF to 40,000 SF	30,000 SF to 40,000 SF	Population reaches 240,000	\$21 million to \$35 million (\$700 to \$875/SF)
5	Conversion of Lewis into a Teen Library/Zone	15,000 SF	0 SF	Population reaches 245,000	\$250,000
6	Renovation of Ovitt Main Library	Scope to be defined	Scope to be defined	Population reaches 265,000	Scope to be defined
7	Conversion of the Pilot Satellite into a Branch Library	20,000 SF to 30,000 SF	17,500 SF to 27,500 SF	Population reaches 290,000	\$14 million to \$26.5 million (\$700 to \$875/SF)
8	Creation of a Second Satellite Library in Northern Ontario	2,500 SF	2,500 SF	Population reaches 305,000	\$250,000+

(*) SF stands for Square Footage
 (**) In Today's US Dollars

Space Prioritization

Main Library:

The Main Library should be renovated in order to rebalance the space, as follows:

- / Reduce the amount of space dedicated to the shelving the collection. There is more shelving than required to house the collection.
- / Increase the spaces dedicated to patrons. The Main Library, Ovitt, will include all the Core Spaces (See Section 5 for a description of each space): New Materials, Adult Collection, Young Adult Collection, Children' Collection, Model Colony History Room, Veteran Resource Center, Staff Area, Copy Printing Area, and Friends' Book Sale Area.
While each of the spaces listed next should be designed to support their specific function, a flexible design will also support several other activities. This will allow Ovitt to be flexible enough to adapt to evolving needs. The primary functions are as follows (by decreasing importance): Technology Enabled Seating, Children/Family Place, Homework Center, and Maker Space.
- / Specific spaces that can be re-purposed to accommodate these priority needs are the café, kitchen area near the program room, and empty shelving.

Branch Library:

Similar to the Main Library, the Branch Libraries will include all the Core Spaces (See Section 5 for a description of each space), except the History Room and the Veteran Resource Center, which will only be available at Ovitt.

In Addition, the branch Libraries will include spaces that are flexible. While each will be primarily designed to support a specific functions, it can support several other activities. This will allow Ovitt to be flexible enough to adapt to evolving needs. The primary functions are as follows (by decreasing importance): Technology Enabled Seating, Children/Family Place, Homework Center, and Maker Space.

Funding Options

The funding options are as follows:

- / In general
 - > **Bonds**, which has been one of the primary ways of funding projects similar to an expanded library system like this in the past
 - > **City assets** as collateral on a loan
 - > **Sell City assets** to fund facilities
- / For specific projects
 - > Great Park Library can be built with **Development Impact Fees (DIF)**, an investment fund, that is currently being collected for New Model Colony/Ontario Ranch (NMC/OR). There are at least two separate areas with DIF being collected – Old and New Model Colony (OMC and NMC). Phases 3 and/or 8 can potentially be funded with DIF. There are planned developments along the 10 freeway corridor, and it is maybe possible to utilize those funds for library construction in those areas.
 - > **New revenue measures** could potentially fund and move forward immediately phases 1. 2a, 2b, and 3. A potential option is to use new sales tax revenue.
 - > A **Capital Improvements Plan (CIP) project** to fund a satellite library.
 - > There is potential for a **partnership with a local school district** on a satellite in West Ontario.

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02

INTRODUCTION



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Context, Vision and Goal

Libraries Today

Libraries are changing. Today they are made of advanced technology, enhanced community services, makerspaces and other services that are transforming the way libraries operate.

What remains a constant is the role of libraries in building healthy communities. According to a Pew Research study, 90% of adults see libraries as “welcoming and friendly places,” two-thirds say closing libraries would have a major impact on their communities and more than half had visited a library in the past year.

“Public libraries build a community’s capacity for economic activity and resiliency,” the Urban Institute reports. “Many families and caregivers rely on the library to provide important pre-school reading and learning. Many people entering the workforce rely on libraries to get them online. Local businesses are increasingly tapping into the library’s online databases to keep themselves competitive and to find synergistic new business opportunities. Library facilities often anchor downtown and commercial developments, and are attractive neighborhood amenities.”

Libraries in Ontario

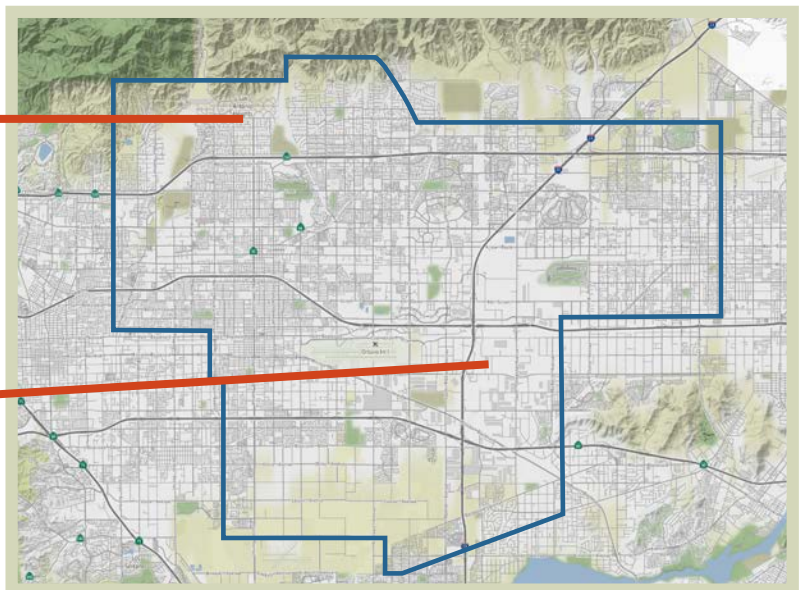
Which brings us to Ontario, a city that has prioritized its libraries as drivers of social, cultural and economic advancement. The Ovitt Family Community Library and the Lewis Family Branch Library provide a variety of resources and services to help Ontario residents, businesses and stakeholders connect with one another and improve their place in the world.



Ovitt Family Community Library
215 East "C" Street



Lewis Family Branch
3850 East Riverside Drive



Context, Vision and Goal (Cont.)

Ontario Libraries Achievements

Some notable examples are:

- / In 2019, the Ontario City Library's Veterans Resource Center helped 140 veterans secure VA benefits.
- / *Little Learners, Big Futures* is a new initiative that will bring library staff to high-traffic neighborhoods to provide services and resources to families with young children. When fully implemented, *Little Learners, Big Futures* will represent the next step in the City's efforts to support early childhood learning and education, allowing staff to move beyond traditional library or community center walls and meet community members in their own neighborhoods.
- / Lightspeed, the Ontario City Library's community makerspace, provides participants free access to equipment and software to create digital media projects, 3D prints, laser cutting and etching, CNC carving, sewing crafts, robotics, electronics, and virtual reality.
- / In the past 5 summers, Ontario City Library has provided over 32,000 free, healthy meals to children and teens through the Lunch at the Library summer meal program. 20% of the families served reported that the meals they receive at the library is their only source of lunch.



The Future of Ontario Library System

The City of Ontario is a recognized regional force in the Inland Empire as a leader in business transportation, aviation, community services, etc. **As the City prepares to nearly double in size in the decades to come, library services too must grow to serve the community.** As described above, libraries are a powerful part of the social infrastructure of a community – they are a place where neighbors can connect to each other and the world, where a child reads her first book and where a senior can read his daily newspaper. Libraries are vital to community education as support for early childhood learning, K-12 education, college, and lifelong learning. Libraries are part of a complete community and are part of a larger strategy of education, workforce development, economic opportunities, and quality of life.

Context, Vision and Goal (Cont.)

Vision & Goal

According to the local community, the libraries in Ontario should be **friendly, accessible, progressive, technology oriented, innovative, and community focused.**

The goal of the library system is to grow with Ontario, its growing population, and patrons evolving needs, to provide tangible social value and impact to the community.

To achieve this goal, Ontario City has developed a **Facilities Master Plan**. This document identifies space and facility needs and recommends approaches to address identified needs.

Project Process

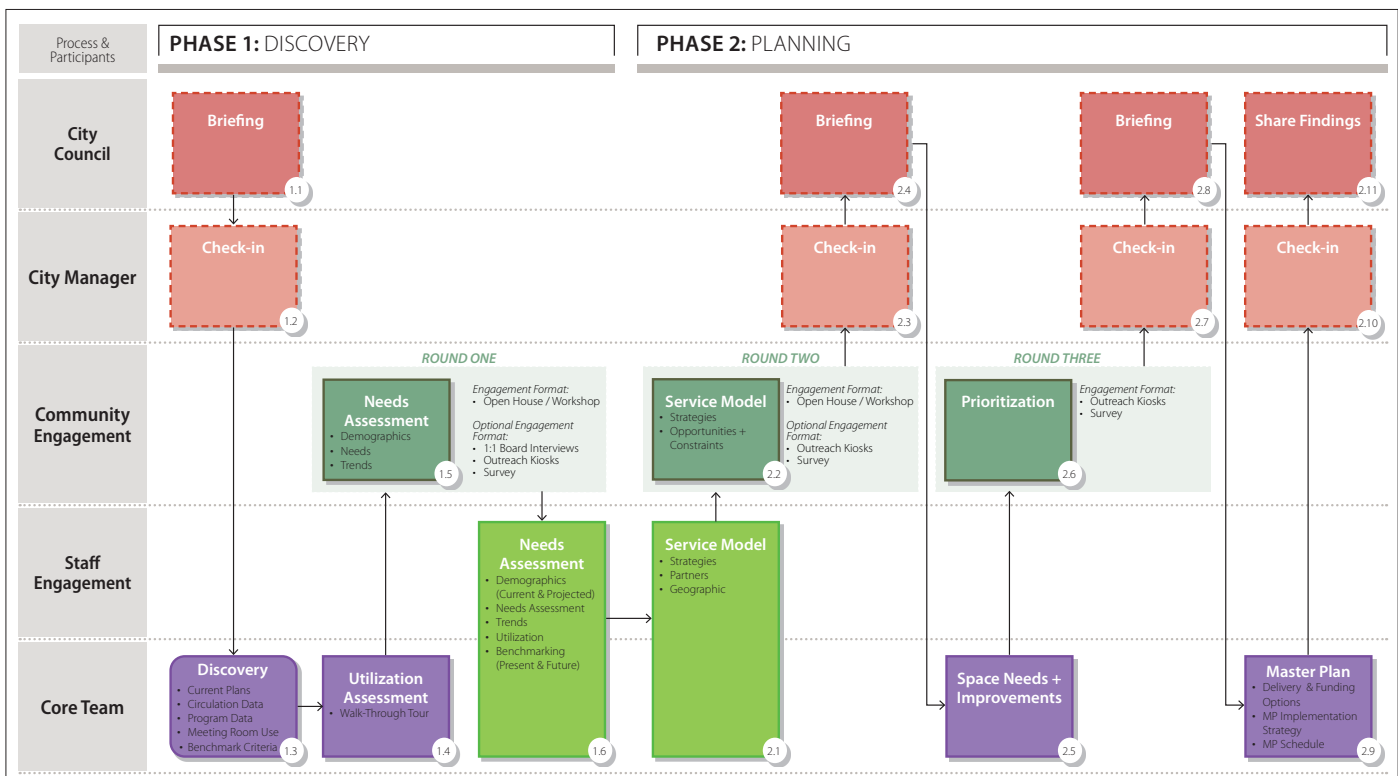
Process Map

The ABA team worked with the City of Ontario through a facilitated series of stakeholder interactions to explore, in a collaborative and comprehensive manner: community needs, service goals and space needs. The process began with a site assessment to gather key data from the existing library facilities, followed by a community outreach and a staff engagement workshop. The goal of these two events was to determine key community needs for the city of Ontario and for the library system, and to identify services that the community would like to see in the future. The same information was also gathered through a survey sent to library users and to the community. To support and stimulate discussions, the ABA team presented library trends and other data detailed later in this report. After documenting the findings of this first phase, the ABA

team worked with the library system staff to develop a series of service models, which were presented and prioritized during a second community outreach. The discussions were supported with benchmarking of similar library systems.

The Core Team then discussed and finalized a preferred service model. For the third round of community outreach, the ABA team developed space types supporting the needs identified earlier in the process. The community prioritized the space types through a survey (in-person outreach was suspended due to the pandemic).

Through the entire process, the Core Team, with ABA's support, maintained connections with the office of the City Manager to ensure continuity and feasibility on the administrative side of the operation.



03

NEEDS ASSESSMENT



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Overview

Process

What we did: The first step was dedicated to understanding the needs, dreams and wishes for the City of Ontario and for the library system, as well as what works and doesn't work within the library system.

Why we did it: The goal was to understand how the library system in Ontario functions currently and in doing this, to be able to establish a path for growth to accommodate existing and evolving needs of a growing and changing population.

How we did it: The ABA team and the library staff conducted a series of community outreach (through Open House event and surveys) and staff workshops to gather this information. The discussions were supported by a set of data as follows:

- / Library trends,
- / Population demographics,
- / Library utilization.

The ABA team also interviewed a number of Library Board and City Council members.

This section starts with a detailed content for each set of data presented during this phase, continues with an overview of the different events and concludes with the key findings of the needs assessment phase. The key findings of this phase were the foundation of the following phase, the service model.

Library Trends

Overview

The ABA team developed a set of trends relevant to Ontario library system and its current and future patrons. The trends were presented during the community outreach events and during a staff workshop. They supported the discussions around current and future needs. This section shares a brief summary and illustrative photos of each relevant trend.

Children's Room

Children's rooms are large spaces that serve the needs of children, families, and caregivers that together represent a high percentage of total library use. They are colorful, active and engaging places. Children's librarians provide programs tailored to the interests of children of differing ages, such as coding, robotics, crafts, and book clubs and summer reading. The early literacy area is located within this larger room.

The print and media collections of children's materials include fiction and non-fiction books and media for ages through middle school. These support some school curricula (state and country books, for example) as well as STEAM (Science Technology Engineering Art Mathematics). The collection provides resources for home-schooling as well as for parents and teachers.

Seating of a variety of sizes and styles is included. Computers are available with games, homework software, and internet access. An attached children's program room is available for larger or louder programs. Restrooms for children and families are included.



Library Trends (Cont.)

Early Literacy

The early literacy area is a colorful, warm space within the larger Children's Room. It is filled with picture books, toys for imaginary play (puppets, costumes, etc.), manipulative toys that develop fine motor skills, and other resources for hands-on learning through play. Furniture includes child-sized tables and chairs as well as sofas and lounge chairs where children and their caregivers can read together and snuggle. The magic of library story times takes place in a storytelling space.



Homework Center

Homework centers provide students with assistance in completing assignments, preparing for tests, or mastering concepts. Staffed by library staff and/or by volunteers, they typically serve elementary school aged children and operate in the afternoon after school hours in a multi-purpose program room or in a room specifically for this purpose. During the summer, they may provide part day learning and enrichment activities. Storage for supplies and equipment is included, as are computers for homework, sometimes linked to a school district's website, and tables and chairs. A large screen TV or screen/computer/projector connected to the library network may be available as a teaching tool for the center staff.



Library Trends (Cont.)

Teen Space

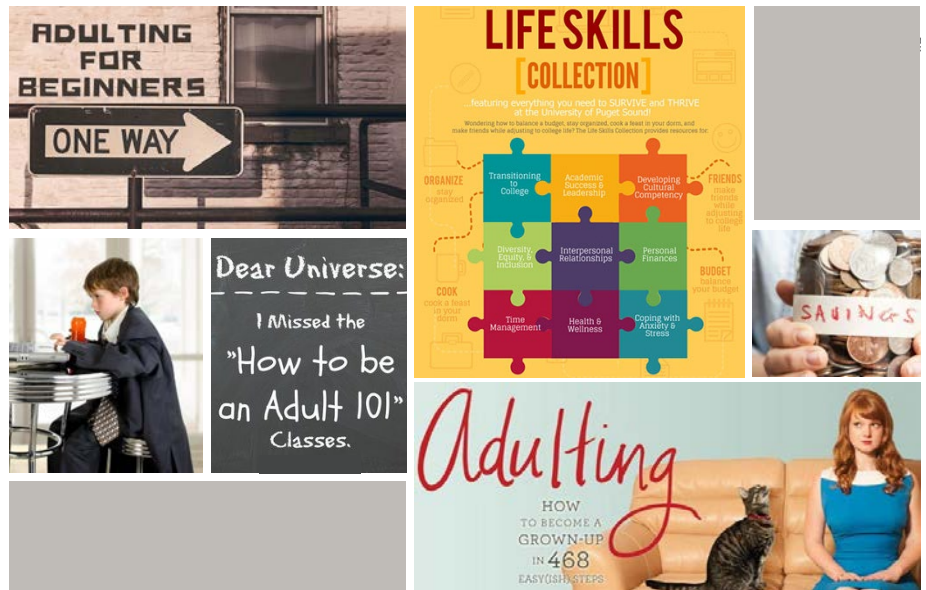
Teen spaces reflect the interests of middle and high school students. They are generally separate from the children's room and are often a glass walled room that provides acoustic separation with visual supervision for library staff. Equipment may include gaming systems, video and audio recording and editing equipment, and virtual reality systems. The collection is primarily current Young Adult books and media. Seating is a mixture of teen-friendly casual seats and tables that can be easily rearranged for programs or pop-up activities. Often a Teen Advisory Council works with the teen librarian to plan programs and make recommendations about collections and services.



Library Trends (Cont.)

“Adulting”

Libraries are a trusted place for young people of post high school age to learn about managing many aspects of their lives as independent adults, sometimes referred to as “adulting”. A service, not a space, this includes programs conducted by experts and display of relevant books and media selected by library staff for display. The library’s website may include links to online resources, too. Librarians arrange programs on topics such as leasing an apartment, car maintenance, budgeting, and filing income taxes.



Library Trends (Cont.)

Informal Places to Sit and Gather

Libraries are informal places to gather and engage that provide an environment for individuals and small groups to have spontaneous conversation as well as for library staff to provide “pop-up” programs for adults or teens such as discussions of hobbies or popular culture. Furniture includes casual seating with side tables and lamps. Staff uses tablets or other portable devices to support their programming. Children’s rooms may provide such place for parents and caregivers of preschoolers while they wait for their children who are participating in storytime or another activity. These conversations lead to lasting friendships and pop-up programs may focus on early childhood development topics.



Library Trends (Cont.)

Makerspace

Makerspaces provide library users with the opportunity to use a variety of tools and equipment and instruction from library staff and/or volunteers on how to use them. They may focus on specific age groups or types of tools. They stimulate creativity and imagination and build skills that lead to new hobbies or open up new employment options. Many include video and audio recording and editing equipment, 3D printers and scanners, sewing machines, vinyl printers and cutters.



Library Trends (Cont.)

Summer Learning Experience

While schools are closed for the summer, libraries provide a wealth of learning opportunities for children, youth, and families. Many of these activities focus on encouraging reading, both for pleasure and to prevent “summer slide”, a decrease in reading ability if a child does not read during the long break. Summer programs also may include day camps of a week or longer that provide educational and recreational activities for elementary and middle school students. Some libraries offer “boot camp” to prepare children who have not attended preschool for participation in kindergarten or pre-K classrooms.



Children Discovery

Children learn by playing. They learn to solve problems, develop social skills, and improve fine and gross motor skills through individual and group play and experimentation, supervised and guided by adults who understand early childhood developmental stages.



Library Trends (Cont.)

Employment & Career

Libraries support workforce development by providing information about available jobs and job training, workshops and resources for job seekers, and support for small business owners and entrepreneurs. Often these resources are located in a special area where library staff assists patrons with searching for information and completing applications online.



Seniors, Changing Needs

Senior citizens are an increasing proportion of the population are providing programs and services to meet their varying needs and interests. Programs and resources are offered on topics such as health and wellness, travel, and personal finances. Many libraries offer one-to-one instruction and assistance in using smartphone and other devices and in accessing library e-books. Many seniors are lifelong library users and active members of library support groups organizations such as Friends of the Library.

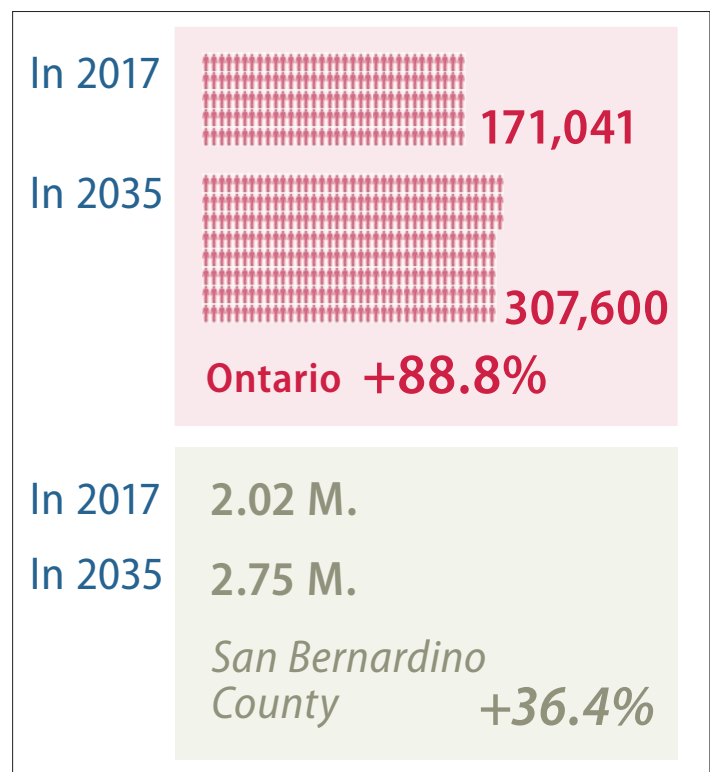


Demographics of Ontario Residents

Different identifying characteristics were collected in order to analyze the population served by Ontario’s library system. This influences what type of content the collection should increase and decrease in as well as who library programming should target in order to best serve the residents. This section also provides some insight to the future populations of Ontario.

Population Count

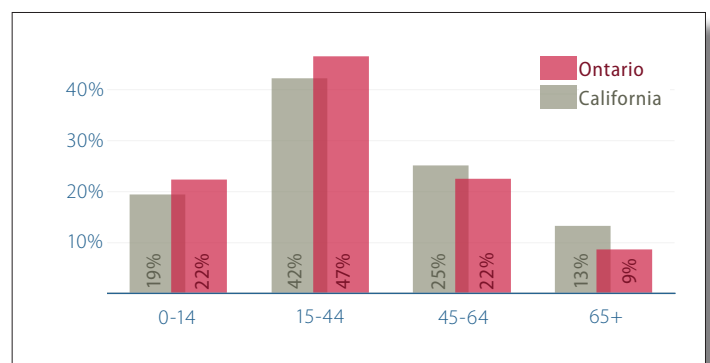
The population of Ontario is forecasted to almost double over the next decades. From 171,041 residents in 2017, the population is estimated to reach 307,600 people by 2035. The population at the County level will also increase significantly over the same period but less rapidly. This indicates that the population growth will be much faster in Ontario compared to the neighboring cities. The library system will need to evolve and grow along with the city population in order to maintain its current level of service.



Source: Census

Population Age

Ontario residents are on average younger than at the state level: more people are under 44 years of age in Ontario compared to the rest of California.

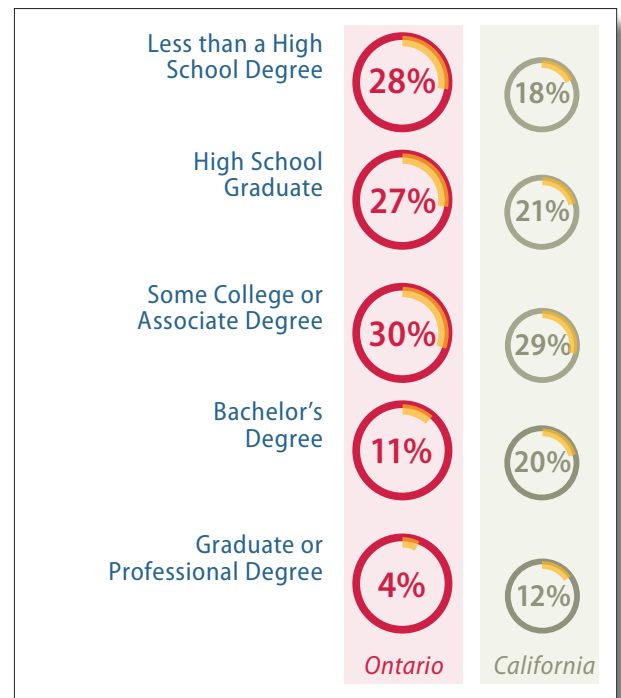


Source: Census

Demographics of Ontario Residents (Cont.)

Education

Ontario residents have on average a lower school achievement compared to the total population in California. This means that a larger portion of the library patrons may be interested in educational material or/and adult educational programs.

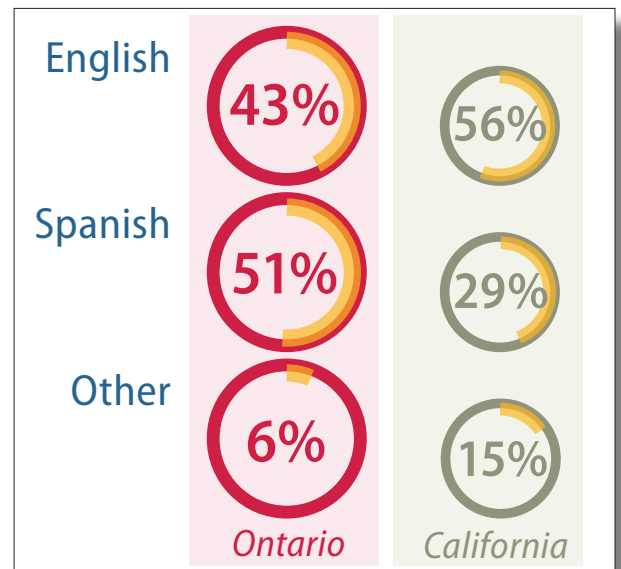


Source: Census

Language Spoken at Home

51 percent of Ontario residents prefer to speak in Spanish at home, compared to 29 percent at the state level. This population is potentially interested in books and other library material in Spanish.

43 percent of the city population speaks in English. The remainder primarily speaks other languages at home, including Asian languages. While other languages are a minority, the library patrons expressed needs for material in other languages, especially Asian languages.



Source: Census

Library Utilization

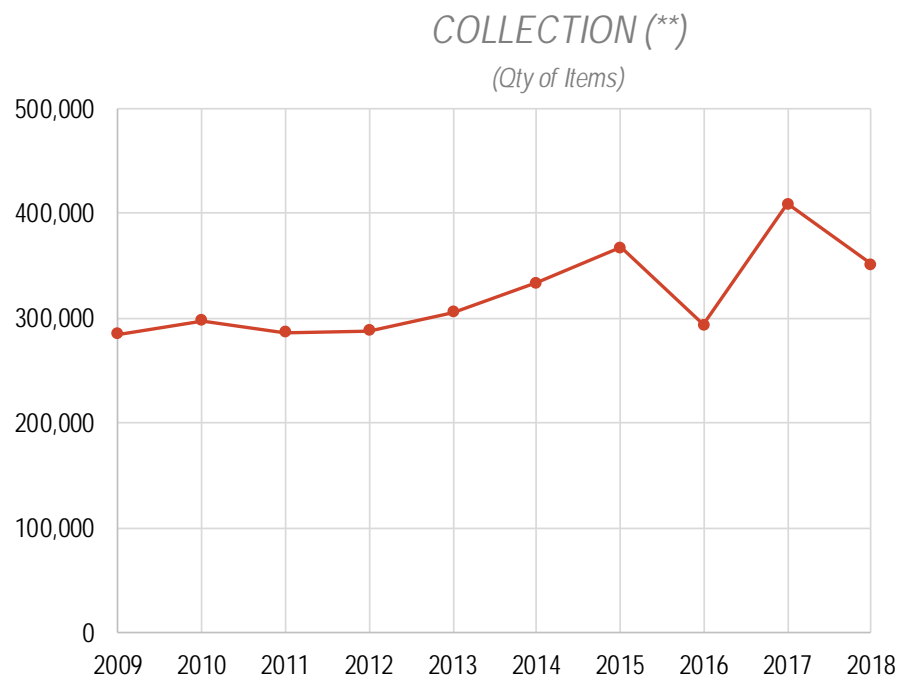
Information was gathered about the collection, its usage and the space utilization of the libraries in Ontario. This analysis was conducted so the ABA team was able to further understand who is using Ontario's current libraries, what strengths the system already possesses and what areas of their collection can they improve.

The following information was presented to the library staff. Additional information about the collection and programs are detailed in the Appendix report.

Collection

The collection includes print material, e-books, physical audio and video material, special collection, and print subscriptions. The total collection for Ontario System has been growing in size over the last 10 years to reach a total of 350,000 items in 2018.

In 2016, the library system went through a significant collection purge and discarded items that were judged obsolete and were never checked-out or used by the library patrons. The discarded items were replaced by new material the following year. In addition, the library system has significantly expanded its e-book offering over the last few years.

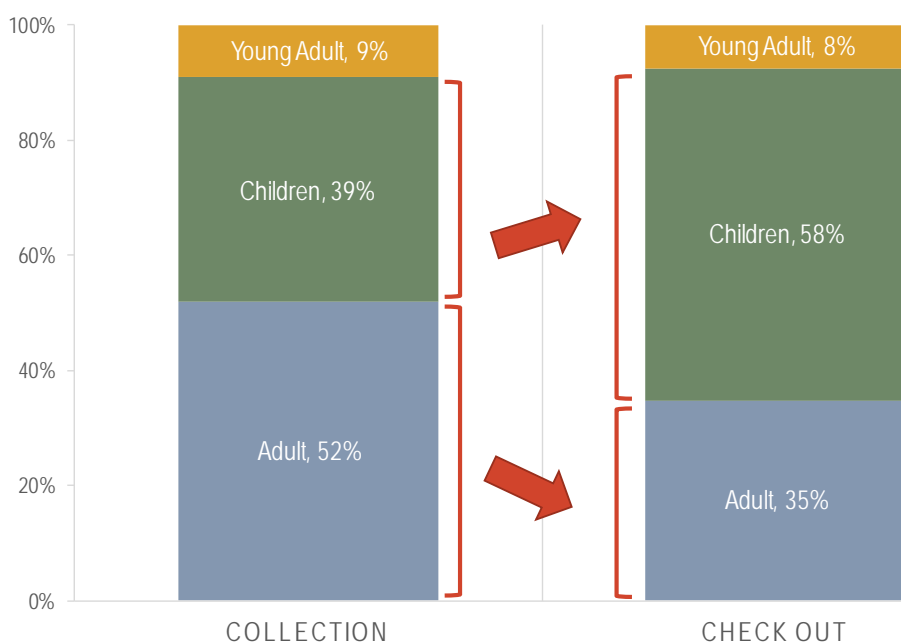


Source: Institute of Museum and Library Services

Library Utilization (Cont.)

Collection by Age

The graph below compares the total collection with the volume of items checked-out by age. The Ontario library system dedicates 52 percent of its collection to material for adults, followed by material for children (39 percent of the collection) and finally for young adults (9 percent). The children collection has the most checked-out items in volume. While children commonly checkout more items than adult patrons, this trend still shows the importance of the children collection for the Ontario library system patrons.

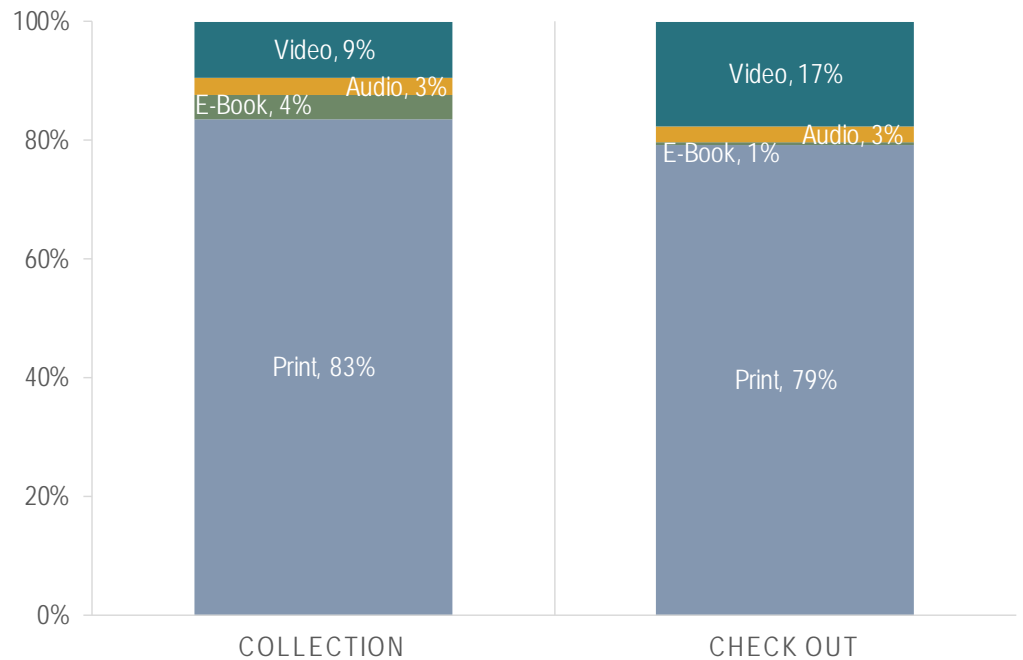


Source: Ontario Library System

Library Utilization (Cont.)

Collection by Media Type

As shown in the graph below, print materials constitute the large majority of the collection and the checked out items. E-books represent 4 percent of the collection but only 1 percent of the items checked-out. Various factors can explain this discrepancy, such as, a technology gap, especially among a more disadvantaged population, or a checkout system difficult to operate (this was mentioned during various community outreach). Video while making up only 9% of the total collection accounts for 17% of check-out.



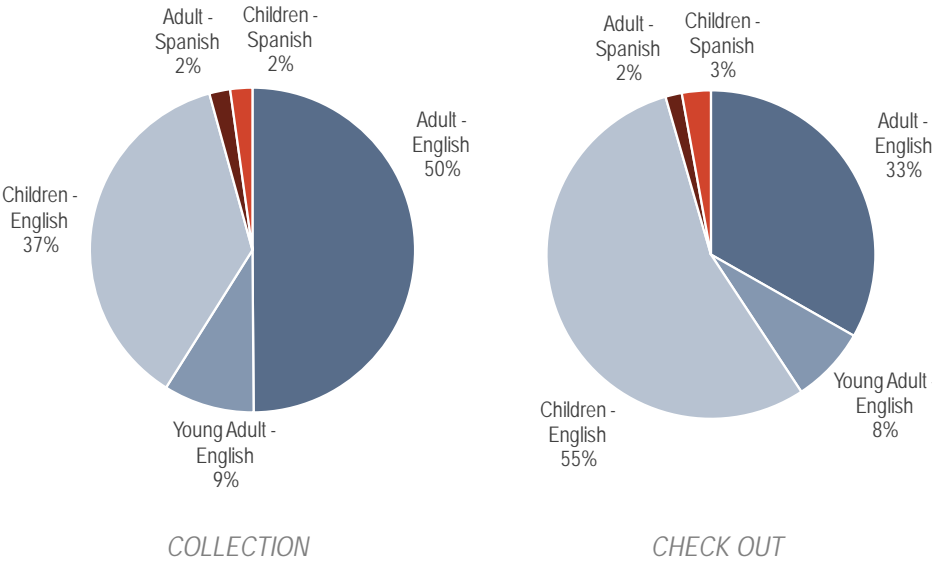
Source: Ontario Library System

Library Utilization (Cont.)

Collection by Language

The graphs below show that 4 percent of the collection is in Spanish while the rest is in English. As detailed earlier in this report, the Spanish speaking population in Ontario is substantial. Indeed, 51 percent of the city residents speak Spanish at home. It is also interesting to note that the volume of check out of items in Spanish is only slightly larger than the collection in Spanish. This shows that the Spanish collection is more in demand than average.

The system does not currently offer items in other languages beside Spanish, but is considering expanding its collection with material in Asian languages.



Source: Ontario Library System

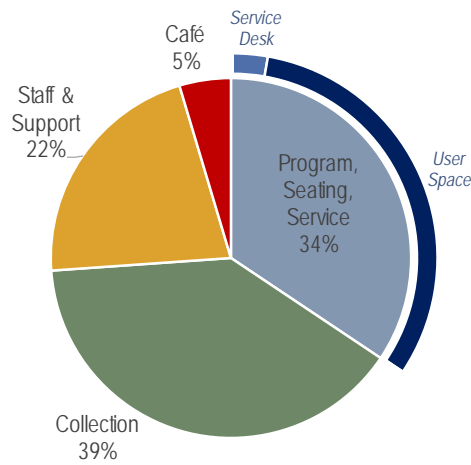
Library Utilization (Cont.)

Library Space Usage

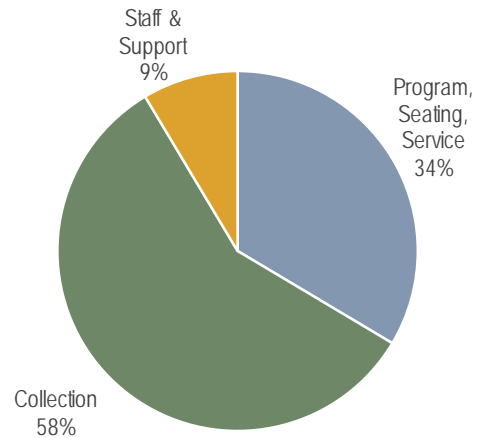
Ovitt, the main library, dedicates 73 percent of its space to its patrons. This includes 39 percent to the library collection (spaces such as shelvings for books and other material), 34 percent to program spaces (conference room, maker space, etc.), seating areas, and services (computers, service desks, etc.).

The remainder, 27 percent, is used by the cafe (5 percent) and dedicated to the staff and support activities (22 percent). The main library hosts the management staff and other staff supporting the operation of the library system as a whole. This implies larger needs for staff space compared to the branch library.

Lewis, the branch library dedicates 58 percent of the space to its collection and 34 percent to program spaces, seating and services. The staff occupies 9 percent of the space. Unlike Ovitt, the branch library had to fit and adapt its space needs to an already existing space.



Ovitt Family Community Library

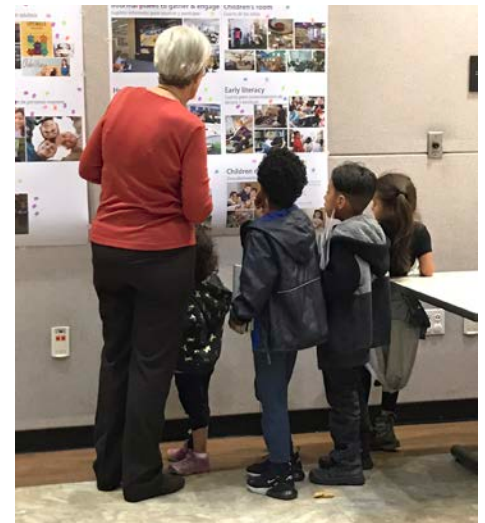
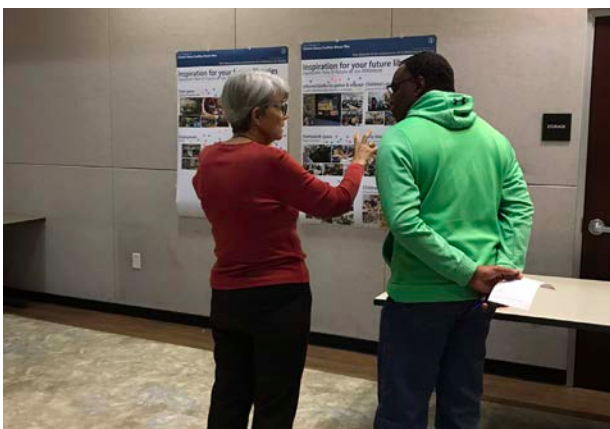


Lewis Family Branch

Source: Ontario Library System and ABA estimate

Key Community Needs

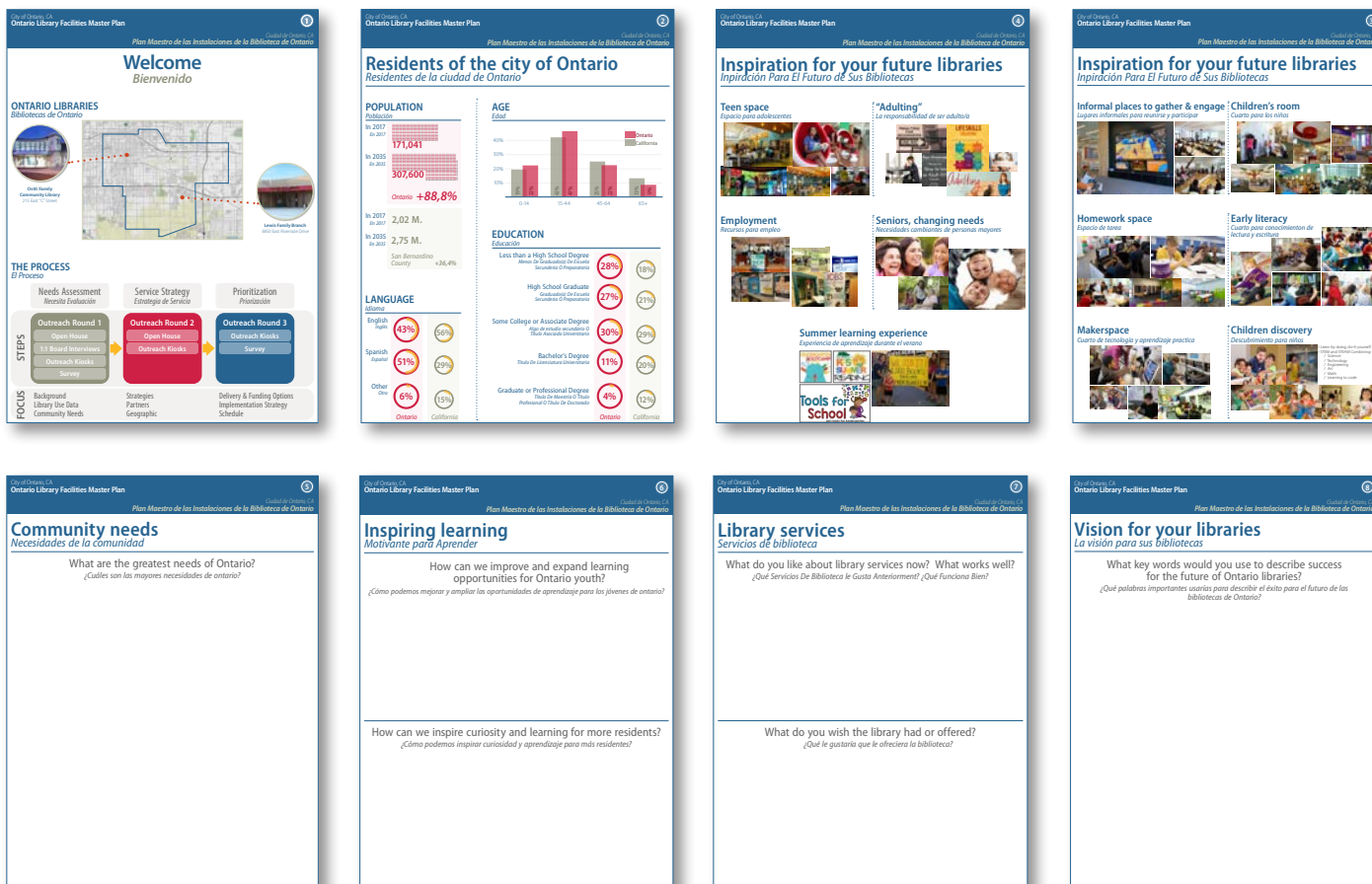
Supported by this set of data, the ABA team and the library staff held a series of community outreaches (see below pictures of the first event), surveys and a staff workshop to identify key community needs.



Key Community Needs (Cont.)

Community Outreaches

Community outreach was organized at both library locations. A set of boards displayed background information while another set of boards were there for participants to add their thoughts and answer questions about community needs. (See boards below).



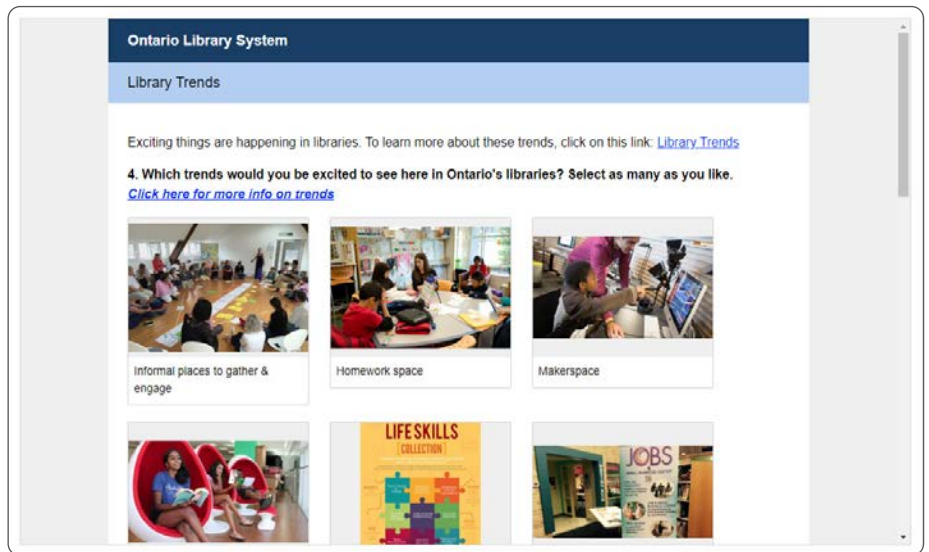
Questions asked are as follows:

- / What are the greatest needs for Ontario?
- / How can we improve and expand learning opportunities for Ontario Youth?
- / How can we inspire curiosity and learning for more residents?
- / What do you like about library services now? What works well?
- / What do you wish the library had or offered?
- / What key words would you use to describe success for the future of Ontario libraries?

Key Community Needs (Cont.)

Survey

Library patrons and Ontario residents could also access the same content and answer the same questions online via a survey, as seen in the survey extract below.



Library Board and City Council Member Interviews

The ABA team interviewed a number of Library Board and City Council members and asked them a set of questions. The questions are as follows:

Current and Future Needs

- / What is at the top of your mind regarding the Ontario Library Master Plan?
- / What do you believe are the five most critical issues for Ontario to consider today and in the future?

Vision

- / What key words would you use to describe success for the future of Ontario libraries?
- / What positive impacts would you like the Ontario Library to have on the community?

Current library services

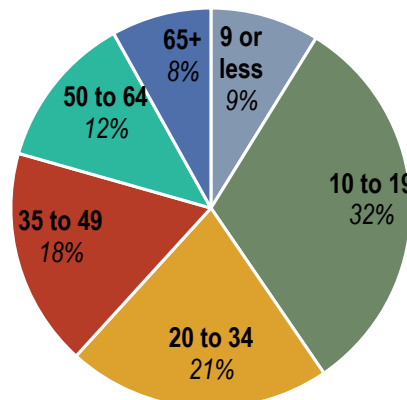
- / What do you like about library services now? What works well?
- / What do you wish the library had or offered? What would you like to be able to do or have access to at the Ontario Library?
- / Are there services you think the library should stop doing?

Key Community Needs (Cont.)

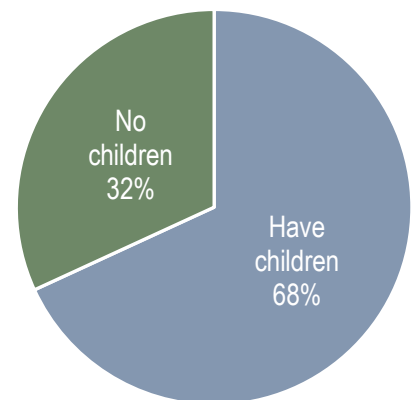
Participants Demographic Information

At least 145 persons responded to the survey or came to the Open House events (Completing the demographic questionnaire was voluntary; while most participants filled it in, some did not). Key characteristics of the participants are as follows:

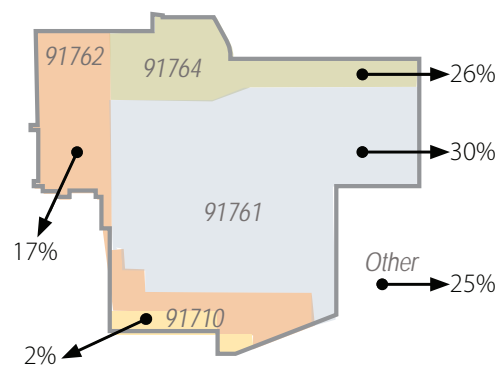
- / They are relatively young, more than 60 percent them are less than 34 years old,
- / A large majority lives in a household with children,
- / Most of them are local residents. 75 percent of the participants live in Ontario, the rest live in neighboring areas.
- / Except for a few exceptions, all the participants are also library users.



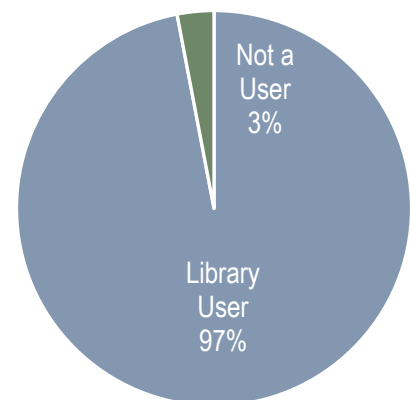
Age of Participants



Share of Participants With Children in the Household



Where Participants Live

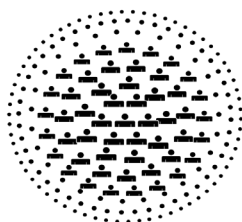


Share of Library Users

Key Community Needs (Cont.)

The findings of the interviews, community outreach and staff workshop are summarized below and on the next page.

Detailed interviews and workshop minutes, as well as well all the comments received during the community outreach are in the Appendix report.



Community Needs

Greatest needs of Ontario:

- / Helping Homeless
- / Programs
- / Public Transportation
- / Bring Community Together
- / Safety
- / Technology (Literacy, Access)
- / ESL Needs
- / Expanded Library System
- / Space/Programs for Children and Teens
- / Connect North & South
- / Education & Schools
- / Entertainment / Vibrant Downtown



Inspiring Learning

Learning opportunities for Youth

- / Workshops (Career, Life Goals, Life Skills)
- / Free Educational Programs
- / Tutoring (including Spanish)
- / Clubs (socialize, redirect youth away from negative influences, no screens)
- / Parental Support
- / Inspire curiosity and learning
- / Workshop, Programs and Tutoring for Adults
- / Educational Activities
- / Literacy Classes
- / Pre-School
- / Literacy Classes
- / Free Books
- / Art / Hands-On Activities

Key Community Needs (Cont.)



Library Services

Library services that currently work well:

- / Patrons Focused
- / Computers
- / Programs
- / Collection

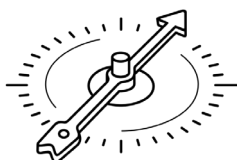
Library services that should be added:

- / Variety in Collection
- / Computers
- / Programs & Tutoring
- / More Partnership & Communication



Vision

- / Friendly
- / Accessible
- / Progressive
- / Technology
- / Innovative / Evolving
- / Community



Trends

- / Strong Connection with Most Presented Trends
- / Distributed interest in Children's trends

04

SERVICE MODEL



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Overview

Process

What we did: The second step was dedicated to exploring possible service model strategies, partners, and geographic approaches. A service model defines how a library will serve the community and considers the revealed needs, potential strategies, and available resources.

Why we did it: The goal was to develop several short and long term strategies to meet the current and future community needs. The different scenarios were refined and prioritized in the next phase.

How we did it: Collectively, the ABA team and the library staff evaluated different approaches against the community needs identified in the discovery phase. The discussions were supported by a library benchmark and a list of options to deliver library services and programs.

This section starts with the findings of the library benchmark and the library typology, continues with an overview of the different events and concludes with the key findings of the service model phase.

Library Benchmarking

Overview

The ABA team gathered library benchmarks to support discussions and decisions regarding a future service model for Ontario Library System. The benchmarks helped to reveal the gaps and opportunities of Ontario Library System, and to identify the areas for change, improvement or development.

A set of data and a list of library systems were identified by the ABA team and then validated by Ontario Library System. The different library systems used for the benchmark were chosen for their similarities with Ontario Library System.

- / They are located in Southern California in the outskirts of Los Angeles, except for Chula Vista located near San Diego.
- / In addition, the chosen systems serve relatively similar populations, which include a large number of households with foreign origin and a younger population.
- / Finally, and as it is developed later in the report, the population of Ontario is estimated to substantially grow over the next 15 years. As a result, the other library systems chosen in this benchmark are serving areas with a current population count similar to the estimated population of Ontario by 2035.

The set of data developed in this section helps to identify how Ontario Library System could change to adequately serve a growing population.

Statistics Referenced

Data		Metric
Population	/	Current service population (2016)
	/	Projected population (2035)
Size of Building	/	Square footage per capita
Staff	/	Number of staff per capita
Collection	/	Number of item per capita
Computers	/	Quantity of internet computers per capita
Circulation	/	Total circulation per capita
Program	/	Number of programs per capita
Fine Policy	/	Fine fee or not
Service Outlet	/	Number and type of service outlets

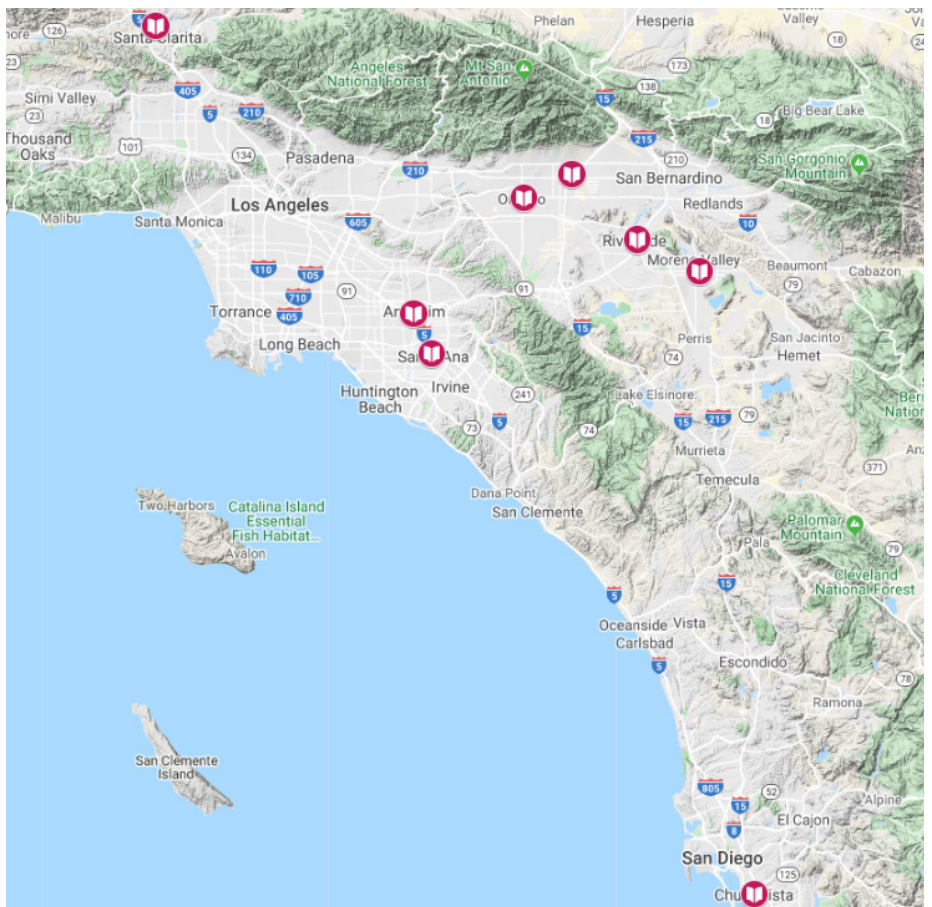
Additional metric were studied. Refer to Appendix Report for more details.

Library Benchmarking (Cont.)

Library Systems Studied

The library systems included in the benchmark are as follows:

- / Anaheim Public Library
- / Chula Vista Public Library
- / Moreno Valley Public Library
- / Rancho Cucamonga Public Library
- / Riverside Public Library
- / Santa Ana Public Library
- / Santa Clarita Public Library



Data Sources

- / Institute of Museum and Library Services (IMLS) for 2016 for service population.
- / Southern California Association of Governments (SCAG) for projection in 2035 for Anaheim, Moreno, Ontario, Riverside, Santa Ana, and Santa Clarita. Projections are at the city level.
- / Department of Finance for population projections in 2035 for Rancho Cucamonga, and Chula Vista. Projections are at the city level.
- / Institute of Museum and Library Services (IMLS) for library systems square footage, quantity of staff, number of item in collection, quantity of Internet computers, volume of collection in circulation, and number of programs.
- / Respective library systems for fine policy (ABA contacted them).

Library Benchmarking (Cont.)

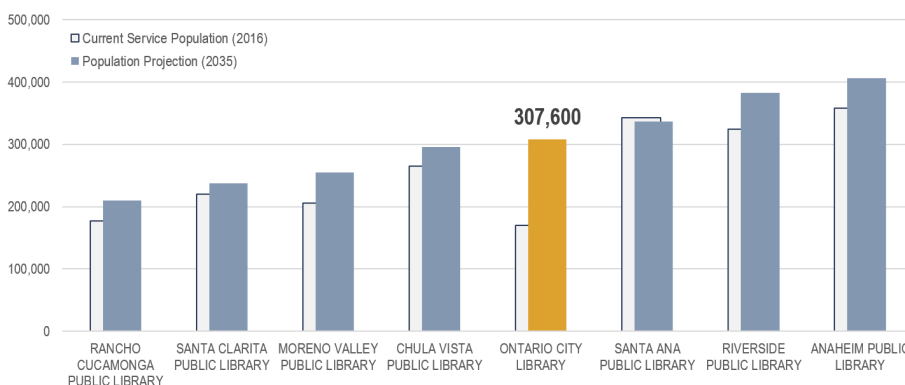
Population Growth

The population of the City of Ontario is currently just below 200,000 residents and is estimated to reach 307,600 by 2035. The other library systems selected for this benchmark will serve, in 2035, a population ranging from a little over 200,000 people for Rancho Cucamonga to around 400,000 residents for Anaheim, which places Ontario at the median.

In addition to significantly growing over the next two decades, the characteristics of the residents of Ontario may also change. Indeed, the new comers are expected to have, on average, higher incomes and come from different origins. Currently, half of the city population speaks Spanish at home. Future residents may have other primary other languages, including Asian languages. Finally, current and future housing developments in the City are meant to accommodate families. The city population is on average younger compared to the rest of California and the difference may be greater in the future.

Ontario Library System will have to adapt its offering in term of collection and services to support a changing population and its evolving needs.

Population Served Today (2016) and Population Projection (2035)



Library Benchmarking (Cont.)

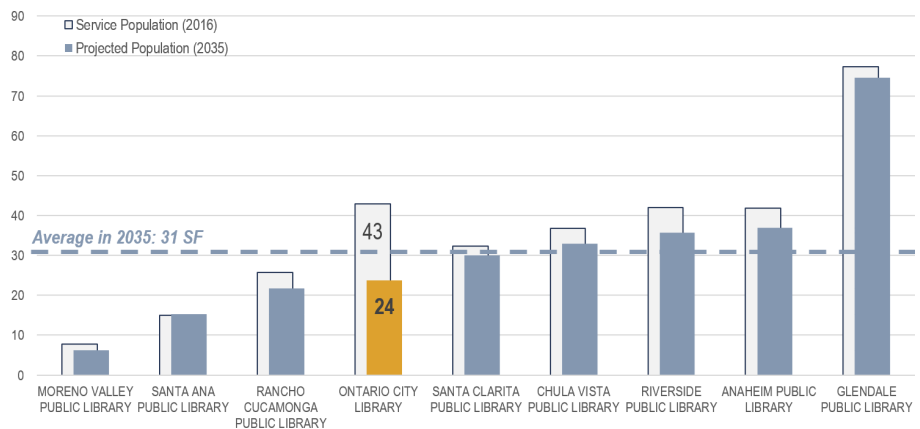
Total Library Space

The quantity of square footage per capita is a commonly used metric to compare the space that each library system offers to its service population (*).

With its current service population, Ontario Library System offers 43 square feet per 100 capita. With its future estimated service population in 2035, the system will see the number of square feet per 100 capita decreasing to 24, which is below the average among the systems included in the benchmark. This data indicates that the space used by Ontario Library System may have to expand in the future to at least maintain a similar level of service.

While the square footage per capita is a great indicator, it is also important to look at how well the space is used. For example, a space that does not provide the elements necessary to support its primary function will be under-used. A common example is a study area located right by a busy corridor or not separated enough from active areas.

Current & Projected Square Footage
(Per 100 capita)



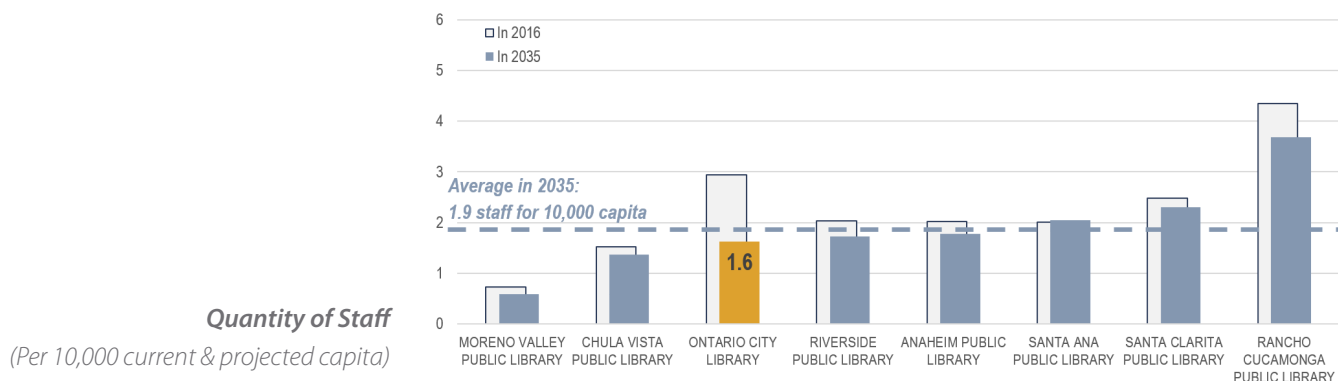
(*) The service population of library systems studied in this benchmark is equal to the city population where each system is located. For example, the service population of Ontario Library system is the total population of the City of Ontario.

Library Benchmarking (Cont.)

Staffing Pattern

The number of staff per 10,000 capita indicates that Ontario is currently on the upper level in term of staffing volume compared to the other Library Systems. With a growing service population, the number of staff per capita will decrease and fall just under the average for the Library Systems included in the benchmark.

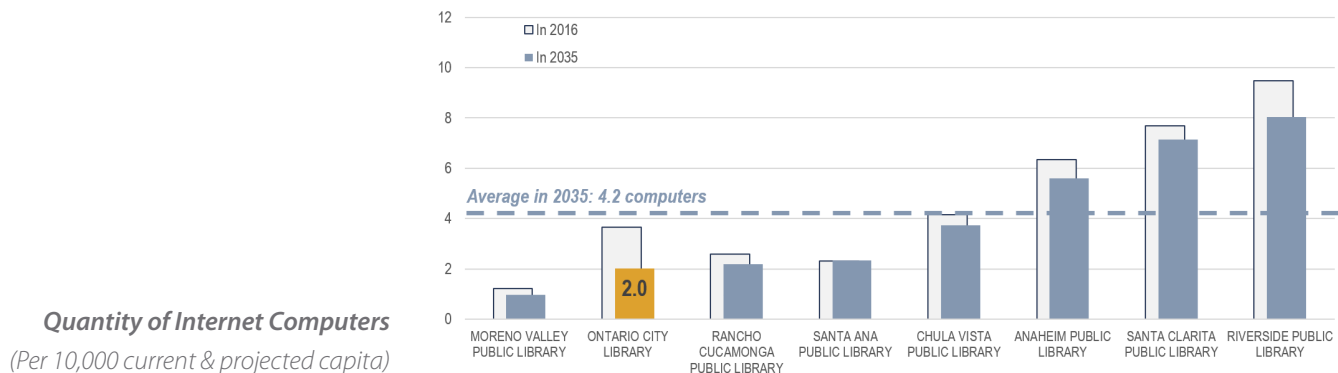
All the library employees are included in the calculation. On average, the staff is made of 25 percent by librarians; the rest includes administrative functions, operation, and management. Volunteers are not included.



Computer Offering

The graph below shows the number of public computers (with an Internet connection) per 10,000 capita. With 3.6 computers per 10,000 capita, Ontario Library System is currently below average. If the library system keeps the same number of machines, its offering will decrease to 2.0 computers per 10,000 capita by 2035, compared to an average of 4.2.

During the community outreaches, library patrons, including students, highlighted the importance of having access to computers. Having access to computers and Wi-fi is particularly important for patrons not able to afford it at home.



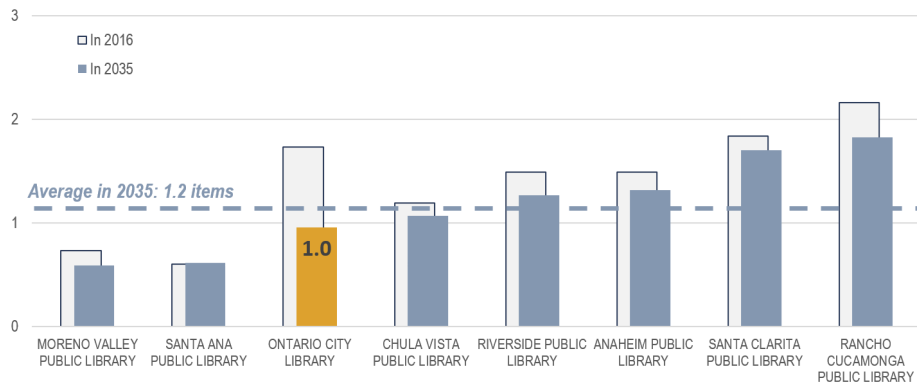
Library Benchmarking (Cont.)

Volume of Collection

The collection includes print material, e-books, physical audio and video material, special collection, and print subscriptions. As seen in the graph below, Ontario currently offers a collection on average larger than the collection of the other library systems in the benchmark. Yet, if Ontario keeps the same volume of collection, the number of items per capita will fall below average by 2035.

Beyond the quantity of items offered, the quality of these items is also important. Ontario recently increased its quantity of e-books and discarded print material to replace them with new items. The library system has also expanded its e-books offering. During the various Community outreach, the patrons recognized the quality and variety of the current collection, including the special collection.

Total Collection
(Per 10,000 current & projected capita)



Library Benchmarking (Cont.)

Fine Policy

Except for Rancho Cucamonga, all the library systems studied have a fine policy in place. Half of the systems have a different policy for the children collection. In general, the library systems were either against shifting to a fine free policy or were not considering making the shift at the time of the study. While Ontario does not have a fine free system in place, it does have “forgiveness days” where patrons can return their late items and see their fine erased.

During the various community meetings, several Ontario library patrons expressed their wish for a shift to a fine free system.

In the months following the completion of the library systems benchmark, many libraries shifted to a temporary fine free system to relieve their patrons during the health pandemic. At the time this report was written, it was still too early to assess whether the libraries would return to their previous fine policy post pandemic.

System	Fine in Place	Different fee for Adult/Teen versus Children	Fine Free in Place or Under Consideration
Anaheim Public Library	Yes	Same for everyone	No
Chula Vista Public Library	Yes	Half for kids	
Moreno Valley Public Library	Yes	Half for kids	
Ontario City Library	Yes	Same for everyone	
Rancho Cucamonga Library	No (if items are returned)	Free for Everyone	In Place
Riverside Public Library	Yes	Half for kids	No
Santa Ana Public Library	Yes	Same for everyone	
Santa Clarita Public Library	Yes	Half for kids	No

Service Outlets

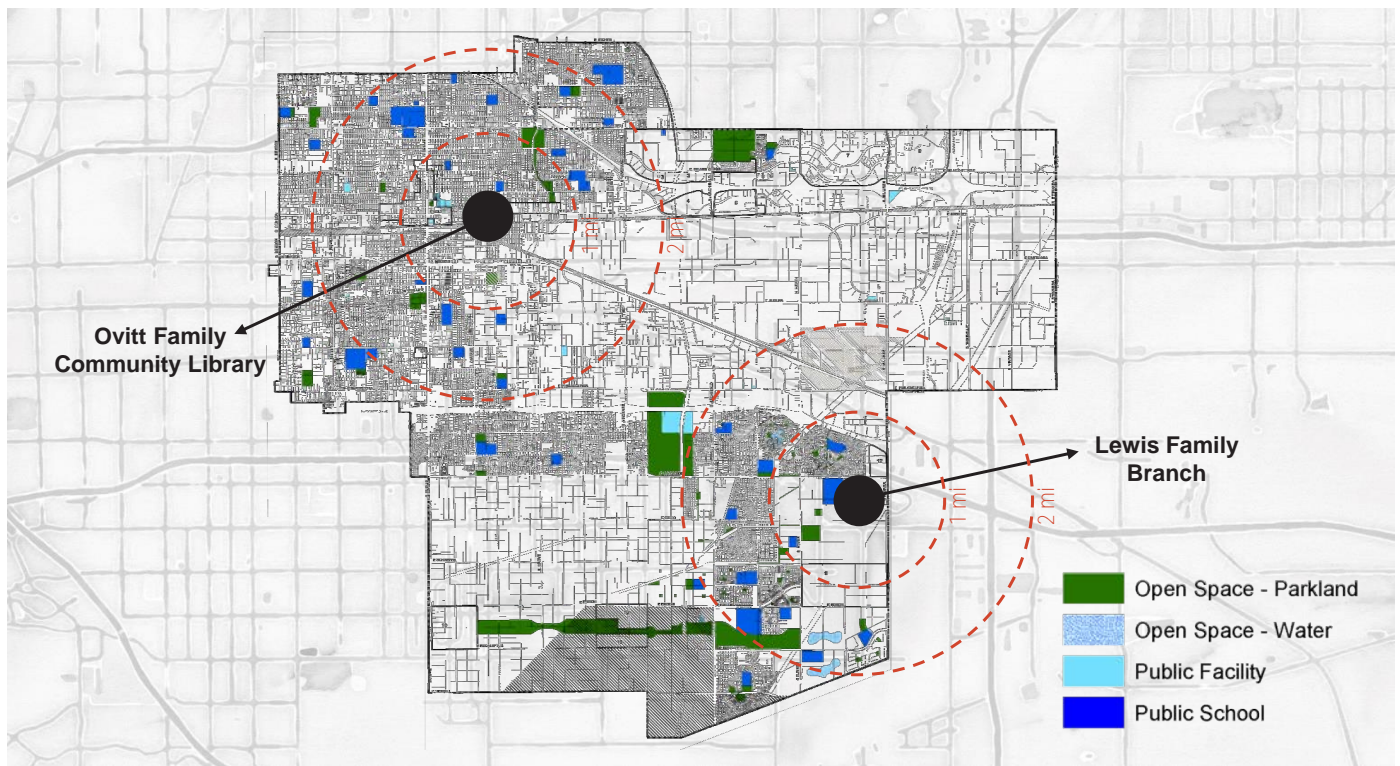
The number of service outlets in the library system range from one (for Moreno Valley) to nine (for Anaheim). The number of outlets varies greatly between library systems and is relatively independent of service population size. For example, Anaheim and Santa Ana have very similar current populations but while Anaheim counts nine service outlets, Santa Ana only has four outlets.

System	Main	Branch	Mobile	Total
Anaheim Public Library	1	7	1	9
Chula Vista Public Library	1	2	0	3
Moreno Valley Public Library	1	0	0	1
Ontario City Library	1	1	0	2
Rancho Cucamonga Public Library	0	2	1	3
Riverside Public Library	1	7	0	8
Santa Ana Public Library	1	3	0	4
Santa Clarita Public Library	0	3	0	3

Land Use & Future Development

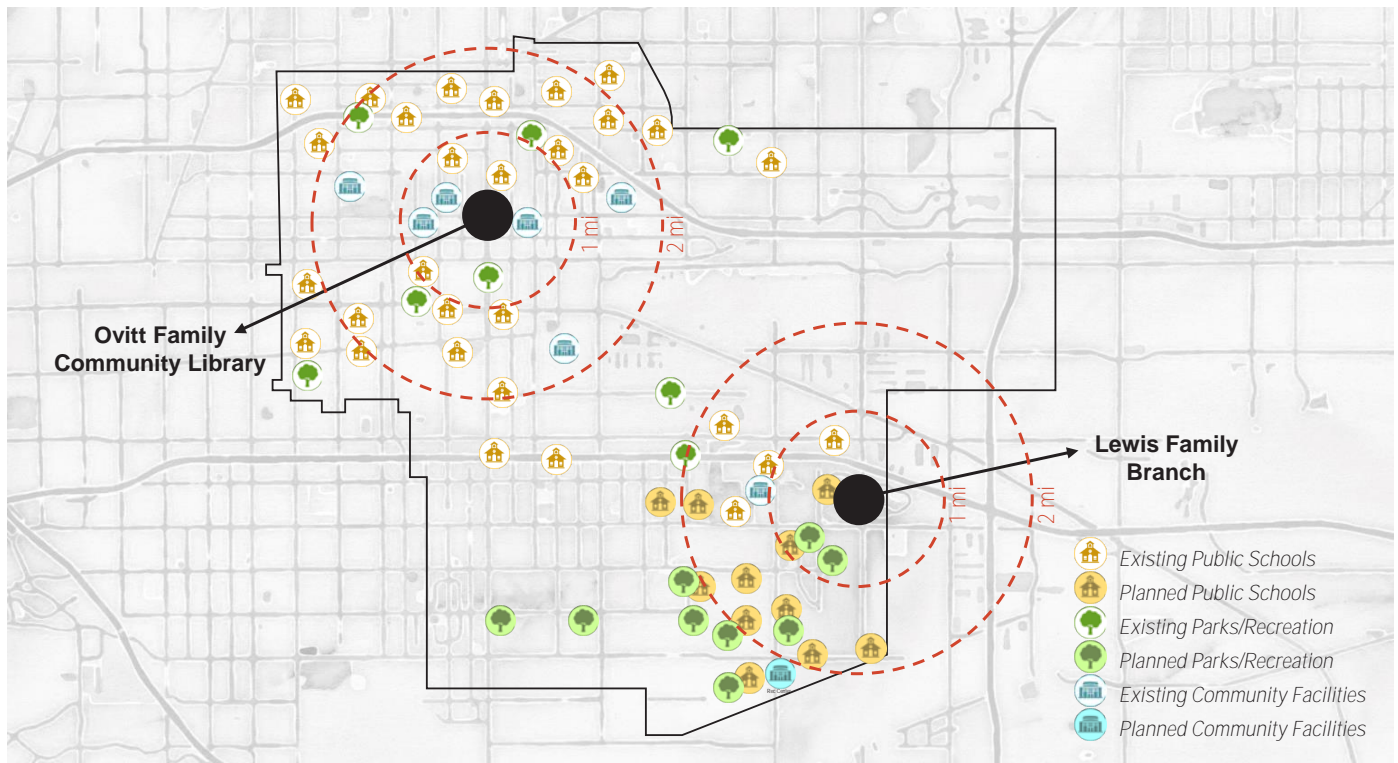
In addition to the library benchmarks, the ABA team also analyzed city land use and current and future school and park locations within Ontario. The library staff as well as the library patrons favor co-location with parks or schools for future new library facility locations.

City of Ontario Land use Plan



Land use & Future Development

Current Schools, Parks & Community Facilities and Future Developments



Library Typology

Overview

Library services and programs can come in other forms, beyond the already existing main and branch libraries. The ABA team identified two other options that can complement in the future the already existing facilities. Below is a description of the two new options followed by a description of the main and branch libraries.

Mobile Library

A mobile library is a **staffed vehicle designed to serve patrons with limited access** to a brick-and-mortar library (too far, etc.). Most mobile libraries have a small collection (general or focused, such as for children). They can also provide services, such as Wi-fi, computers, and programs (job search, student resources, children’s programs, etc.).



Services:

- / Staff - *Yes*
- / Collection - *Small*
- / Wi-fi - *Yes*
- / Public Computers - *Maybe*



Satellite Library

Satellite libraries are **unstaffed, access points at fixed locations** within other community facilities. They include a place to pickup or drop off books. They can also include a small collection or utilize a shared space for scheduled programs and events (story time, homework help, etc.). Satellite libraries can be co-located with a shopping mall, community center, park, school, etc.).



Services:

- / Staff - *Only during events*
- / Collection - *Maybe*
- / Wi-fi - *Yes*
- / Public Computers - *No*



Library Typology (Cont.)

Branch Library

Currently, Ontario has one Branch Library, the Lewis Family Branch. Branch libraries are fully staffed and typically include a collection, public computers, a children's area, smaller meeting/study rooms, reading areas, program rooms, and other amenities. Branch libraries are typically smaller than a main library and often focus their space and resources to best serve the needs of the nearby community. Any location may have special amenities that are not available at other locations.

Services:

- / Staff - *Yes*
- / Collection - *Yes*
- / Wi-fi - *Yes*
- / Public Computers - *Yes*



Main Library

The Ovitt Family Community Library is Ontario's main library. Main libraries are fully staffed and include a collection, public computers, a children's area, smaller meeting/study rooms, reading areas, program rooms, and other amenities. Often administration and any central processing takes place at a main library. Special amenities at the Ovitt facility include the Model Colony History Room, Makerspace, and Veterans Resource Center. A main library will include most of the amenities the library has to offer, but some special amenities may only be at certain other locations.

Services:

- / Staff - *Yes*
- / Collection - *Yes*
- / Wi-fi - *Yes*
- / Public Computers - *Yes*



Process

Overview

Service model development and prioritization began with a staff workshop. Staff worked in small groups and created different service location strategies while assessing the strengths and weaknesses of each one. This effort leveraged the staff's unique knowledge of library services and the community. ABA then analyzed all the strategies and input and distilled the following key considerations for the service model library facility locations:

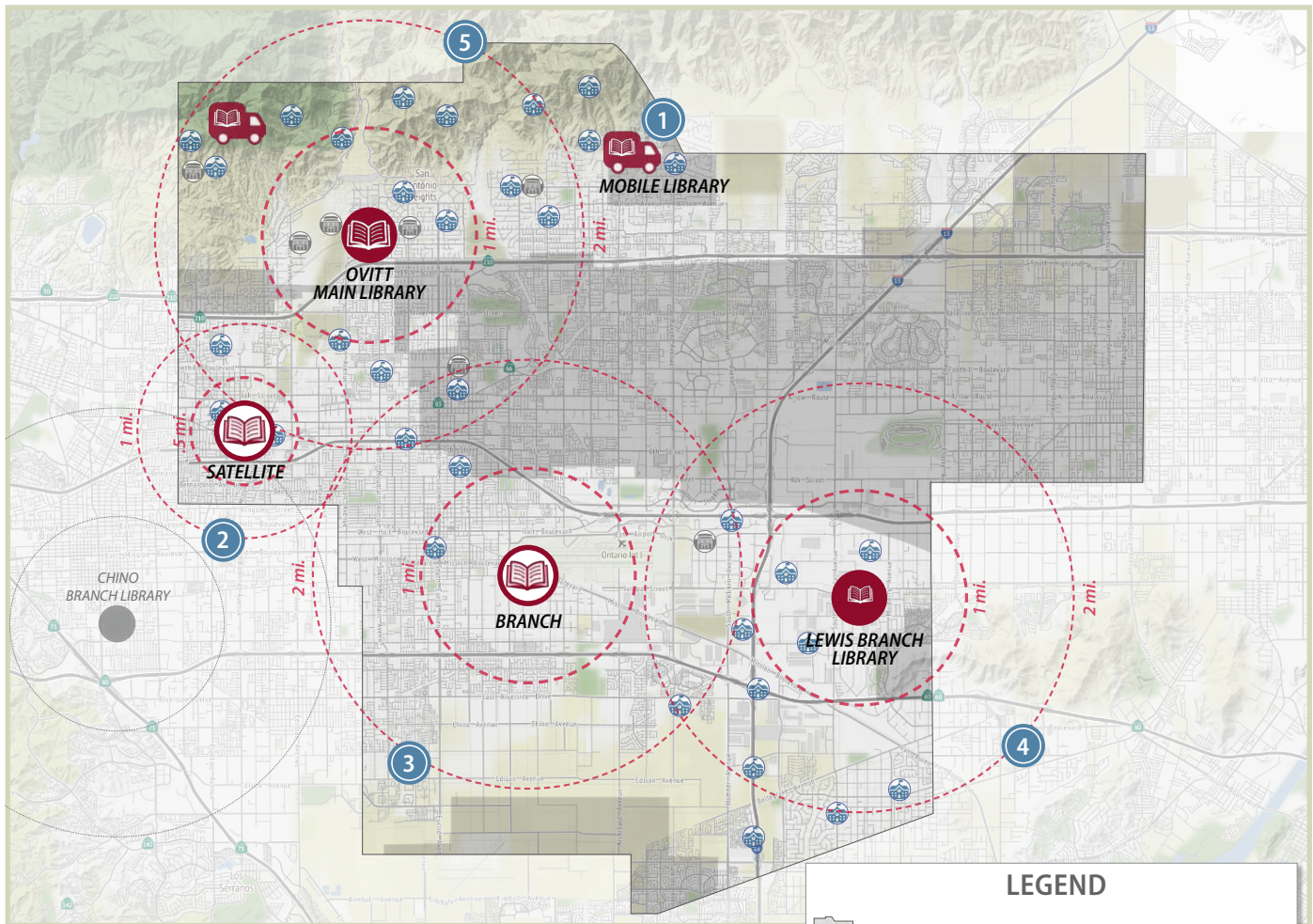
- / Having future developments and future communities in mind
- / Allocating existing and new resources equitably across the city limits
- / Utilizing Mobile Libraries for:
 - > Under-served populations
 - > Corners of the city
 - > Isolated residents
 - > High traffic areas
- / Preferred locations provide:
 - > To clusters of people
 - > Convenient access
 - > Access from parks
 - > Access from schools

Sample of location strategies developed by staff



Refined Scenarios

Scenario A



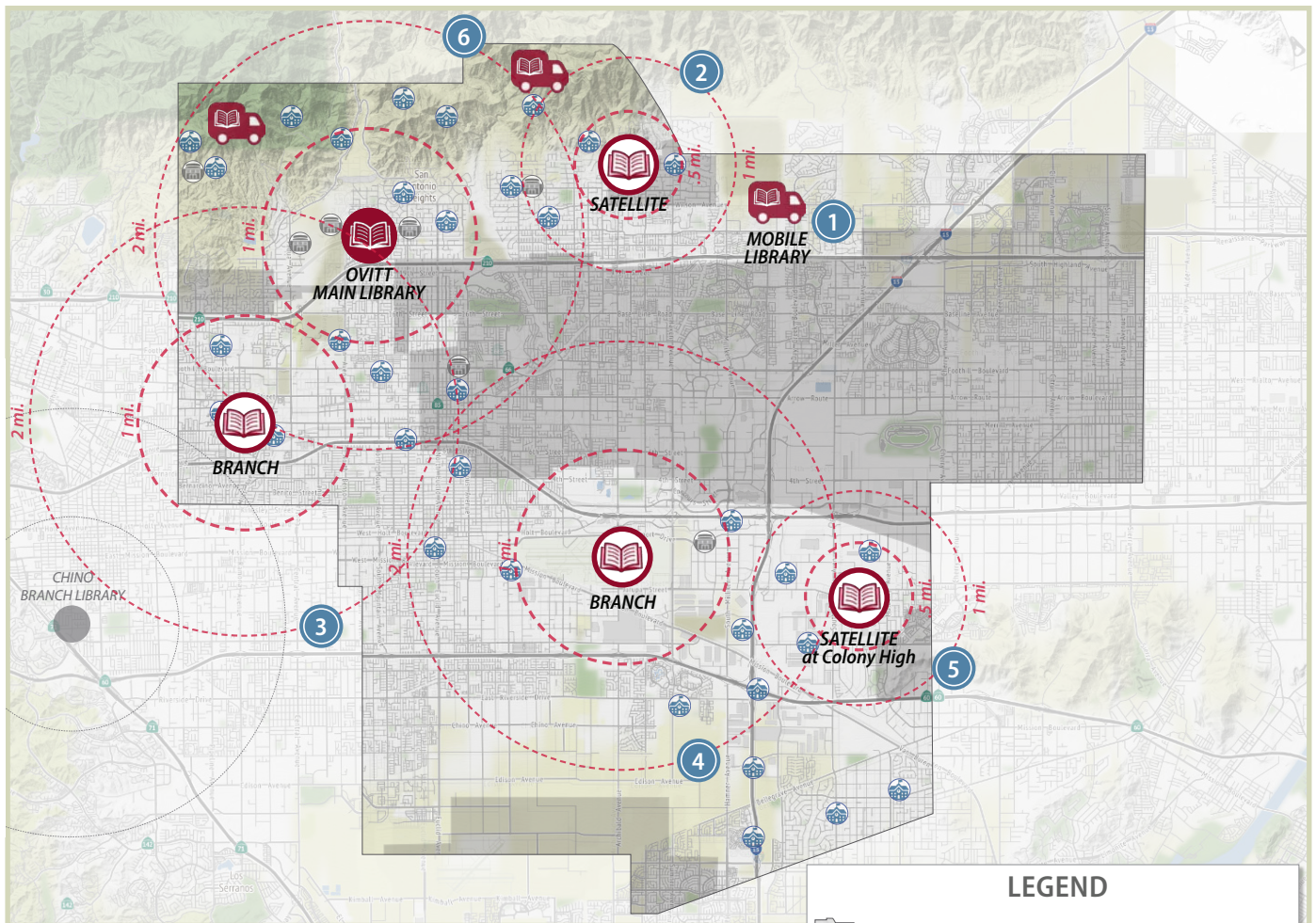
- 1 Implementation of a Mobile Library
- 2 Creation of a new Satellite Library
- 3 Creation of a New Branch Library
- 4 Renovation of Lewis Branch Library
- 5 Renovation of Ovitt Main Library

LEGEND

Ontario City Limit	Future Facility
Industrial/Commercial Area	Existing Facility
Community Center	Library Service Radius
Public School	Mobile Library

Refined Scenarios (Cont.)

Scenario B



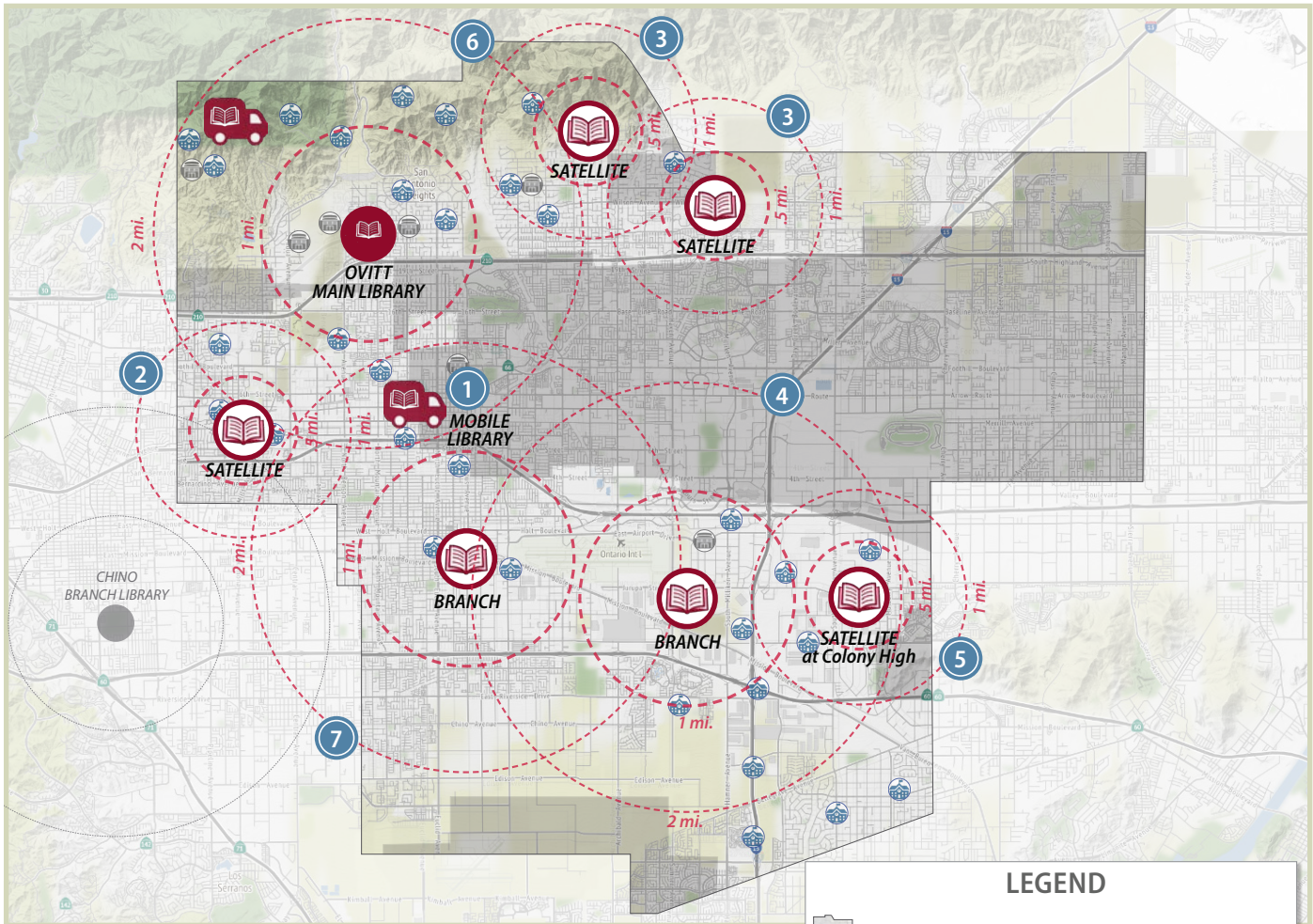
- 1** Implementation of a Mobile Library
- 2** Creation of a Pilot Satellite Library
- 3** Creation of a New Branch Library
- 4** Creation of a New Branch Library
- 5** Creation of a Satellite Library, Colony High School
- 6** Renovation of Ovitt Main Library

LEGEND

	Ontario City Limit		Future Facility
	Industrial/Commercial Area		Existing Facility
	Community Center		Library Service Radius
	Public School		Mobile Library

Refined Scenarios (Cont.)

Scenario C



- 1** Implementation of a Mobile Library

2 Creation of a New Pilot Satellite

3 Creation of Two New Additional Satellites

4 Creation of a New Branch Library

5 Creation of a Satellite Library, Colony High School
- 6** Renovation of Ovitt Main Library

7 Creation of a New Branch Library

LEGEND

	Ontario City Limit		Future Facility
	Industrial/Commercial Area		Existing Facility
	Community Center		Library Service Radius
	Public School		Mobile Library

05

PRIORITIZATION



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Overview

Process

What we did: The third step of the process prioritized how the library system would serve the community and identifying the preferred spaces for each future location.

Why we did it: The goal was to obtain a final scenario for the service model of the library system and to establish a list of prioritized spaces for each location.

How we did it: The public rated and critiqued the three scenarios developed in the previous phase through community outreach events. Then the community responded to a survey prioritizing their preferred spaces for each location. The survey included a tailored list of potential spaces that would support needs discovered during the needs assessment phase.

This section starts with an overview of the community outreach. It is followed by a description of each spaces to be prioritized and concludes with a summary of the preferred spaces for each location type.

Process

Overview

Once initial needs from earlier phases were assessed and reviewed, ABA drafted three scenarios for a master plan prioritizing different aspects of the City's needs. The scenarios offer an array of complexity, going from a more economical option with Scenario A, to a more complex and expansive option with Scenario C, scenario B being a less advanced version of Scenario C. Specific costs were not provided, but participants did comment on cost based on the general quantity of facilities included in the scenario.

At open house events, the community rated and critiqued each scenario. See examples posters below and pictures of the event on next page.

The final recommendation integrates this input with the types of facilities, their locations around the city, and what programs they would offer.

Example Posters

City of Ontario, CA
Ontario Library Facilities Master Plan
Ciudad de Ontario, CA
Plan Maestro de las Instalaciones de la Biblioteca de Ontario

Scenario A Escenario A

LEGEND

- Ontario City Limit
- Industrial/Commercial Area
- Community Center
- Public School
- Future Facility
- Existing Facility
- Library Service Radius
- Mobile Library

**PHASING SEQUENCE
Orden de Etapas**

- 1 Implementation of a Mobile Library
Implementación De Una Biblioteca Móvil
- 2 Creation of a New Satellite Library
Creación De Una Nueva Biblioteca satélite
- 3 Creation of a New Branch Library
Creación De Una Nueva Biblioteca Sucursal
- 4 Renovation of Lewis Branch Library
Renovación De La Biblioteca Sucursal, Lewis
- 5 Renovation of Ovitt Main Library
Renovación De La Biblioteca Principal, Ovitt

City of Ontario, CA
Ontario Library Facilities Master Plan
Ciudad de Ontario, CA
Plan Maestro de las Instalaciones de la Biblioteca de Ontario

Scenario A - Tell Us What You Think! Escenario A - ¡Diganos lo que piensa!

**HOW DO YOU LIKE THE SCENARIO?
¿QUE OPINA DE ESTE SCENARIO?**

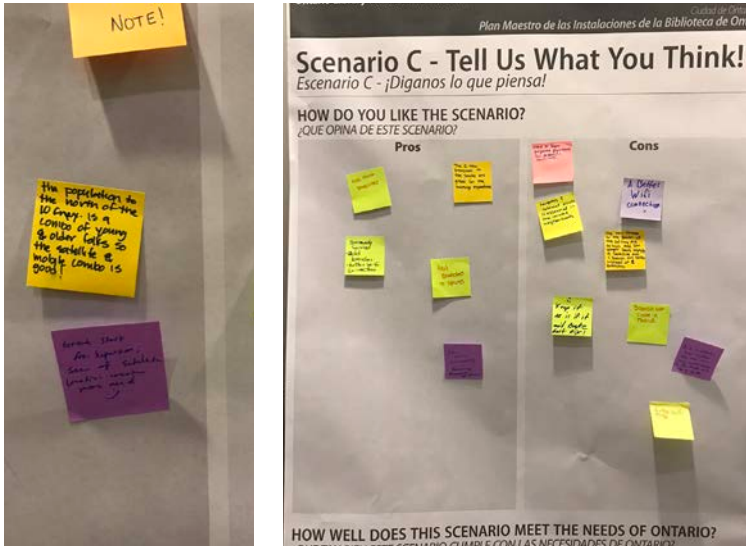
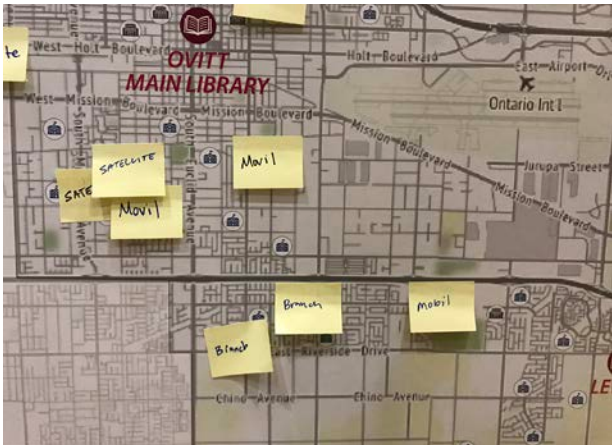
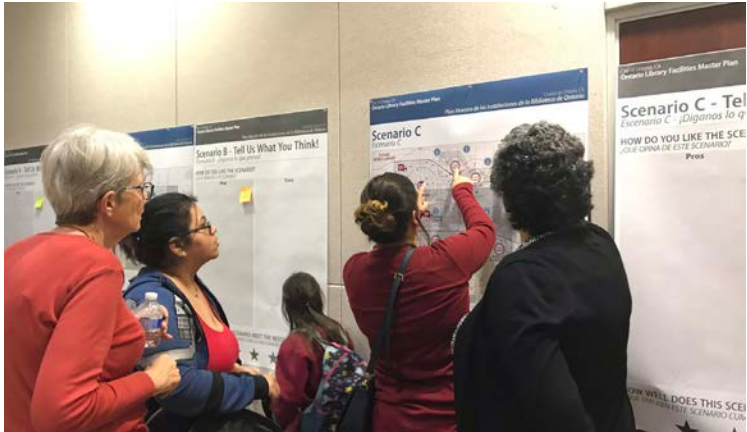
Pros	Cons

**HOW WELL DOES THIS SCENARIO MEET THE NEEDS OF ONTARIO?
¿QUE TAN BIEN ESTE SCENARIO CUMPLE CON LAS NECESIDADES DE ONTARIO?**

★ ★ ★ ★ ★

Prioritization

Process (Cont.)

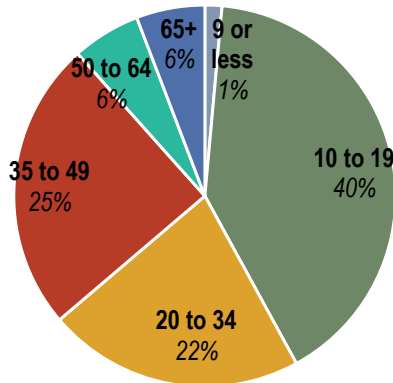


Process (Cont.)

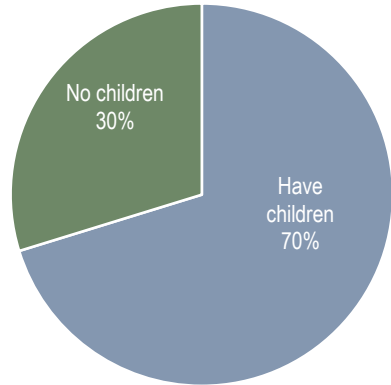
Participants Demographic Information

At least 84 people came to the Open House events (Completing the demographic questionnaire was voluntary; while most participants filled it in, some did not). The main characteristics of the participants are as follows:

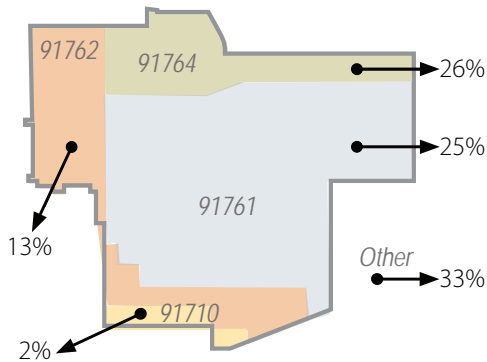
- / They are relatively young; 63 percent of the participants are less than 34 years old,
- / A large majority lives in a household with children,
- / Most of them are local residents. 67 percent of the participants live in Ontario, the rest live in neighboring areas.
- / A significant majority of the participants are also library users.



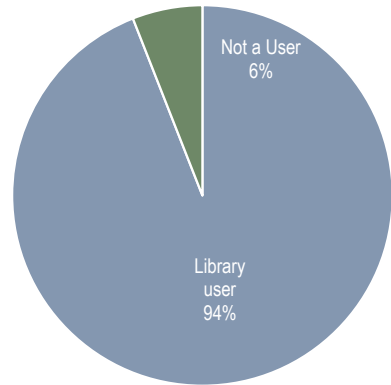
Age of Participants



Share of Participants With Children in the Household



Where Participants Live



Share of Library Users

Service Model Prioritization

In addition to comments specific to each scenario, the public gave general comments, as summarized below.

Location Considerations

Based on community input, the most important considerations for the location of libraries across the City of Ontario are:

- / Placing them near the greatest amount of residents
- / Mobile libraries for areas that are not covered by standing libraries
- / Expansion in South Ontario
- / Near school(s)
- / Distributed evenly
- / Wi-fi and computers access essential in low-income areas
- / Ease of Access (Two close-by branches may not mean easier access)
- / Add a location at Ontario Mills

Location Ideas

There were also plenty of ideas offered as to where some useful locations for branch, mobile, and satellite libraries would be:

- / Ontario Mills satellite
- / Satellites and mobiles libraries around Ovitt
- / Branches and mobiles in South Ontario
- / Satellites in North-East corner of Ontario

General Pros

Pros consistent with all three scenarios include:

- / Ovitt to remain the main library
- / At least 2 full-size libraries
- / Easy access
- / Larger libraries
- / Even location distribution
- / Satellites are great start for expansion

Service Model Prioritization (Cont.)

Scenario A

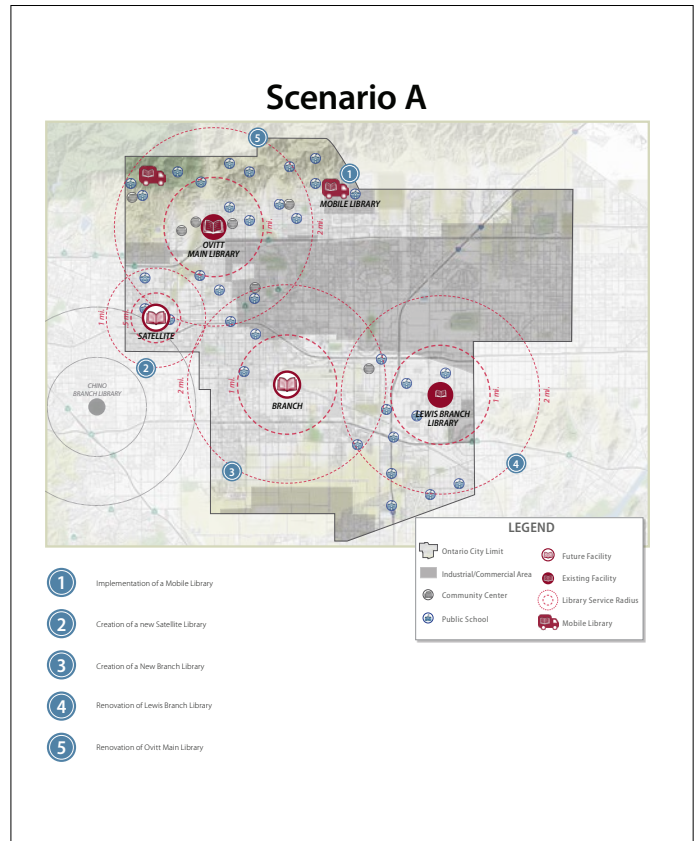
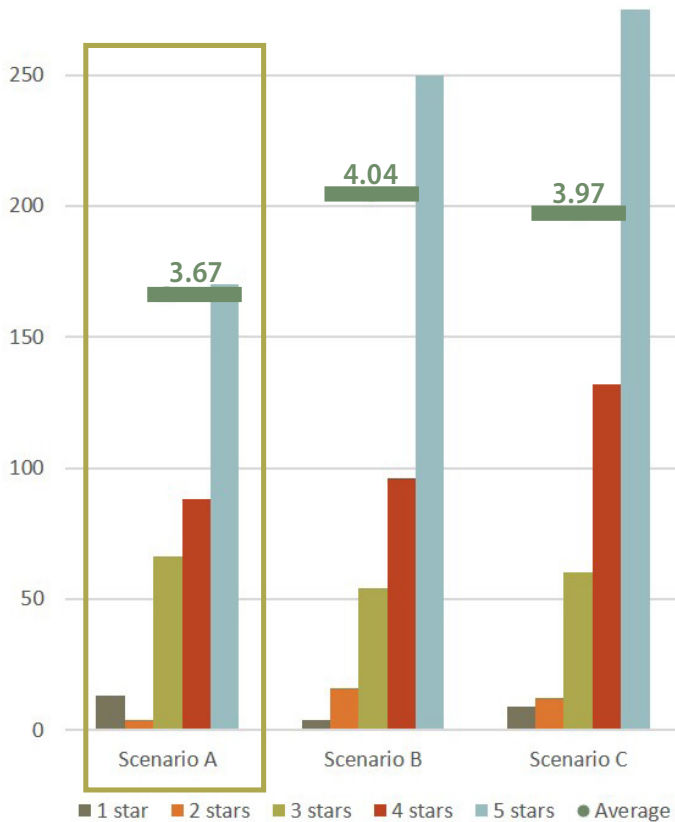
Below are the comments received for Scenario A

Pro

- / Lewis Library would be well suited for a branch as opposed to simply a satellite library
- / Libraries are accessible by most in the city
- / Mobile library locations provide effective coverage of regions missed by established libraries
- / Even distribution of library locations

Con

- / While this arrangement is well suited for current library demands, it may not account for future growth in that it is too small or not equitably spread across the city



Service Model Prioritization (Cont.)

Scenario B

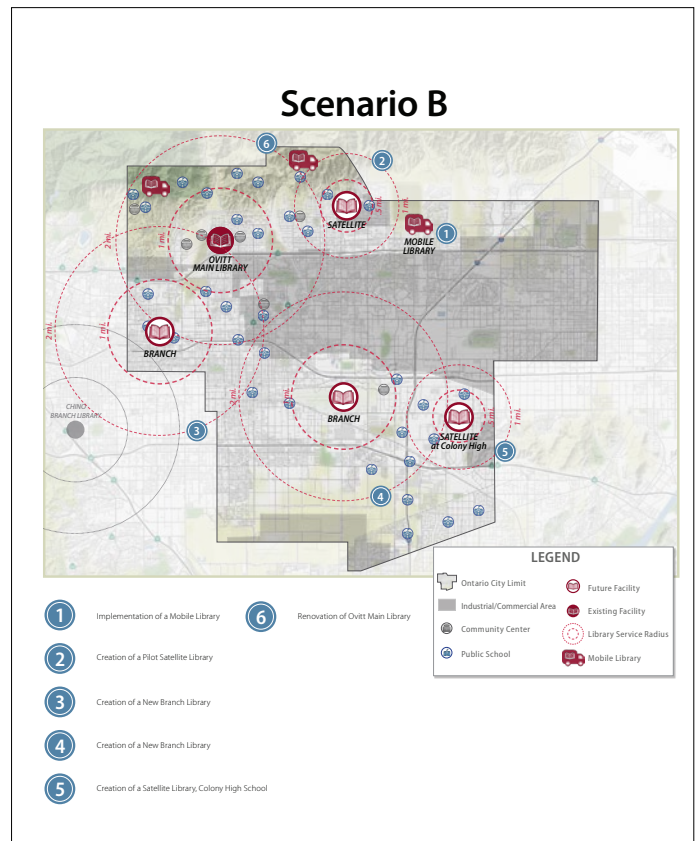
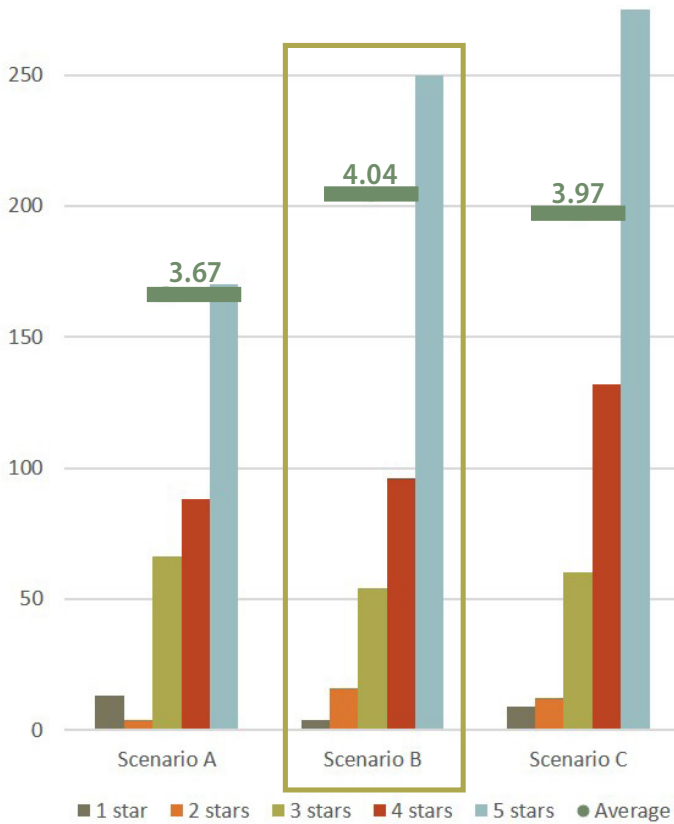
Below are the comments received for Scenario B

Pro

- / The combination of satellite and mobile libraries in North Ontario serves a variety of ages in that population effectively
- / Even distribution of library locations
- / A good number of locations

Con

- / Expensive implementation of this scenario



Service Model Prioritization (Cont.)

Scenario C

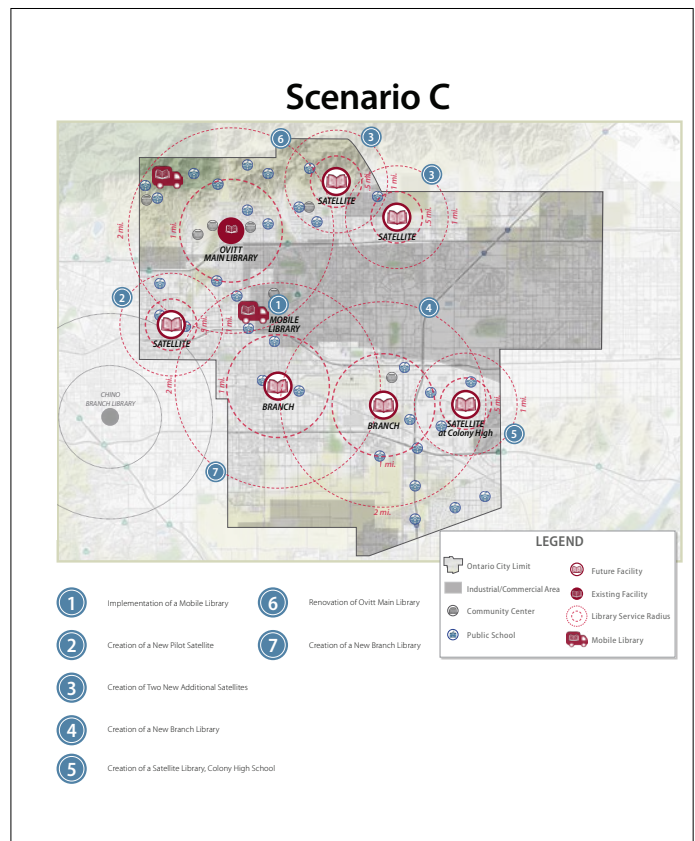
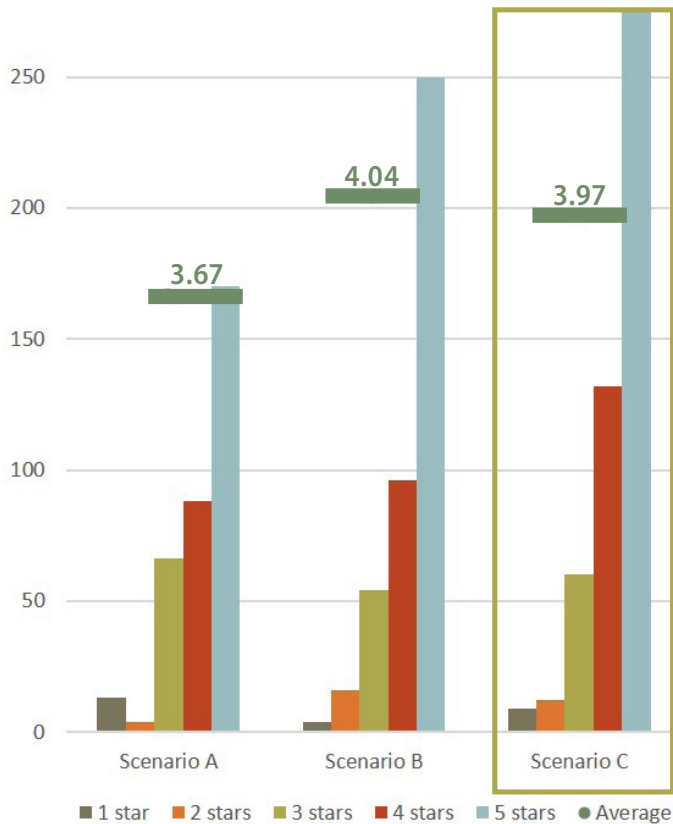
Below are the comments received for Scenario C

Pro

- / Covers many areas
- / Leads to convenience by proximity
- / Covers new housing expansions
- / Multiple branch libraries provides an ideal spread of resources

Con

- / There are many overlaps in coverage that may be unnecessary
- / It is possible that there are more locations than are required for efficient accessibility
- / It may not be easy to access some locations
- / South Ontario (young/tech oriented) may only need 1 branch and 1 satellite
- / Lewis should remain as a branch library



Space Prioritization Overview

Overview

The ABA team developed a series of spaces based on the trends and community needs summarized earlier in this report. These space options were presented in two categories as follows:

Library Core: These spaces and the services associated are currently offered in the main and branch libraries (a few are only available at Ovitt) and will remain available in the future. These spaces are:

- › New Materials
- › Adult Collection
- › Young Adult Collection
- › Children' Collection
- › Model Colony History Room (Ovitt Library Only)
- › Veteran Resource Center (Ovitt Library Only)
- › Staff Area
- › Copy Printing Area
- › Friends' Book Sale Area

Library Space Option: These spaces and the services associated are not all currently offered in the main and branch libraries. The library users and the community had the opportunity to rate their top priorities for each library type. The choice of library spaces are:

- › Children/Family Place
- › Teen Space
- › Homework Center
- › Maker Space
- › Classroom
- › Group Study Room
- › Community Room
- › Technology Enabled Seating
- › Light Refreshment Area

The following pages include additional descriptions and images of these spaces.

Space Prioritization Library Core

New Materials

Display space to feature new or featured collection materials for easy browsing.

Services:

- / Books and Media

Needs addressed:

- / Variety of collection
- / Learning & Support
- / Multicultural
- / Flexibility



Adult Collection

Displays adult's books and materials on shelves and seating areas. It includes books and media, reader seating, and table seating.

Services:

- / Books and Media
- / Reader Seating
- / Table Seating

Needs addressed:

- / Variety of collection
- / Learning & Support
- / Multicultural
- / Flexibility



Young Adult Collection

Displays young adult's books and materials on shelves and seating areas. It includes books and media, reader seating, and table seating.

Services:

- / Books and Media
- / Reader Seating
- / Table Seating

Needs addressed:

- / Variety of collection
- / Learning & Support
- / Multicultural
- / Flexibility



Space Prioritization Library Core (Cont.)

Children's Collection

Displays children's books and materials on shelves and seating areas. It includes books and media, reader seating, and table seating.

Services:

- / Books and Media
- / Reader Seating
- / Table Seating

Needs addressed:

- / Variety of collection
- / Learning & Support
- / Multicultural
- / Flexibility



Model Colony History Room (Ovitt Library Only)

Dedicated to material on local history.

Services:

- / Books and Media
- / Reader Seating
- / Table Seating

Needs addressed:

- / Variety of collection
- / Learning & Support
- / Multicultural



Veteran Resource Center (Ovitt Library Only)

Dedicated to material and support for Veterans.

Services:

- / Material for Veterans
- / Support for Veterans

Needs addressed:

- / Partnership
- / Helping Homeless
- / Learning & Support
- / Workforce Support



Space Prioritization Library Core (Cont.)

Staff Area

Includes all the spaces to support the work of the employees (supplies and equipment storage, staff restrooms, staff work area, and delivery area).

Services:

- / Staff work space
- / Storage

Needs addressed:

- / Staff
- / Materials



Copy Printing Area

Includes self-serve printer, copier and work surface.

Services:

- / Copy Print

Needs addressed:

- / Workforce Development
- / Employment Support



Friends' Book Sale Area

Dedicated to second hands books for sale.

Services:

- / Book sales
- / Fundraising

Needs addressed:

- / Partnership



Space Prioritization

Library Space Options

Children/Family Place

Space for families and children programs and activities. Featuring seating, children's computer area, and hands-on literacy development programs.

Services:

- / Storytime
- / Parenting Classes
- / Literacy Development
- / Pre-School Program
- / Computer Access
- / Children Program
- / Summer Program

Needs addressed:

- / Early Education Support
- / Technology Literacy
- / Educational Activities
- / Free Educational Program
- / Child Development Activities
- / Interactive Activities
- / Pre-School Activities
- / Art / Hands-On-Activities
- / Parental Support
- / Safety



Teen Space

Flexible space with table and seating for teens to socialize.

Services

- / Social Hub
- / Workshops (like skills & goals, career)
- / "Adulting"
- / Computer Access
- / Club Meeting

Needs addressed:

- / Clubs
- / Safety
- / Bring Community Together
- / Educational Activities
- / Fun Activities



Homework Center

Space for students to get homework help.

Services

- / Tutors
- / Educational courses

Needs addressed:

- / Computer
- / Technology Literacy
- / Educational Activities
- / Free Educational Program



Space Prioritization

Library Space Options (Cont.)

Maker Space

3D scanners & printers, robotics, laser engraving and cutting, etc. Featuring maker space and storage rooms

Services:

- / STEAM programs
- / Coding classes
- / Educational competitions
- / DIY classes

Needs addressed:

- / Early Education Support
- / Technology Literacy
- / Educational Activities
- / Free Educational Program



Classroom

Flexible space with round tables and seating. Can be equipped for collaboration with A/V technology. Can also be equipped with computer stations and/or equipped to support mobile technology.

Services:

- / Educational Support
- / DIY / Art / Creative / Hands-on Classes
- / Coding classes
- / Computer Access
- / Technology Literacy Support

Needs addressed:

- / Bring Community Together
- / ESL Needs
- / Programs for Children, Teens and Adult
- / Free Educational Programs
- / Technology Literacy
- / Helping Homeless
- / Workforce Development
- / Employment Support



Group Study Room

Flexible spaces in various sizes, with tables and seating. Can be equipped for collaboration with A/V technology or be a dedicated quiet area.

Services:

- / Group Project
- / Group Study Session

Needs addressed:

- / Bring Community Together
- / Safety
- / Workforce Development
- / Employment Support



Space Prioritization Library Space Options (Cont.)

Community Room

Flexible space with tables and seating. It is equipped with A/V technology.

Services:

- / Presentation Space
- / Club Meeting
- / Talk Series
- / Employment Workshops
- / Creativity Workshops

Needs addressed:

- / Bring Community Together
- / Helping Homeless
- / Workshop, Programs and Tutoring for Adults
- / Partnership & Communication
- / Workforce Development
- / Employment Support



Technology Enabled Seating

Equipped to support mobile technology.

Services:

- / Seating
- / Outlet

Needs addressed:

- / Bring Community Together
- / Technology Access



Light Refreshment Area

Space with light refreshment options (drinks and light snacks).

Services:

- / Drinks and Light Snacks

Needs addressed:

- / Bring Community Together
- / Safe Place

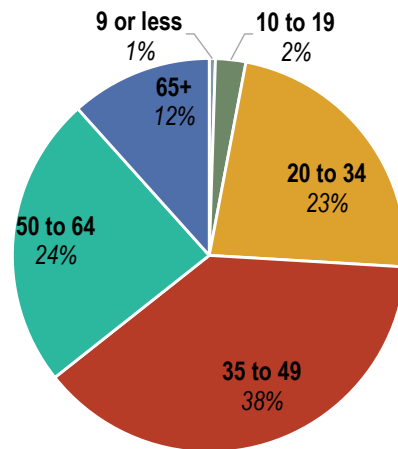


Survey Results Overview

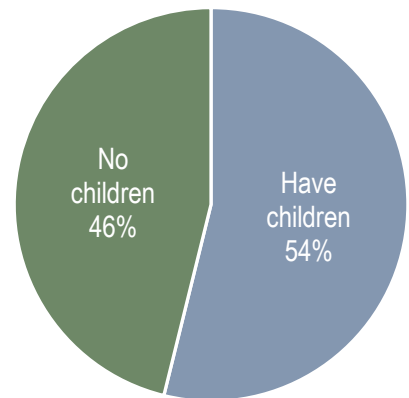
Participants Demographic Information

A total of 1,243 people answered the survey (1,201 people answered the survey in English and 42 in Spanish). The participants had slightly different demographic characteristics compared to the previous Open House events and surveys. Indeed, they are moderately older and less participants live in a household with children (54 percent compared to around 70 percent in the previous outreach events). Additionally, less participants are library users.

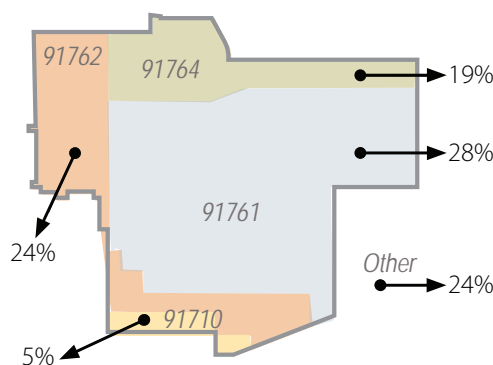
Similar to the previous outreach efforts, most of the participants are local residents. 66 percent of the participants live in Ontario, the rest lives in neighboring areas. Due to the pandemic, this last outreach event was only done through a survey. Yet, this inconvenience was compensated by a large number of participants and by a more diverse pool of participants compared to the previous efforts. In addition, many survey respondents left comments that were valuable and used to refine the final scenario.



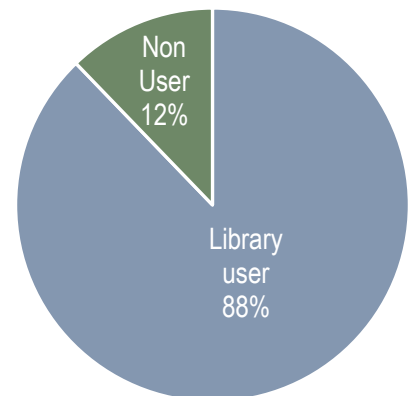
Age of Participants



Share of Participants With Children in the Household



Where Participants Live



Share of Library Users

Survey Results Overview (Cont.)

Process

The survey respondents picked the spaces they considered as the most important to have. Since the priority can vary according to the facility types, the respondents picked their top spaces for the Main Library, the Branch Library and for the Mobile Library. The question does not apply in the same way for a Satellite library because of the much smaller scale of this location type: this location type was therefore excluded from the survey.

Survey Results Main Library

Prioritized Spaces

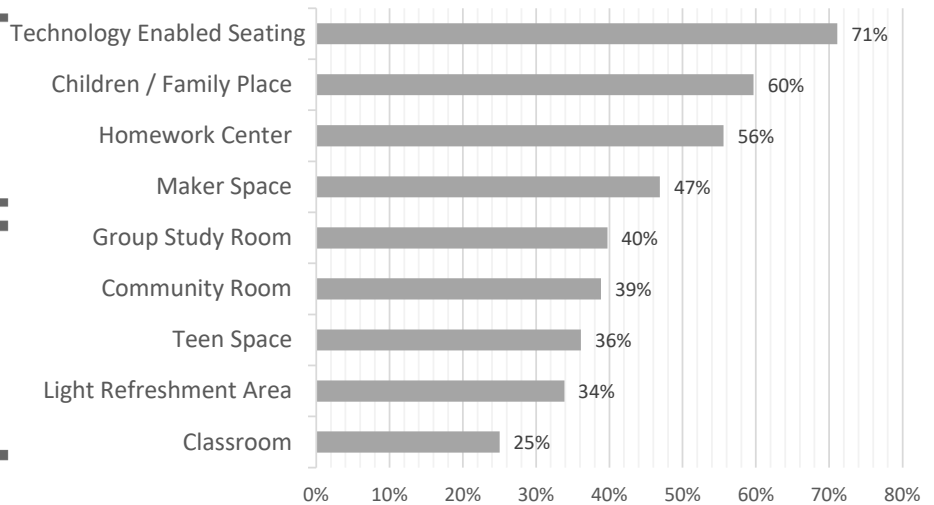
The survey respondents prioritized the following space types: technology enabled seating, children/family place, homework center, and maker space. These spaces can be built to support in priority their main function but can be designed to be flexible in order to accommodate other needs. For example, the technology enabled seating area could be temporary converted into an open event space to accommodate a lecture by guest speaker. Similarly, a homework center can accommodate many other programs when not in use for homework support.

Facility implication based on community input.

Purpose built, still flexible

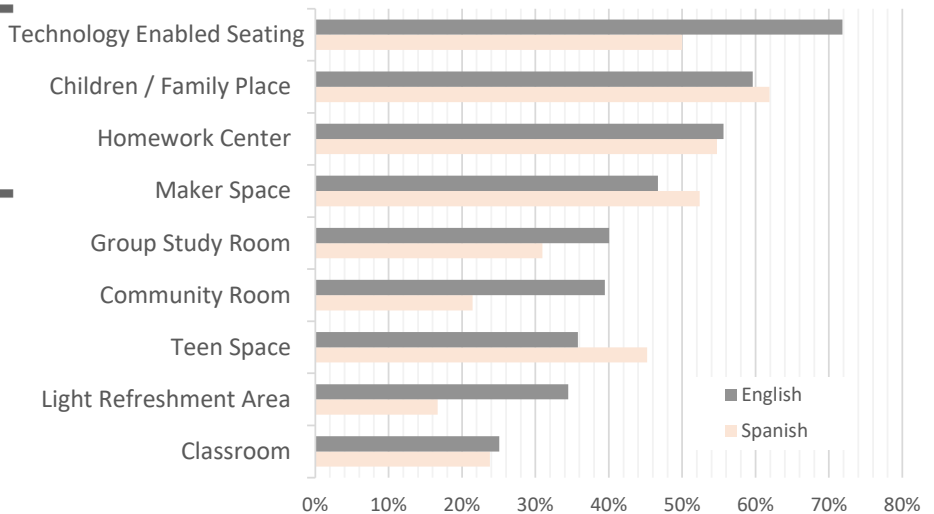
Multi purpose space, flexible, accommodate this use

Total Preferred Spaces



Preferred Spaces (Per Language of the Survey)

While the ranking order is slightly different between the results from the survey in English and the survey in Spanish, the space types are the same.



Survey Results Main Library (Cont.)

Prioritized Spaces (Cont.)

The following pages walk through each of the space options and analyze the priorities spaces in the context of earlier findings.



Technology enabled seating: This choice reflects recurring needs expressed during the different outreach events. First, the library patrons would like to see additional seating, to study, read, play or socialize. During the need assessment phase, the participants elected the “*Informal Places to Sit and Gather*” as their preferred trend.

The community and social function of a library were also recurring themes in the comments received during the different outreach events. Second, library patrons mentioned that current seating options do not fully fit their needs. For example, several patrons said that the seating areas in the lower level of Ovitt do not convey a welcoming atmosphere and the area is seen as too noisy (due to the proximity with the stairs) to engage in a quiet activity, such as reading or studying. Third, access to technology was a major concern (from Wi-fi, to charging stations, to desktop computer check-in, to laptop rental). While technology enabled seating does not include computers, patrons can bring their own electronic devices or borrow a laptop and use the Wi-fi and charging stations in the technology enabled seating areas. Patrons may not have Wi-fi, or access to technology at home and technology enabled seating can support these needs.



Children/Family Place: Ontario residents are on average younger compared to California. A great majority of the library patrons are either children or parents/adults living in a household with children. In addition, Ontario residents are on average less educated. Finally, library users expressed the importance of access to space

where children can experience, discover and learn. As a result, a children/family place where children can safely gather, play, discover and learn was prioritized by the survey respondents. This place can provide programs for children (early education, tech literacy, child development, pre-school activities, etc.) as well as support for parents (parental support program but also socializing with other parents). The patrons highlighted the quality and importance of programs for children and parents. For example, Ovitt recently increased storytime and it is very received and attended by patrons (sessions are full).

Survey Results Main Library (Cont.)

Prioritized Spaces (Cont.)



Homework Center: In addition to needing a space to go and do their homework after school, students and their parents expressed a need for homework support programs. Patrons also mentioned a need for tutoring programs for youth.



Maker Space: The library patrons like the maker space at Ovitt and want to keep it. They like the opportunity to learn, discover, create and use tools that are cost prohibitive for individuals to own (3D printer, etc.). They wish Ovitt would offer more programs at the maker space.

Other Spaces

The other spaces (teen space, group study room, community room, classroom, and light refreshment area) were considered less of a priority by the community.

Group Study Room: While this space is lower in the priority list, patrons often mentioned a need for additional enclosed quiet space to engage in various activities from homework, to group project, to working in a quiet environment.

Community Room: This space can be multi-purpose and flexible to support a variety of activities.

Teen Space: While survey respondents appreciate having a teen space, they prioritized other spaces that are directly supporting their needs. The current teen space at Ovitt is seen as not ideal. Indeed, the space is fully open and often used not only by teenagers, but people of any age; which interferes with the main goal for this space: a safe area where teenager can be themselves. People who responded to the survey in Spanish ranked the Teen Space much higher.

Light Refreshment area: Patrons would like to keep a small refreshment area but do not see the current café space as necessary.

Classroom: If built, this space would be highly flexible to accommodate various activities.

Survey Results Branch Library

Prioritized Spaces

The three highest rated space types for branch libraries, **technology enabled seating, children/family place and homework center**, are the same priorities as the main library. (Refer to Main library section in the previous pages for additional information on these space types).

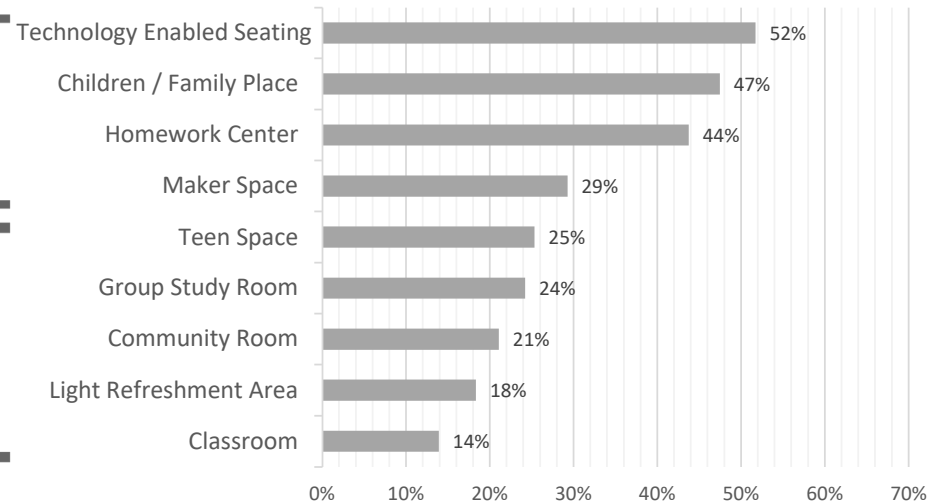
The **maker space**, while still the fourth highest ranked space type, received significantly fewer votes compared to the first three space types, hence is considered less of a priority.

Facility implication based on community input.

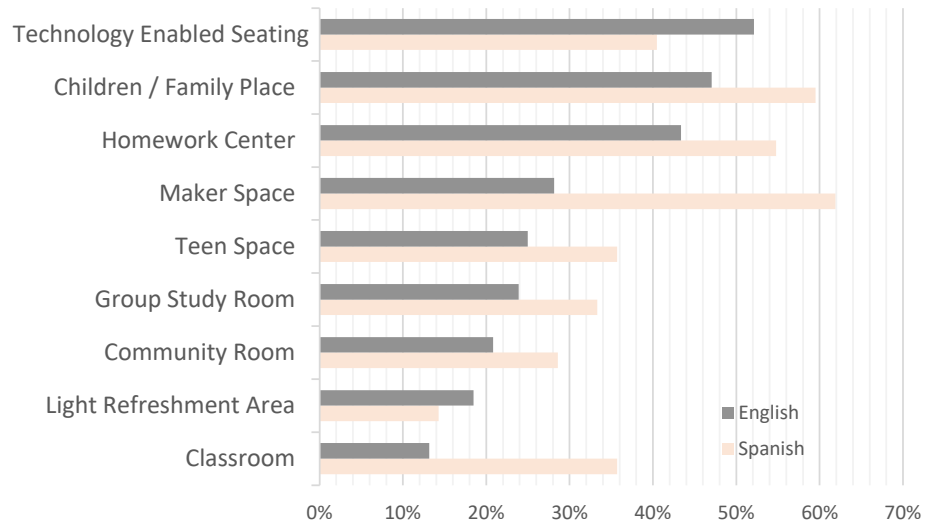
Purpose built, still flexible

Multi purpose space, flexible, accommodate this use

Total Preferred Spaces



Preferred Spaces (Per Language of the Survey)



Survey Results Branch Library *(Cont.)*

Other Spaces

The other spaces (teen space, group study room, community room, classroom, and light refreshment area) were considered less of a priority by the community. (Refer to Main library section in the previous pages for additional information on these space types).

The space types are ranked similarly except for the teen space. Since the current branch library is located within a school, the facility is highly used by students and all library patrons may want to see more separation for a better experience (for teenagers and younger or older patrons).

Survey Results Mobile Library

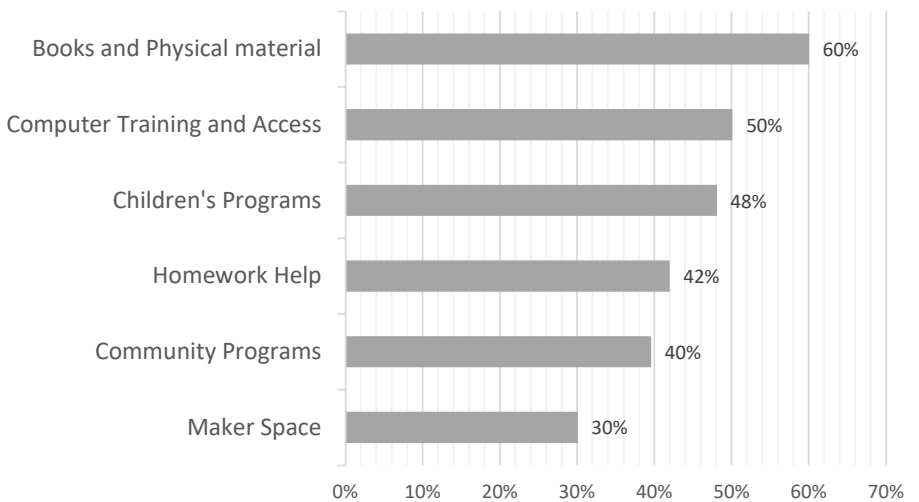
Prioritized Spaces/ Services

Survey respondents prioritized access to books and other physical material at the mobile library. This material can be tailored to focus on children or any other age group or demographic. Beside books and physical material, survey respondents want to see services that would directly benefit and support the community. These services are (by decreasing order of importance) computer training and access, children's programs, homework help, and community programs. Maker space receives the fewest votes, showing that the community prefers to have a maker space at the main library and use the mobile library to have access to programs for children and adults. Spanish survey responses prioritized homework help significantly higher than the English responses. This difference should be considered when focusing on services for the Spanish speaking residents of Ontario.

Facility implication based on community input.

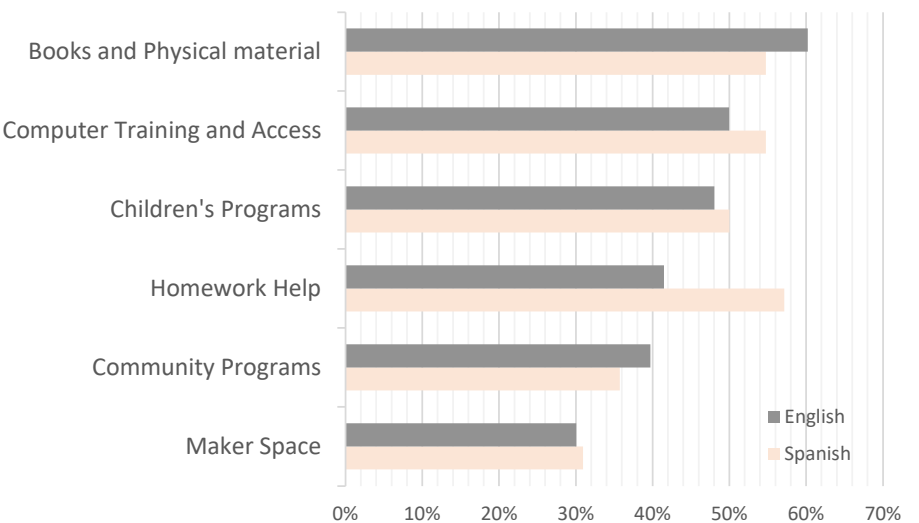
Focus on Services

Total Preferred Spaces



Preferred Spaces (Per Language of the Survey)

Focus on Services



Survey Results Additional Comments

Overview

This round of community outreach was through survey only due to the pandemic. The ABA team included an additional section in the survey where respondents could leave any comments they may have. Many respondents left a comment. The table below groups the comments received by topic.

Topic	Share
E-books (access)	11%
E-books (more)	7%
Homeless issue (not welcome)	6%
Pandemic (reopening)	6%
Community (valuable)	6%
Helpful staff	6%
Maker space (creativity, learning, teamwork)	4%
Space for community events/clubs	4%
Library (access)	3%
Programs (for adults)	3%
Children & Families	2%
Children / family programs	2%
Collection (variety)	2%
Light refreshment area (keep)	2%
Programs (more)	2%
Collection (more)	2%
Programs	2%
Book Selection (great)	1%
Children selection	1%
Collection (Spanish books)	1%
Community (events)	1%
Computer (more access)	1%
Computer (training)	1%
Dedicated teen area	1%
Drive thru services	1%
Flexibility of spaces	1%

Topic	Share
Free DVDs	1%
History room (keep)	1%
Learning opportunities	1%
Library services	1%
Maintenance	1%
Meditation area	1%
Multilingual services	1%
No shared facility	1%
Online check-in for group rooms	1%
Outdoor space	1%
Pandemic (mail deliveries)	1%
Pandemic (pick-up)	1%
Pandemic (safe distance)	1%
Programs (children)	1%
Programs (ESL)	1%
Promote diversity	1%
Quiet versus active space	1%
Relevance of material	1%
Safe & healthy environment	1%
Safety	1%
Space / programs for seniors	1%
Study spaces (more)	1%
Technology (access)	1%
Technology (keep up)	1%
Tutoring & homework help (important)	1%
Veteran resource center (keep)	1%

06

RECOMMENDATIONS



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Overview

Process

This last phase of the process was dedicated to synthesizing a recommended strategy for the City of Ontario's future library facilities. The recommendations are a framework based on all the information gathered during the process, data available at the time of writing, and long range evolutions. While future disruptions cannot be predicted, all the recommendations are build to allow flexibility and accommodate an unknown future path (economic, population growth, library trends, etc.).

The following pages detail a service model (shown in two stages of implementation), the space types to prioritize for each location, the implementation strategy and schedule, and funding options.

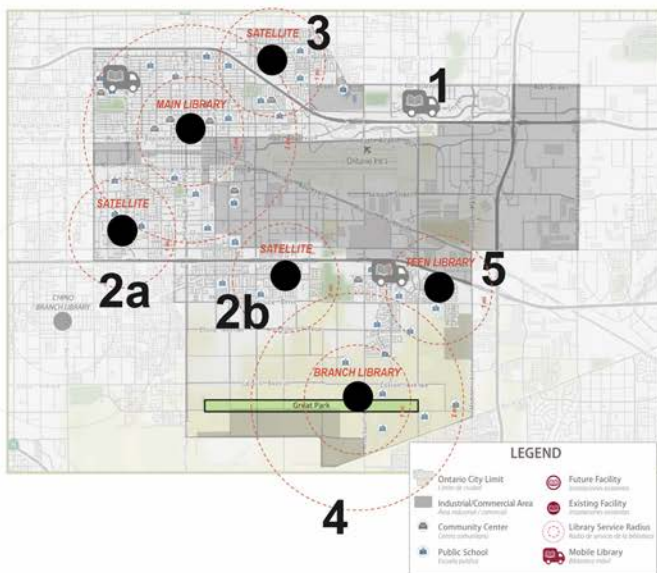
Service Delivery Strategy

Overview

The recommended service delivery strategy is described in phases, numbered 1-8. These phases have been divided into two stages to easily visualize the progression of development. Each step is aligned with a population threshold. These thresholds allow the City to schedule improvements to align with population growth (and need) rather than a series of predetermined calendar dates based on current growth projections.

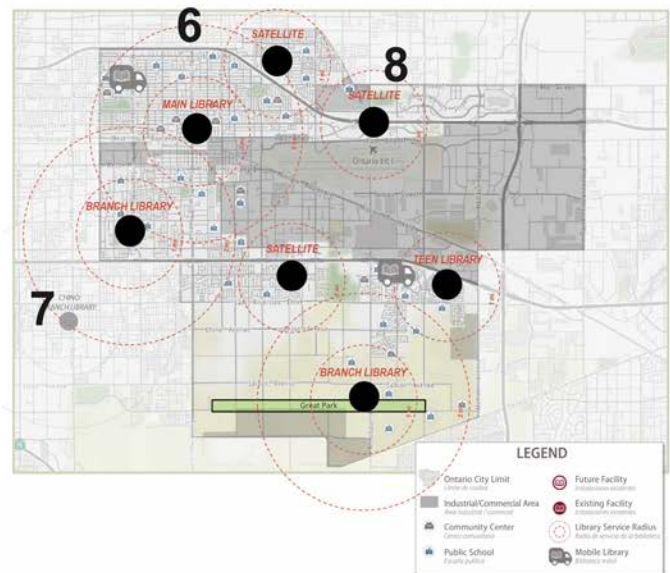
- / The **early phases** (1 to 5), as seen on the map below, will build a more distributed library service throughout the city. During community outreach, participants emphasized a need for an expanded library system and several under-served areas. An area is considered under-served when the transit time between the area and the nearest library prohibits resident access. The selected location should also consider modes of transportation since a library may be close-by in distance but still too far when using public transportation.
- / The **later phases** (6 to 8) will intensify services to meet increasing demand as the city population grows. See map below.

Early Phases (*)



(*) For Phase 1, multiple locations could be served by one Mobile Library
(See page 6.4 for a larger map)

Later Phases



(See page 6.7 for a larger map)

Service Delivery Strategy (Cont.)

Early Phases

1 Implementation of a Mobile Library

A mobile library network allows the library system to go to the residents instead of the other way around. It is a relatively low cost solution, quick to implement and flexible. It is flexible because the locations, opening hours and days, as well as collection and services offered at the mobile library can be easily modified to adapt to the needs. One Mobile Library can serve multiple location. A mobile library can also be a method to test a candidate location for a future permanent facility (a satellite or a branch). The last round of outreach revealed excitement for services and programs at a mobile library.

2 Creation of two Satellite Libraries (phases 2a and 2b) in West/Central Ontario

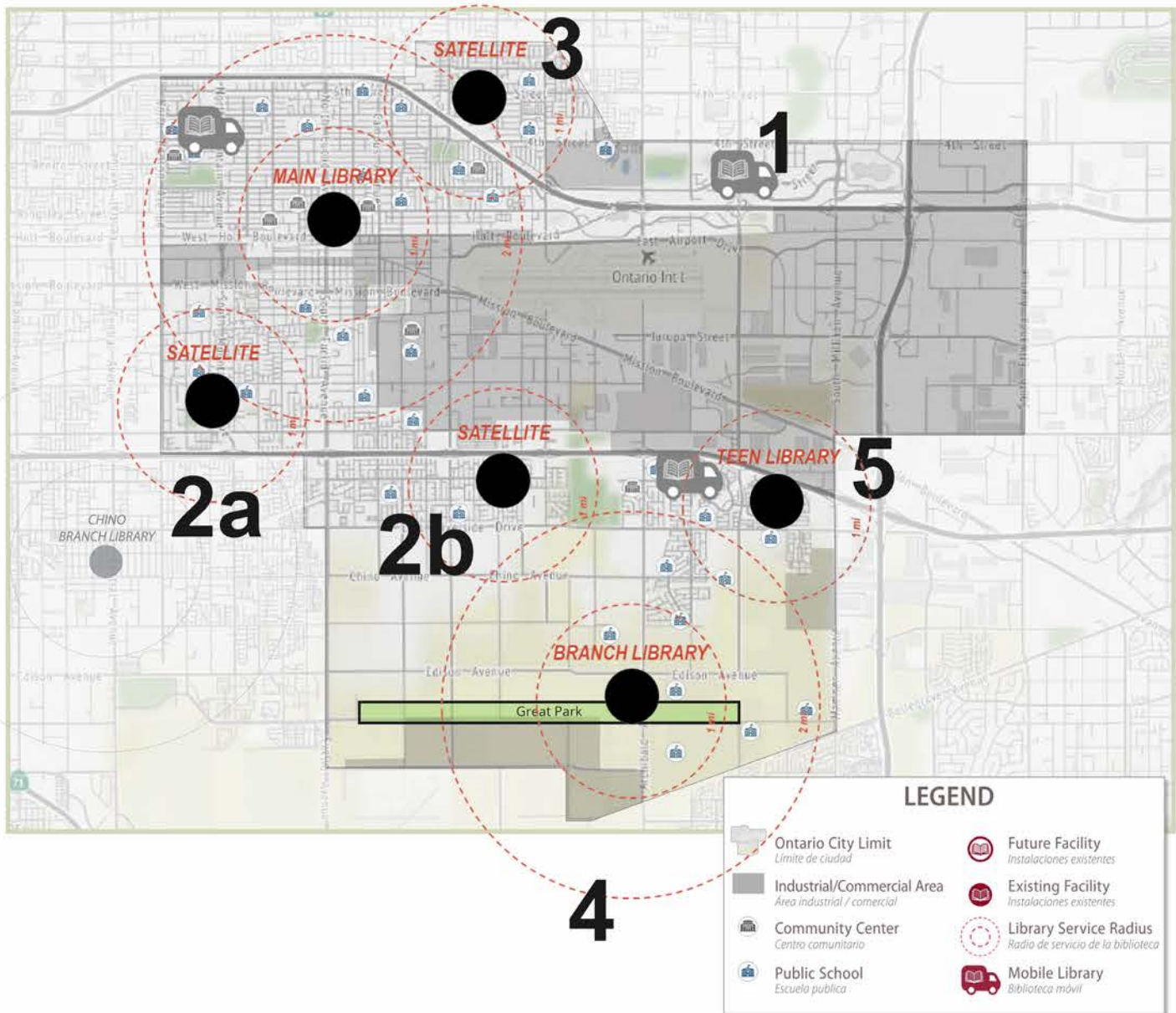
Similar to the mobile library, the satellite locations will be implemented in under-served areas. The satellites will be a convenient way for residents to drop off and pick up books without going all the way to the main or branch library. Outreach participants recognized the importance of having a mobile library system or satellites around Ovitt as a support to the main library.

The satellites will preferably be collocated with an existing destination, such as a park, a school, or a shopping mall. In addition to expanding access to library services, the satellites will help bring the community together and offer educational opportunities. Indeed, a satellite will offer a Wi-fi connection and can be adjacent to an open seating area where neighbors can socialize or use their electronic devices. The satellites may use this open space or another adjacent shared space for scheduled programs and events.

- / Satellite 2a will be a pilot. This location is recommended for the pilot because of the current sense of community pride. With these characteristics, the hope is that people living in this area will rally around this project and build enthusiasm among other communities within Ontario.
- / The location for satellite 2b is a mid-point between the current main and branch libraries. It will be near a residential area and relatively far from the existing (and future) facilities.

Service Delivery Strategy (Cont.)

Early Phases (Cont.)



(* For Phase 1, multiple locations could be served by one Mobile Library)

Service Delivery Strategy (Cont.)

Early Phases (Cont.)

3 **Creation of a Satellite Library** in Northern Ontario

Similar to the satellites in West Ontario (phases 2a and 2b), this satellite will provide library services in an under-serve area. It will also help bring the community together and offer educational opportunities.

A potential future location is near Vineyard Park. This location is already a destination and is located next to a shopping area and a highway.

4 **Creation of a New Branch Library** in South Ontario

This new facility will be located near the Great Parks and near large future residential developments. This new branch will meet a growing demand in an area where the population is predicted to rapidly grow. Once this facility is open, the existing Lewis branch will be modified to focus on youth. Together, these two locations will support the demand for library services in the south eastern part of Ontario.

The new branch can be collocated with other community services or a school but will not be a joint-use facility.

5 **Conversion of Lewis into a Teen Library/Zone**

Once the new branch library in Southern Ontario is open, the existing Lewis branch library will be converted into a Teen Library/Zone. This facility will focus on young adults and offer targeted programs and services. It will be open and offer programs when its patrons will need it. This location will expand the opportunities for Ontario youth to learn, discover, and receive support in a safe and conducive environment. It is also a place where teens can go after class. Outreach participants mentioned that Ontario lacks safe places for young people to safely spend time after classes. In addition, teenagers will be more willing to go a place that is designed to support their needs and is dedicated to them.

Service Delivery Strategy (Cont.)

Later Phases

6 Renovation of Ovitt Main Library

The quality of service and the variety of the collection were frequently mentioned during the outreach campaign. Ovitt is seen as an asset for the community. Yet, outreach participants and staff identified room for improvement (spaces for programs too small, lack of small study rooms, quiet areas next to very active areas, limited access to computers, under-used areas, etc.). In addition, the main library will have to support future and evolving needs. Library patrons prioritized safe and welcoming spaces where they can socialize, or engage in individual activities, such as reading. They also want opportunities to learn and receive help and support. To extend the benefits to the community, the renovation will redistribute space with a focus on patrons and their needs.

7 Conversion of the Pilot Satellite into a Branch Library

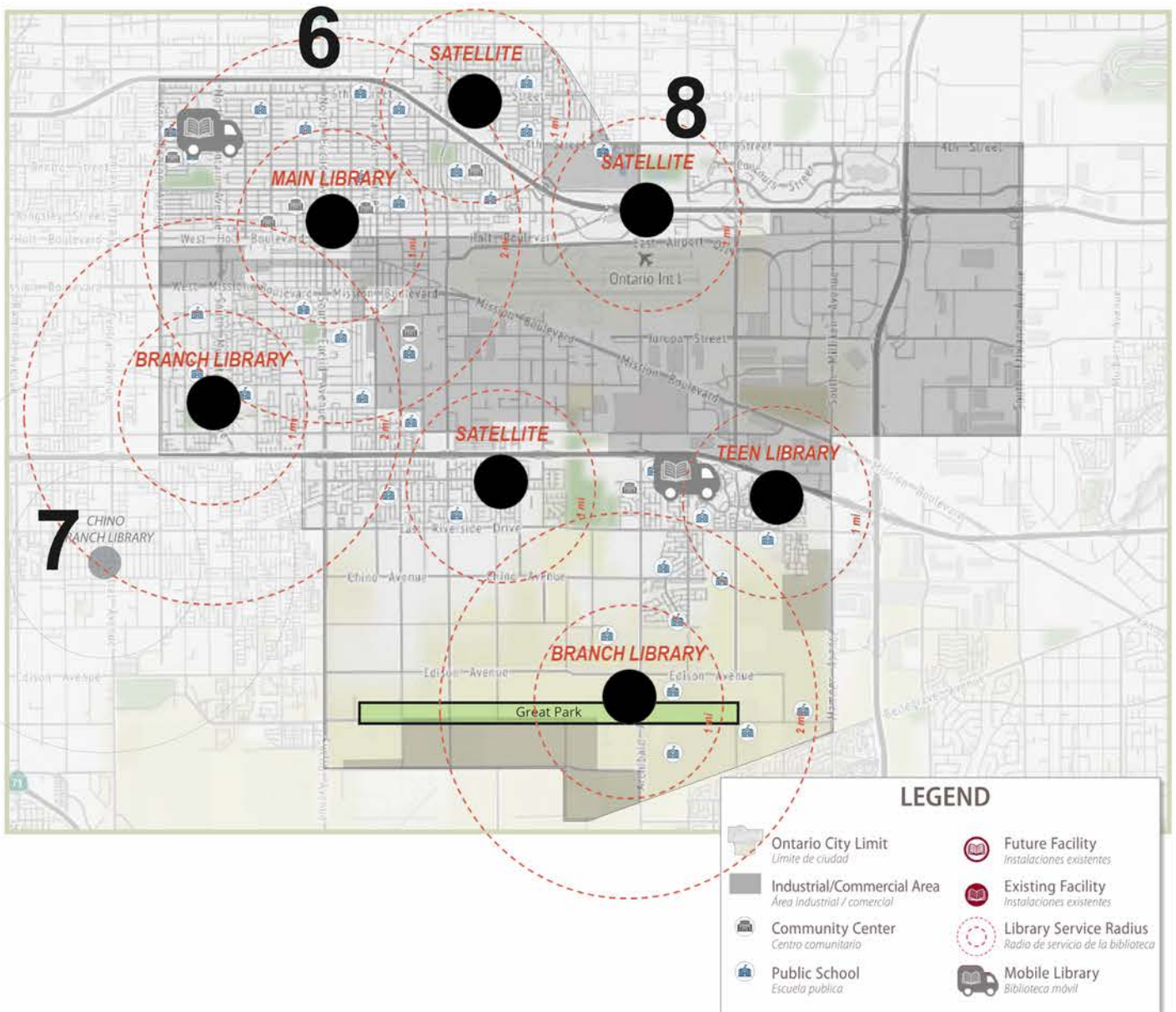
The Pilot Satellite is located in a large residential area relatively far from the main library or a branch library. The conversion of the facility into a branch library has several advantages. First, by supporting Ovitt, it will provide a better distributed library service throughout the city and will take pressure off of Ovitt. In addition, it will have a high impact due to its strategic location. This area has a dense and large population of residents as well as several schools.

8 Creation of a Second Satellite library in Northern Ontario

This Satellite will be located East of the first satellite in Northern Ontario. Similarly to the first satellite, it will improve access to library services in an under-served area. It will also bring the community together and create opportunity for learning through various programs. This new satellite will preferably be collocated with an existing destination. Being adjacent to the future Ikea was an option suggested during the outreach campaign. Locating this satellite at Ontario Mills shopping mall was considered, but ultimately dismissed because most of the patrons of this shopping mall do not live in Ontario and are likely to use the library system in their city of residence.

Service Delivery Strategy (Cont.)

Later Phases (Cont.)



Space Types to Prioritize

Overview

In the last outreach effort, library patrons prioritized the spaces for each facility type. These priorities informed the recommendations for planning space use in the future facilities.

Main Library

The Main Library should be renovated in order to rebalance the space, as follows:

- / Reduce the amount of space dedicated to the shelving the collection. There is more shelving than required to house the collection.
- / Increase the spaces dedicated to patrons. The Main Library, Ovitt, will include all the Core Spaces (See Section 5 for a description of each space):
 - › New Materials
 - › Adult Collection
 - › Young Adult Collection
 - › Children' Collection
 - › Model Colony History Room
 - › Veteran Resource Center
 - › Staff Area
 - › Copy Printing Area
 - › Friends' Book Sale Area

While each of the spaces listed next should be designed to support their specific function, a flexible design will also support several other activities. This will allow Ovitt to be flexible enough to adapt to evolving needs. The primary functions are as follows (by decreasing importance):

- › Technology Enabled Seating
- › Children/Family Place
- › Homework Center
- › Maker Space
- / Specific spaces that can be re-purposed to accommodate these priority needs are the café, kitchen area near the program room, and empty shelving.

Space Types to Prioritize (*Cont.*)

Branch Library

Similar to the Main Library, the Branch Libraries will include all the Core Spaces (See Section 5 for a description of each space), except the History Room and the Veteran Resource Center, which will only be available at Ovitt:

- › New Materials
- › Adult Collection
- › Young Adult Collection
- › Children' Collection
- › Staff Area
- › Copy Printing Area
- › Friends' Book Sale Area

In Addition, the branch Libraries will include spaces that are flexible. While each will be primarily designed to support a specific functions, it can support several other activities. This will allow Ovitt to be flexible enough to adapt to evolving needs. The primary functions are as follows (by decreasing importance):

- › Technology Enabled Seating
- › Children/Family Place
- › Homework Center
- › Maker Space

Implementation Strategy and Schedule

Phase Sequences Details

As mentioned earlier, the phases are aligned to the population growth and will not follow a predetermined calendar timeline. As a result, the library system will grow in parallel to the city population. For each phase, the table below details:

- / The size of the facility impacted by the phase (whether it is a new facility or a renovation),
- / The square footage added to the library system (in case of a renovation, no square footage is added),
- / The population threshold when design stage of each phase should start,
- / An approximate construction budget. Operational costs are not included in this estimate. The construction budget is in today's dollars and is based on a range of published construction costs of similar facilities. The construction cost does NOT include soft costs (like professional fees and permit costs) or finance costs. The city should determine assumptions for these other costs in order to determine a project budget for each phase. In addition, the city should also explore the impact to operational costs.

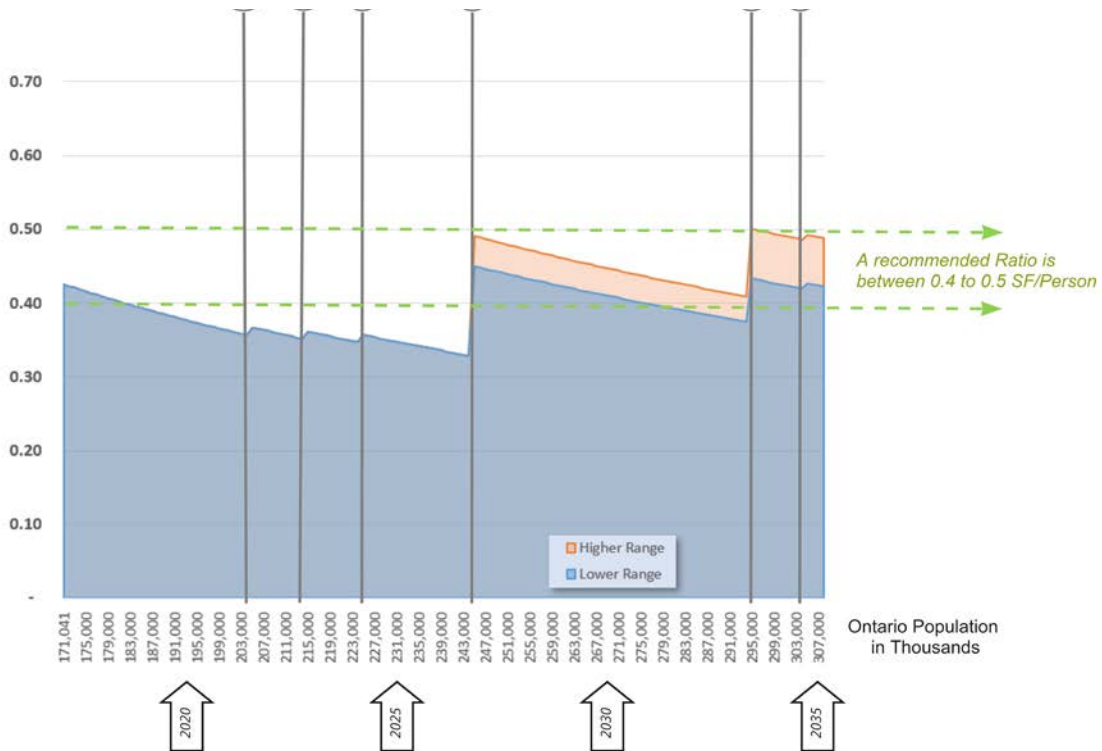
	Phases	Facility Sizes	SF Added (*)	Population	Construction Budget (**)
1	Implementation of a Mobile Library	NA	NA	Current Population	\$250,000
2a	Creation of a Satellite Library in West Ontario	2,500 SF	2,500 SF	Population reaches 205,000	\$250,000+
2b	Creation of a Satellite Library in Central City/60 Corridor	2,500 SF	2,500 SF	Population reaches 215,000	\$250,000+
3	Creation of a Satellite Library in Northern Ontario	2,500 SF	2,500 SF	Population reaches 225,000	\$250,000+
4	Creation of a New Branch Library in South Ontario	30,000 SF to 40,000 SF	30,000 SF to 40,000 SF	Population reaches 240,000	\$21 million to \$35 million (\$700 to \$875/SF)
5	Conversion of Lewis into a Teen Library/Zone	15,000 SF	0 SF	Population reaches 245,000	\$250,000
6	Renovation of Ovitt Main Library	Scope to be defined	Scope to be defined	Population reaches 265,000	Scope to be defined
7	Conversion of the Pilot Satellite into a Branch Library	20,000 SF to 30,000 SF	17,500 SF to 27,500 SF	Population reaches 290,000	\$14 million to \$26.5 million (\$700 to \$875/SF)
8	Creation of a Second Satellite Library in Northern Ontario	2,500 SF	2,500 SF	Population reaches 305,000	\$250,000+

(*) SF stands for Square Footage
 (**) In Today's US Dollars

Implementation Strategy and Schedule

Phase Sequences details (Cont.)

Facility improvement should keep pace with population growth. The following graph illustrates the changing ratio of facilities to population size as the population grows and each key step of the master plan is implemented. Population threshold for each step of the master plan have been selected to maintain an appropriate quantity of facilities for the City of Ontario as it grows. An appropriate target range is between 0.4 and 0.5 SF per person.



Funding Options

Overview

This section presents a variety of funding options for consideration. It does not recommend a specific financing strategy. As a part of next steps, the city will need to determine which financing option best suit its needs.

Funding Options

The funding options are as follows:

- / In general
 - › **Bonds**, which has been one of the primary ways of funding projects similar to an expanded library system like this in the past
 - › **City assets** as collateral on a loan
 - › **Sell City assets** to fund facilities
- / For specific projects
 - › Great Park Library can be built with **Development Impact Fees (DIF)**, an investment fund, that is currently being collected for New Model Colony/ Ontario Ranch (NMC/OR). There are at least two separate areas with DIF being collected – Old and New Model Colony (OMC and NMC). Phases 3 and/or 8 can potentially be funded with DIF. There are planned developments along the 10 freeway corridor, and it is maybe possible to utilize those funds for library construction in those areas.
 - › **New revenue measures** could potentially fund and move forward immediately phases 1, 2a, 2b, and 3. A potential option is to use new sales tax revenue.
 - › A **Capital Improvements Plan (CIP) project** to fund a satellite library.
 - › There is potential for a **partnership with a local school district** on a satellite in West Ontario.

Next Steps

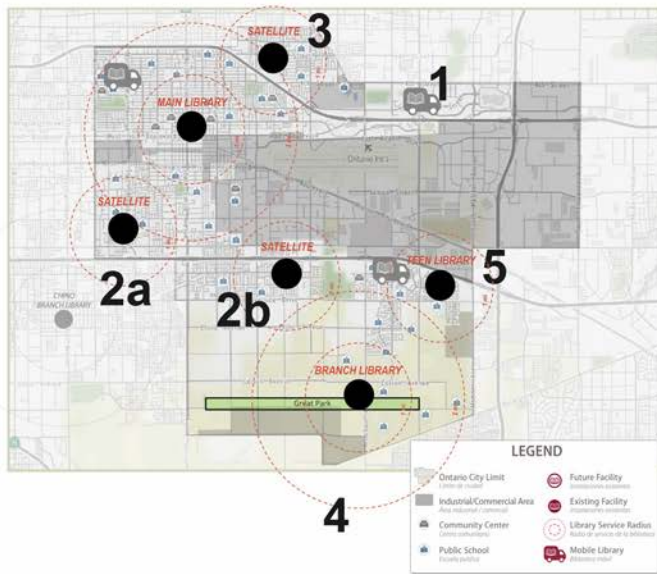
Overview

This Master Plan is a framework and a long term direction for the future of Ontario Library System. As each population threshold approaches, the library system will have to identify specific funding and start the design and construction work for each phase (Refer to phases 1 to 8 in the maps below). This document sets a system level strategy for improving facilities but the individual space needs program and design will still need to be completed for each facility.

Finally, the city should continue to monitor the population demographics and growth, and to keep a general awareness of community needs to ensure that the future facilities support the evolving needs. The city should reassess population growth and community needs every 5 years or before starting the design of a new branch or the renovation of the main library. Similarly, the vision for Ontario Library System should be reassessed and aligned with new needs and trends as appropriate before starting a new phase involving a new branch or the main library.

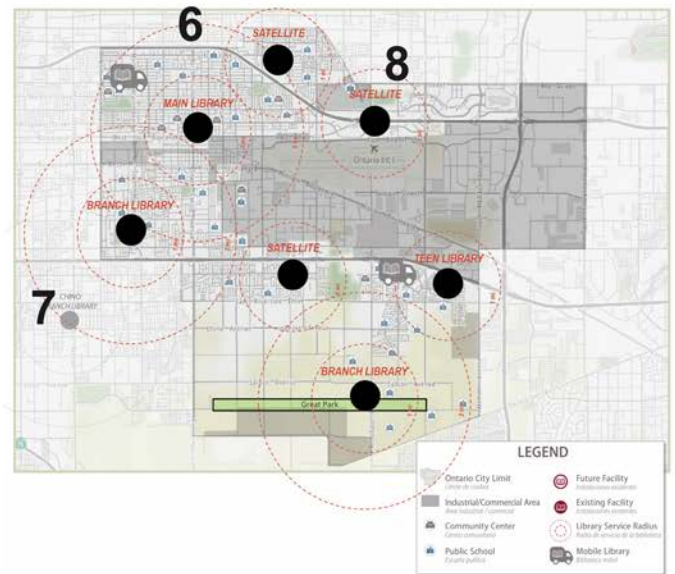
The library system is already working on the first phase of the Master Plan, which is the implementation of a mobile library.

Early Phases (*)



(*) For Phase 1, multiple locations could be served by one Mobile Library
(See page 6.4 for a larger map)

Later Phases



(See page 6.7 for a larger map)

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