1. Introduction – Martha Whitehead
2. Review of Previous Stakeholder Workshops – Paul Cravit – CS&P Architects
3. Next Steps
Key Strategic Objectives

Queen’s University is the Canadian research-intensive university with a transformative student learning experience.

Balanced Academy

Student Learning Experience

#1
#2
#3

Research Prominence

#1
#2
#3

Financial Sustainability

#1
#2
#3

Dashboard
The Libraries and Archives are of vital importance to the learning and research experience at Queen’s.

As unique public spaces on campus they offer critical, intellectual, cultural, and social resources to support excellence in student learning and research.

Enhancing these resources and thereby enriching the student experience is a primary goal of the Library & Archives Master Plan.
What We Did

Phase 1 - Discovery and Analysis - Data Collection Phase
Phase 2 – Exploration- Needs Assessment/Planning Models Phase

Workshop #1 – Issues Discussed
- Existing Facilities - Queen’s Libraries & Archives – What are the Strengths & Weaknesses?
- Library & Archives Master Plan of the Future – What do you think the plan will look like?

Workshop #2 – Issues Discussed
- Focus on Collections - what you want - how you use & create digital content
- Focus on Learning Spaces - Studying, learning in groups, working on research projects, services used & desired
- Collection Task Group – Detailed discussion - user needs, collections analysis process, & storage options
- Archives – Detailed discussion physical/digital content, storage options, and stakeholders beyond Queen’s.
- Operations – Efficiencies, future operations, security, current staffing, details of 6 buildings
- Library Systems – Current strengths & issues relating to Library IT planning and support, and new technologies.

Workshop #3 – Issues Discussed
- Context – Key Strategic Objectives
- Key Principles
- Scenarios

Workshop #4 – Issues Discussed
- Campus Master Plan Overview
- Testing of Programme Opportunities

Workshop #5 – Issues Discussed
- Review of Stauffer Library & Archives Master Plan Principles & Plans
- Review of Douglas Library & Archives Master Plan Principles & Plans

Stakeholder Participants - LAMP Steering Committee/ Provost/ Deans/ Archives/ IT Services/ QLC Partners/ Faculty - Research Services/ Operations/ Academic Services/ Undergrad Students/ Grad Students/ Stauffer Library/ Douglas Library/ Bracken Library/ Law Library/ Education Library/ Collections Task Group/ Learning Spaces Task Group/ Library Systems/ Queen’s Quarterly/ McGill-Queen’s University Press
What We Learned

People were passionate about libraries. There were strongly held, sometimes quite divergent, opinions and priorities on the future direction of libraries.

Issues and ideas could be grouped into two categories:

- current or immediate
- long term or ‘big picture’

And while our focus is primarily on the long term, it is many of the current or immediate ideas and issues that will inform that future.
What We Learned

LEARNING & STUDY SPACES

- Not enough individual and group study spaces
- Not enough learning spaces in libraries, and in particular technology rich experiential learning spaces
- Integration of educational technology solutions is critical
- Need for common ground as places for social interaction and serendipitous learning
SERVICES

- "Librarians are the lifeline of libraries and do an exemplary job."
- Librarians are successfully embedded in the faculties
- Staff spaces are, in many cases, less successfully located within their libraries than they should be for people to effectively carry out their work
- Librarians see fewer people but for longer interactions
- The role of staff is changing and expanding with the increase of library services
- Remote access to library services is increasing and will increase with the desire to grow the e-learning student body
What We Learned

COLLECTIONS

- Bound journal collections in all libraries occupy too much space
- Consolidation of print collections in libraries through transition to digital collections and pragmatic storage options will provide much needed opportunities to re-purpose space
- Improved preservation of tangible collections is a significant priority
- Improving access and security to all collections and research data is an equally significant priority
- Increased display and showcase opportunities for collection materials is part of the University’s academic mission for outreach
What We Learned

TECHNOLOGY

- IT services is an essential partner to the library
- Queen’s Data Centre is a huge resource for scholars on campus
- Need to provide more immersive labs and integrated technology services
- Important opportunities to introduce new collaborative technology spaces as integral part of libraries, e.g. Emerging Technology Centre, Digital Media Zone, Media Walls, Fibre Optic Display Technology, Technology Sandboxes, etc.
- IT Services occupies ‘prime real estate in Stauffer’s lowest level
What We Learned

FACILITIES OPERATIONS

- Security issues to varying degrees associated with each library
- Security needs to be a critical consideration if greater public access and longer operating hours are planned
- Significant differences in operating efficiencies of various libraries
- Design for long term sustainability and operating efficiencies
- Long term maintenance of libraries’ furnishings an important consideration
What We Learned

**SENSE OF PLACE**

- Library as place has intrinsic value to a student’s experience on campus
- Particular spaces in certain campus libraries identified as memorable, for their qualities of place, e.g. the 1923 Reading Room
- Great libraries inspire and resonate as places for scholarship and knowledge
- Queen’s Libraries can leverage use of these wonderful spaces to host more public and private events
- Underused interior & exterior spaces at Stauffer and Douglas should be developed as attractive and useful social spaces
What We Learned

ACCESSIBILITY

- Serious accessibility challenges in all libraries except Stauffer
- Quality and conviviality of supportive environment is as important an aspect of accessibility as technology for persons with disabilities
What We Learned

DIVERSITY & COMMUNITY

- Libraries could/should host more events as part of their outreach to the community
- Stauffer has greater potential for exhibits and new partnerships
Existing Facilities - Critical Observations

Stauffer Library  Built in 1994, Learning Commons renovation 2005

1. Attractive central Campus Library with potential for better use of outdoor space around the building.
2. Underutilized loggia/lobby space.
3. Inspiring entrance atrium space
4. Popular, well used Learning Commons
5. Shortage of study spaces, individual and group.
6. Lack of learning spaces
7. ‘Precious’ basement windows given over to IT services.
8. Abundance of stack space dedicated to journals.
9. A robust building with extraordinary ‘bones’
10. Compact storage capability on each floor.
11. Fireplace Reading Room, one of several extraordinary spaces.
12. Dedicated graduate space too small.
Douglas Library  Built in 1923, addition 1964, renovated 1999

1. Complex dense spatial organization
2. No sense of place upon arrival on each level.
3. No barrier free access to grand terrace at rear
4. Awkward columns in classroom
5. Below grade without daylight, views or library connection
6. Inspiring 1923 Reading Room on Level 7
7. Poorly developed second reading room.
8. Unfinished space potential for expansion.
9. Potential to create a connected, singular building
10. Densely packed music library.
11. Underutilized space in Engineering & Science Library
12. Wet sprinkler risk to special collections
Existing Facilities - Critical Observations

Kathleen Ryan Hall  built in 1907

1  Building difficult to find for public access
2  Barrier free accessibility challenges
3  Heritage building, requiring significant renovation to be an effective Archives
4  Inadequate space for growing collection
5  Lack of study space
6  Preservation environment challenges
7  Insufficient display space
8  Competing/Overlapping uses in reading room
9  Inadequate loading/service facilities
10 Small ‘chopped up’ building footprint
11 Inefficient plan for staffing collaboration
Existing Facilities - Critical Observations

1. No Library identity or access from exterior
2. Two single washrooms within Library.
3. Excellent relationship between staff spaces and users
4. Highly used study spaces in basement
5. Shortage of group meeting and collaboration spaces
6. High concentration of stacks relative to total library area
7. Attractive main reading/study room
Existing Facilities - Critical Observations

Bracken Library  
Built in 1977, renovated 2005

1. Good daylight & visibility from street.
2. Insufficient variety of study rooms & spaces
4. Popular interactive learning area.
5. Access services not heavily used as intended.
6. Staff location disconnected from students in library
7. Staff oversized relative to library footprint
8. Stacks and carrels located downstairs.
9. Basement poorly configured
10. No universal accessibility
Existing Facilities - Critical Observations

1. Isolated from main campus
2. Conventional public library circulation arrangement
3. No library identity or direct access from exterior
4. Little inspirational sense of arrival or place
5. Poor access to electronic classroom on 3rd floor
6. Relatively low technology enhanced environment
7. Dense stack layout inhibits stunning views in and out
8. Minimal private and group study areas
9. Large areas of library dedicated to tangible resources
## Existing Facilities

### Deferred Maintenance

<table>
<thead>
<tr>
<th>Library</th>
<th>SM</th>
<th>Percent of Total Library System</th>
<th>Deferred Maintenance (DM)</th>
<th>Percent of Total DM</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stauffer Library</td>
<td>22,791</td>
<td>49.6%</td>
<td>$1,200,000</td>
<td>18.4%</td>
<td>Very low deferred maintenance costs</td>
</tr>
<tr>
<td>Douglas Library</td>
<td>12,166</td>
<td>26.6%</td>
<td>$900,000</td>
<td>13.6%</td>
<td>Low deferred maintenance costs</td>
</tr>
<tr>
<td>Archives</td>
<td>2,392</td>
<td>5.2%</td>
<td>$1,400,000</td>
<td>21.5%</td>
<td>High deferred maintenance costs</td>
</tr>
<tr>
<td>Law Library</td>
<td>2,571</td>
<td>5.8%</td>
<td>$1,000,000</td>
<td>15.3%</td>
<td>High deferred maintenance costs</td>
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<tr>
<td>Bracken Library</td>
<td>2,682</td>
<td>6.3%</td>
<td>$1,500,000</td>
<td>23.0%</td>
<td>High deferred maintenance costs</td>
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<tr>
<td>Education Library</td>
<td>2,345</td>
<td>5.1%</td>
<td>$520,000</td>
<td>8.0%</td>
<td>Average deferred maintenance costs</td>
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<tr>
<td>Archives WC Storage</td>
<td>585</td>
<td>1.3%</td>
<td>$0</td>
<td>0.0%</td>
<td></td>
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<tr>
<td><strong>Total</strong></td>
<td>45,732</td>
<td>100.0%</td>
<td>$6,520,000</td>
<td>100.0%</td>
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</table>

### Annual Operating Costs Breakdown

<table>
<thead>
<tr>
<th>Library</th>
<th>SM</th>
<th>Steam</th>
<th>Gas</th>
<th>Electricity</th>
<th>Water</th>
<th>Operations Costs*</th>
<th>Total</th>
<th>Cost/SM</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stauffer Library</td>
<td>22,791</td>
<td>$150,834</td>
<td>$417,022</td>
<td>$3,101</td>
<td>$375,944</td>
<td>$946,901</td>
<td>$42</td>
<td>Average operating costs</td>
<td></td>
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<tr>
<td>Douglas Library</td>
<td>12,166</td>
<td>$76,812</td>
<td>$197,031</td>
<td>$10,438</td>
<td>$161,708</td>
<td>$445,989</td>
<td>$37</td>
<td>Average operating costs</td>
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<tr>
<td>Archives</td>
<td>2,392</td>
<td>$22,570</td>
<td>$36,480</td>
<td>$7,985</td>
<td>$28,569</td>
<td>$95,604</td>
<td>$40</td>
<td>Average operating costs</td>
<td></td>
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<tr>
<td>Law Library</td>
<td>2,571</td>
<td>$27,767</td>
<td>$30,828</td>
<td>$1,297</td>
<td>$44,440</td>
<td>$104,332</td>
<td>$41</td>
<td>Average operating costs</td>
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<tr>
<td>Bracken Library</td>
<td>2,682</td>
<td>$26,340</td>
<td>$46,823</td>
<td>$1,500</td>
<td>$52,826</td>
<td>$127,489</td>
<td>$44</td>
<td>Average operating costs</td>
<td></td>
</tr>
<tr>
<td>Education Library</td>
<td>2,345</td>
<td>$17,728</td>
<td>$63,236</td>
<td>$1,690</td>
<td>$24,678</td>
<td>$107,332</td>
<td>$46</td>
<td>Average operating costs</td>
<td></td>
</tr>
</tbody>
</table>

Operations costs include custodian, maintenance, and waste pick-up; does not include staff costs.
What We Learned

Consensus Summary

- Libraries are a unique building type at the core of the student experience on campus
- Knowledge creation today is largely digital
- Stack space has reached its limit and is restricting valuable opportunities for repurposing space
- Bound journals and periodicals today, for the most part, can be stored outside the library
- Print and tangible collections need a focused strategy for stewardship and better preservation
- Immersive technology supporting learning needs to be fully integrated within the libraries
- Significantly more collaborative and individual study spaces are required within the library system
- The buildings housing Queen’s Libraries & Archives vary greatly in quality, condition, and effective space utilization
- The Archives is out of space in a building that cannot fulfill its future needs
Concepts – Leveraging the Qualities of Campus Buildings

Library & Archives Master Plan

Building on tradition
- Strong sense of place in a mature campus
- Compelling qualities of heritage buildings
- Many unique & inviting spaces can be developed into quiet individual or collaborative research spaces

Building for the Future
- Cutting edge technology that supports collaborative & experiential research & learning
- Improved digital access to analog & e-resources
- Rich alchemy of new spaces & services to enhance student achievement & encourage student engagement
Concepts – Transforming the Library

Existing

Future

Collections

Services and Resources

Teaching/Learning Spaces

Collections virtual & off-site

Services and Resources

Teaching/Learning Study Spaces
Concepts – New Service Models

- Segregated - Appended Staff
- Integrated - Embedded Staff
- Integrated - Physically Embedded Staff
- Integrated - Digitally Embedded Staff
Concepts – Contiguous Library Space

Existing – Virtual Connections

Future – Physical & Virtual Connections
What We Learned

TEACHING / LEARNING / STUDY

- Individual Study Areas/Carrels
- Study ‘Pods’
- Lounge Seating
- Open Study Tables
- Group Quiet Study Rooms
- Lounge Rooms
- Reading Rooms
- Collaborative Group Study Rooms
- Interactive Meeting Rooms
- Outdoor Seating
- Learning Commons
- Media Commons
- Multi-Purpose Room Theatre
- Screening Room
- Studio Workshop
- Digital Humanities
- Immersive Labs (3D Printing)
- Peer to Peer Tutoring Interview Rooms
- Project Rooms
- Media Labs
- Technology ‘Sandboxes’
- Large Interactive Classrooms (100)
- Interactive Seminar Rooms (50)
- Flexible Open/Closed Classrooms
- Graduate Student Commons
- Exhibitions & Displays
- Gallery & Displays
- Cafe/Food Services
- Event Spaces
- Speaker’s Corner
- Outdoor Meeting/Gathering Spaces
- Library Town Square

SERVICES

- Embedded Staff Areas
- Staff Counter Service Points
- Student/Librarian Group Meeting Space
- Faculty Commons
- Interview/One on One Rooms
- Conservation Workshop
- Digitizing Studio
- Photographic Studio
- Writing Centre
- Adaptive Technology Centre
- Learning Strategies Development
- IT Services
- Centre for Teaching & Learning
- Emerging Technologies
- Humanities Research Centre
- Health & Wellness
- Teacher Resource Centre (Education)
- Queen’s Resource Data Centre
- Career Services (in Gordon Hall presently)
- Queen’s Quarterly
- McGill Queen’s University Press
Our Principles

Library and Archives Services
Deploy strategically the resources, tools and technologies required to enable cost-effective delivery of expert library and archival services for the 21st century learner and researcher.

Collections
Develop a sustainable collection model that improves preservation, access and display.

Technology
Integrate new technologies seamlessly into the delivery of services to create state of the art libraries and archives.

Learning and Study Spaces
Increase the number of individual and collaborative learning and study spaces to better support scholarship and research.
Our Principles

Sense of Place

Restore, transform and realize the potential of underdeveloped library and archives spaces to provide memorable places for social and intellectual encounter and discovery.

Accessibility

Provide safe, secure and universally accessible learning and study environments in all campus libraries and archives.

Diversity and Community

Welcome and recognize cultural diversity and community outreach through partnerships and programming.

Facilities and Operations

Develop a comprehensive and sustainable strategy for the facilities and operations of the libraries and archives which aligns with the University's academic mission.
Our Principles
Stauffer Library

LIBRARY & ARCHIVES SERVICES  embed services

Deploy strategically the resources, tools and technologies required to enable cost-effective delivery of expert library and archival services for the 21st century learner and researcher.

- Consolidate and expand Ground Floor Learning Commons spaces along main Gallery/Exhibit student services spine
- Embed librarians/staff within learning/study spaces
- Add services to Lower Level, Ground Floor and Second Floor
Our Principles
Stauffer Library

COLLECTIONS find appropriate homes

Develop a sustainable collection model that improves preservation, access and display.

- Decommission most stacks containing bound journals securely online, through a sustainable collection strategy
- Relocate delicate and rare material to appropriate climate controlled environment through a sustainable collection strategy
- Highlight special print materials
- Distribute/disperse unique collections on all floors of the library
- Provide growth space and improved conditions for Art and other collections
Our Principles
Stauffer Library

TECHNOLOGY *create seamless digital access*

Integrate new technologies seamlessly into the delivery of services to create state-of-the-art libraries and archives.

- Transform/reconfigure Basement Level IT area into a more visible and accessible service
- Introduce a new technology enhanced ‘Media Commons’ on the Ground Floor
- Intensify access to enriched technology on all floors of the Stauffer Library
- Add more project and group rooms
Our Principles
Stauffer Library

**LEARNING & STUDY SPACES** create more options

Increase the number of individual and collaborative learning and study spaces to better support scholarship and research.

- Improve the quality of learning & study spaces by introducing views and more natural light
- Create a range of group study room sizes, flexible in nature
- Increase significantly individual and collective learning & study spaces
Our Principles
Stauffer Library

**SENSE OF PLACE**  *create the there there*

Restore, transform and realize the potential of underdeveloped library and archives spaces to provide memorable places for social and intellectual encounter and discovery.

- Highlight library assets, such as the Second Floor Fireplace Reading Room by connecting to the exterior Terrace and the current Art area by creating designated learning/study space
- Introduce/augment special display collections throughout the building
- Extend the Union Gallery entry into the Ground Floor loggia to invite entry and interest
Our Principles
Stauffer Library

ACCESSIBILITY welcome all abilities

Provide safe, secure and universally accessible learning and study environments in all campus libraries and archives.

- Create more open floor plates with good sight lines and clearer wayfinding
- Introduce more ‘elbow space’ at constrained areas of all floor plates
Our Principles
Stauffer Library

DIVERSITY & COMMUNITY celebrate cultural identity

Welcome and recognize cultural diversity and community outreach through partnerships and programming.

- Accommodate and support community events by developing and opening flexible gathering/exhibition spaces to large areas of the Ground Floor
- Name special rooms to celebrate diversity and community
FACILITIES & OPERATIONS create a sustainable strategy

Develop a comprehensive and sustainable strategy for the facilities and operations of the libraries and archives which aligns with the University's academic mission.

- Allow for growth of the floor plate at the northeast end of the library
- Create a open floor plate to allow for maximum flexibility
- Choose robust, endurable building materials with life cycle costing in mind
- Organize the plan to differentiate public from secure access
Diagrams

Gallery/Exhibit Learning Connectivity

Stauffer Ground Level
Diagrams
Visibility and Daylight

Stauffer Lower Level

Stauffer Level 3
Diagrams
Sense of Place

Stauffer Second Floor
Diagrams
Embedded Service

Stauffer Second Floor
Diagrams
Public Use and Connectivity

Stauffer Section
Library & Archives Services

Embed services

Deploy strategically the resources, tools, and technologies required to enable cost-effective delivery of expert library and archival services for the 21st century learner and researcher.

- Co-locate Archives & Special Collections services to achieve collaborative synergies where feasible
- Create innovative service spaces for partnerships and relationships which promote scholarly learning and discovery
- Distribute services throughout the building
- Embed librarians/archivists/staff within learning/study spaces
Our Principles
Douglas Library

**COLLECTIONS** find appropriate homes

Develop a sustainable collection model that improves preservation, access and display.

- Decommission most stacks containing bound journals now securely online, through a sustainable collections strategy
- Highlight display opportunities for Archives & Special Collections
- Integrate unique collections into Gallery/Exhibit Spaces
- Preserve delicate and rare material in an appropriate climate controlled environment
Our Principles
Douglas Library

**TECHNOLOGY** *create seamless digital access*

Integrate new technologies seamlessly into the delivery of services to create state of the art libraries and archives.

- Introduce a Digital Humanities/Scholarship technology enabled space on Level 5
- Create a new Gallery/Exhibition/Multi-Purpose space on Level 4 which dramatizes and explores old and new technology
- Intensify technology access on all floors of the Douglas Library
Our Principles
Douglas Library

LEARNING & STUDY SPACES create more options

Increase the number of individual and collaborative learning and study spaces to better support scholarship and research.

- Improve the quality of learning and study spaces by introducing more natural light
- Create a range of group study room sizes, flexible in nature
- Incorporate study spaces and connect to existing library assets such as the rear exterior Courtyard Terrace
- Extend study and learning spaces as continuous space between the original and renovated Douglas buildings
SENSE OF PLACE  
*create* the *there*  

Restore, transform and realize the potential of underdeveloped library and archives spaces to provide memorable places for social and intellectual encounter and discovery.

- Capture the essence of existing special spaces such as the 1923 Reading Room and apply these qualities to study spaces such as a renovated 1966 North Reading Room
- Enhance inherent qualities of existing spaces by opening the building floor plates to daylight & views
Our Principles
Douglas Library

ACCESSIBILITY welcome all abilities

Provide safe, secure and universally accessible learning and study environments in all campus libraries and archives.

- Create an additional Adaptive Technology space on the main entry level of the library
- Provide universal access to the exterior Courtyard Terrace from the new cafe
- Create more open floor plates with good sight lines, clear wayfinding and more elbow space
Our Principles

Douglas Library

DIVERSITY & COMMUNITY celebrate cultural identity

Welcome and recognize cultural diversity and community outreach through partnerships and programming.

- Introduce new partnerships to the library such as the Queen’s Quarterly and create intellectual access to a public gathering space
- Restore/enhance the historical qualities of the building such as opening the main access off University Avenue for outreach entry to partnerships
Our Principles
Douglas Library

FACILITIES & OPERATIONS create a sustainable strategy

Develop a comprehensive and sustainable strategy for the facilities and operations of the libraries and archives which aligns with the University’s academic mission.

- Consolidate and compact archival and library collections on the two lowest Levels of the library for space efficiency
- Organize the plan to differentiate public from secure access
- Introduce food to the building in carefully restricted areas
- Open up building to community events
Diagrams

Gallery/Exhibit - Learning Connectivity

Douglas Level 4-Ground

Douglas Level 5
Diagrams
Douglas - Visibility and Daylight

Douglas Level 5

Douglas Level 6
Diagrams
Embedded Staff Services

Douglas Level 4

Douglas Level 6
Diagrams
Public Use and Connectivity

Douglas Section
Public Realm
“Standing still or preserving every vestige of our past ways of doing things will not suffice”.

Dr. Daniel Woolf, Principal and Vice-Chancellor of Queen’s University