Final Report of the City of Winter Park Library Facility Task Force
June 22, 2015

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Winter Park Public Library
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Executive Summary

Directive from the Commission
The original charge of the Task Force was to make recommendations to the Commission on the need, location, costs and funding strategies for a new or remodeled Library facility. On December 8, 2014, following extensive and compelling evidence supporting the critical need for a new facility, evaluating multiple site opportunities and considering cost and funding strategies, the Winter Park City Commission extended the work of the City’s Library Facility Task Force for an additional six months. The new directive for the Task Force, unanimously approved by the Commission, was to refine the program/space planning for a potential new library; to consider fundraising philanthropy in the context of determining total project costs; and to more fully explore the following sites: the City Hall Annex site, the Civic Center site and the current site. The Task Force was also directed to hold an open period for 60 days during which additional location options suggested by residents would be considered.

Space and Program Recommendation
After exhaustive research and consultation with national, state and local resources, the Task Force recommends a facility of 50,000 square feet to be divided among collection space, reader seating areas, civic engagement space, electronic commons, special use areas, local history and non-assignable space. These recommendations are for core services and collections only and do not include “enhanced use areas” (e.g. teaching kitchen, auditorium, digital theater).

Location Recommendation
After an additional six months of Task Force meetings and five public forums, the Task Force unanimously recommends the north sector of the Civic Center/Martin Luther King Jr. Park site as the preferred location for a new Winter Park Public Library. Placement of the new WPPL facility at this site provides the best possible combination of opportunities to the Library, the City and its residents. This site activates an underutilized sector of the park, does not necessitate a parking structure and creates opportunities to extend the experience of the “city core.” This site has fewer physical dimensional constraints, provides for future flexibility and advancement, enriches the lives of residents, and represents a longer lasting and sustainable library, park, and community asset.

The Task Force believes the other two sites remain as viable alternatives and can be explored only after exhaustive measures and effort is given to the Civic Center/MLK Park site.

Cost Projections
Cost projections vary depending on the scope of the project and site. Estimates range from $15.3 million to $22.7 million.

Funding Strategies
On December 8, 2014, the Commission voted 5-0 to establish the City’s initial investment in a new Library facility to be $15 million. The Library Board of Trustees has committed to an initial fundraising goal of $2 million and has engaged the services of a consultant to conduct a feasibility study that will help determine fundraising strategy. The Library will aggressively pursue grants from local and national organizations including a $500,000 grant from the Florida Division of Library and Information Services. Additionally, there are potential community partnerships that may become a source of funds for the facility.

Requested Action Items
1. The Task Force requests the Commissioners to approve the location recommendation made by the Task Force.
2. The Task Force requests that the Commissioners give the directive for the selection of qualified professionals to further develop detailed design and pricing documents for a specific site for the new library on the northern sector of the Civic Center/Martin Luther King, Jr. Park.
Library Facility Task Force Members

Below are the members of the Library Facility Task Force. Five members were appointed by the City Commission and three were appointed by the Board of Trustees of the Winter Park Public Library.

<table>
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<tr>
<th>Task Force Members:</th>
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<tr>
<td>Gary Barker</td>
<td>Shawn Shaffer</td>
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<tr>
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<td>Commissioner</td>
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<td>Carolyn Cooper</td>
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<td>Ken Bradley</td>
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<td>Chip Weston</td>
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<td>Commissioner</td>
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<td>Sarah Sprinkel</td>
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Introduction

We stand at a crossroads. There is no question as to whether the residents of Winter Park need a new facility to house a library capable of meeting its present and future library needs. The data, the experts, the planners and the community have answered that question resoundingly and undeniably in the affirmative. The opportunity before us is for the Winter Park City Commission to unite a bold vision with a clear plan of action that embraces the challenge of engaging and empowering residents as they move forward in a 21st century that requires access to information, knowledge and networks.

In addition to the expected best practices of research, benchmarking, consultants, and engaging professional expertise, the Task Force held, as a core value throughout this process, honoring input from our community. Along with an enthusiastic open invitation for the public to attend our meetings and our public forums, we have held dozens of one-on-one meetings with interested and concerned individuals. The end result has been an even richer and more robust process throughout which our community helped shape the process and the progress of our Task Force. We are deeply indebted to our fellow citizens whose passion for Winter Park’s public resources led us to an incredible opportunity for the Library and our community.

“The library, the most democratic of public institutions, is the essential civil society space where this new America will take its democratic character. The library is a core civic society institution, democracy’s ‘maker space.’”

- Amy K. Garmer
The Aspen Institute
Summarizing the Process – June to December 2014

Looking Back So We Can Look Forward
For almost 130 years, the Winter Park Public Library has served residents as a manifestation of the City’s passion for learning and knowledge, a hallmark of our City from its inception that endures today. A key to the success of the Library has been its ability to evolve with the needs of its residents, something made possible by its century-long partnership with the City of Winter Park. It has been a long and fruitful partnership, providing residents with the library materials, programs and services they need to be informed, educated and entertained.

Founded by nine women who believed Winter Park deserved learning opportunities similar to those in the northern towns from which they came, the Library was first housed on the front porch of early resident Evaline Lamson in December of 1885. A year later, the Library moved to a spare room in the Winter Park Company offices at the southwest corner of New England and Park Avenues, where it remained for 16 years. The first permanent, stand-alone library building was built on the south end of Interlachen Avenue. It was at this location that the City began to directly support the Library by providing water and electricity to the building in 1914. The Library on Interlachen Avenue expanded multiple times, eventually constructing a new building directly in front of the first on the same site. In 1979, under the leadership of Rachel Murrah, it moved to its current location at 460 E. New England Avenue and into a building constructed and owned by the City of Winter Park. The two-story building on New England Avenue was built with the intention of expanding it with a third floor when the need arose, which happened in 1995. Despite having five buildings at four different locations, the purpose of the library has remained the same: to empower residents with access to information and to encourage literacy.

The Library Facility Task Force Begins
This Facility Task Force has dedicated itself to a thorough, thoughtful and complete process, endeavoring to be transparent and inclusive of community input at every opportunity. A full description of its work, conclusions and recommendations up to December 8, 2014, as well as a wealth of support materials, is available in the “Report of the City of Winter Park Library Facility Task Force,” which is accessible online at www.wppl.org/FutureWPPL.

The following is a summary of the formation of the Task Force and its work prior to its extension in December 2014.

July 2013: Library Board of Trustees goes on retreat and forms its Facilities Committee to thoroughly examine the current and future capacity of the building.

July 2013 – May 2014: Board’s Facilities Committee comprehensively examines facility issues; enlists input of community experts and nationally recognized library facilities consultant, Clyde Scoles.

June 8, 2014: Library Board holds a workshop with the City Commission to present its conclusion: that the current facilities no longer suffice; requests appointment of Task Force for further study.

June 23, 2014: City Commission unanimously approves the request for a Task Force to fully investigate the question of a new or renovated library facility and gives it the charge of making recommendations to the Commission regarding need, location, costs and funding strategies for a new or remodeled library facility.

July 23, 2014: The Library Facility Task Force meets for the first time
August – September 2014: Task Force fully investigates current Library facility and researched U.S. library trends; views possibilities for where in the City a facility might be.

August 2014: Task Force receives an interactive briefing from The Douglas Company on the status of the current building and the potential cost and logistics of renovating it.

September 17, 2014: Task Force holds its first public forum at the Winter Park Women’s Club. Eight break-out groups report with clear consensus that a library facility serving Winter Park in the future must:
1. Be a source of education and information for people of all ages.
2. Be a flexible space that can change with technology and community needs.
3. Have access to technology and be capable of adapting to new technologies.
4. Be configured for partnerships, collaboration and creativity.

September 23, 2014: Based on current building’s clear deficiencies in the areas of capacity, accessibility, flexibility and technology, the Task Force unanimously votes that a new Library facility is necessary.

October – November 2014: Using research and public input, Task Force clarifies vision for a new or renovated facility.

October – November 2014: Task Force begins review of possible site for new facility in context of its developing program vision and a comprehensive list of criteria.

October 30, 2014 – Task Force holds two public forums, soliciting public input about the following possible sites:
• Current Library Location: renovate/expand or scrape site and build new at 460 E. New England Ave.
• Adjacent to City Hall property at 401 S. Park Ave.
• Rachel D. Murrah Civic Center site at 1050 W. Morse Blvd.
• Winter Park Post Office site at 300 N. New York Ave

November 2014: Task Force works with Library staff, Clyde Scoles and the City’s continuing services architectural consultants, ACi Architects, to develop preliminary cost analyses for all possible locations

November 2014: Task Force engages staff and community experts to develop potential funding strategies as well as an analysis of potential operating costs in a new facility.

November 12, 2014: Task Force ranks possible sites using location, cost, accessibility, green space, walkability, timing and adjacencies as criteria. Final ranking from Task Force is
1. Winter Post Office site
2. Adjacent to City Hall site
3. Rachel D. Murrah Civic Center
4. Current site with new building
5. Expansion/refurbishment of building on current site

December 8, 2014: Task Force presents findings and recommendations to the City Commission. Commission accepts Task Force recommendation regarding to need and extends it an additional six months to further address potential sites, clarify building program and investigate funding strategies.
Summarizing the Process – December 2014 to Present

Task Force Extended
At the December 8, 2014 City Commission meeting, the Task Force was extended an additional six months by a unanimously approved motion comprised of the following elements:

- directed refinement of the program/space planning for a new library and specified the investment of up to $50,000 in architectural/design programming services in order to further develop a program space plan.
- directed that the City’s initial investment be established (limited) at $15 million which ultimately may or may not determine project costs.
- directed that fundraising and philanthropy be considered to determine total project costs.
- directed the further investigation of three sites: the City Hall Annex site, the Civic Center site, the current site.
- directed that the Task Force consider site suggestions from the public for 60 days.

Outreach and Public Involvement
Although it may seem that this process has taken a longtime, the value in it has been that the Task Force has been able to spend more time introducing ideas to and getting feedback from the residents. Over the last 11 months, the following have generated public involvement and feedback:

- Task Force website at www.wppl.org/FutureWPPL
- five well-attended public forums at various community locations
- listening session and Q&A at The Cloisters
- presentation and Q&As with “Heart of Winter Park” advocacy group
- presentation to Winter Park Chamber
- meeting with Teen Advisory Board (see results of teen input in Appendix A)
- one-on-ones with community members with specific concerns
- FutureWPPL@wppl.org email address for public questions
- updates and forum invitations to various social media
- presentation with Q&A to Winter Park Women’s Club
- open relationships with local media regarding Task Force process

Methodology: Refinement of Program and Space Planning
In addressing the Commission’s first directive to refine the program and space planning, the Task Force developed and applied a matrix to determine the square footages shown in the program schemes. A key resource in our investigation of the space needs and program was the advice and expertise of Clyde Scoles, Executive Director at Toledo-Lucas County Public Library and a nationally recognized expert in library facilities and construction. His expertise and four decades in library leadership have been invaluable to our process. A full list of Scoles’ credentials can be viewed in Appendix B. Clyde met with library staff February 19 – 20, 2015. He solicited their input on current building problems and needs in a new building. In addition to Scoles’ input, we also consulted the following resources to develop our space needs.

Early in the process, we used “Public library space needs, a planning outline,” a document by Anders Dahlgren from Library Planning Associates. Our spreadsheet using these formulas for calculating space needs to accommodate the collection and activities of a new Winter Park Public Library can be viewed in Appendix C.
Additionally, we consulted with the American Library Association about standards for public library buildings. Its response to the Task Force was: “ALA no longer sets prescriptive standards for libraries in America. The reason for this is that each library serves a different community with different needs. For example, a public library serving a community with many young families wants and needs a library with different facilities and services than a library serving a similar size population with a high percentage of empty-nesters and retirees”.

We consulted with professionals at the Florida Division of Library and Information Services regarding state facility standards. The standards are in the process of being revised at this time. “The new standard will state: Libraries offering a wide array of programs and services for a variety of age groups and/or special collections should plan larger buildings than these minimally acceptable sizes.” Further the new standards state “The major factors for determining the size of library facilities include the size of population served, proximity of other libraries available to the population served, materials shelving needs, public and staff seating, equipment and technology, programs and services, and the number of service desks.”

**Methodology: Examination of Sites**

Over the course of the Task Force’s 11 months of study, we evaluated 14 sites, two of which were brought to our attention during the 60-day period the Commission asked us to open for additional community suggestions. A table listing all locations investigated by the Task Force and the result of the Task Force’s investigation of them can be viewed in Appendix O.

In its investigation of the Commission-directed sites, ACi Architects performed numerous services to provide the Task Force a complete understanding of the possibilities and challenges involved in each site. ACi Architects worked in collaboration with the following:

- Task Force public input forums (see Appendix D)
- The Cloisters Homeowners Association
- City of Winter Park Sustainability Board
- City of Winter Park Parks & Recreation Board
- City of Winter Park Pedestrian and Bicycle Advisory Board
- In-house City Architect Kris Stenger
- Library Staff
- Library Teen Advisory Board (see Appendix A)
- Library facility standards/best practices experts and cost experts

From December 2014 to June 2015, Task Force members and ACi Architects conducted the following activities to gather research and data for use in clarification of the sites and program:

- Visited new community libraries in Central Florida and nationally.
- Researched 21st century library space needs standards, best practices and peer library benchmarking.
- Space needs program evaluation with library staff and Clyde Scoles
- Based on the “Preliminary Space Program,” created block-and-stack diagrams for each site to indicate horizontal and vertical functional requirements and to ensure that valid building program footprints and site circulation were feasible. These were used to “test fit” the library program onto the three Commission-directed sites.
- Assessed pros and cons of each Commission-directed site using the following considerations:
  - Civic engagement
  - Future expansion/flexibility
  - Place-making
  - Street presence
Methodology: Examination of Costs
ACI Architects consulted the cost experts at Wharton Smith as well as other customary costing sources. For ease of reference, the full methodology used to calculate costs can be found in the report findings section “Examination of Costs” on page 51.

By the End
By the time the Task Force will have completed its duty in June, its activities will have encompassed the following:

- 11 months of investigation, research, listening and discussing
- 37, 90-minute Task Force meetings
- 5 community forums designed to communicate the Task Force’s progress and get input from the public
- 2 Commission workshops and 2 commission meetings
- a group visit to the Melrose Center at the Central Branch of the Orange County Library System

“What libraries need is to be more intentional in the ways that they deploy resources in the community, and more deeply embedded in addressing the critical challenges facing the community. This will require a level of flexibility and adaptability to change as community needs change.”

- Amy K. Garmer
  The Aspen Institute
Investigation of Current Use and Users

Current Patrons and the Facility That Serves Them

Over 11,000 cardholders actively use the Winter Park Public Library each year – fully a third of the City’s population in card numbers alone. It crucial to note that this is not a true representation of the number who use the Library because many cards are used as family accounts, with a single card representing parents, children and others in the household.

Each day, an average of 650 people visit the WPPL. They go for a variety of reasons: research, self-directed education, instruction, cultural enlightenment, shared space and quiet study.

WPPL patrons read for information and pleasure. In 2014, they checked out items from the collection nearly half a million times. The users are active and engaged - on any given day, the WPPL has over 1,000 requests for titles processing and fills every month over 1,800 holds. On average, roughly 25 percent of the Library’s collection is checked out at all times.

The WPPL is busy. Each Tuesday morning, over 70 children learn about music, language, words, and play at the regularly scheduled storyline classes. With only 68 parking spots, it’s difficult for parents and other patrons to find a space. The WPPL is 32 spaces short of the required 100 spaces needed to meet City Code. The same scenario repeats itself Wednesdays and Thursdays as well.

A four-day transportation study conducted at the Library from May 2-5 determined that over 90 percent of its 650 visitors arrive by car each day, which confirmed the results of a smaller transportation study conducted in December 2014. For the full results of the transportation study, see Appendix E.

There are 1,789 square feet in the Library Children’s Area to serve over 600 active youth cardholders from birth to 5th grade, a number that’s artificially low because many younger patrons don’t have their own cards. Imagine 600 children being served out of a facility the size of an average family home. Now imagine squeezing in over 32,000 children’s items which circulated over 210,000 times in 2014. This results in tall shelves not accessible to children and narrow aisles that, in some cases, cannot accommodate wheelchairs.

Due to space constraints, the WPPL must continually remove books from its children’s collection as it add new materials. Between 2013 and 2015, Library staff were forced to weed nearly 30,000 items due to lack of available building space. Most of this weeding occurs in our Children’s Area.

As per library best practices, the WPPL removes items which don’t circulate. But for the last few years, staff have been forced to adjust criteria to remove items that simply circulated less than others. Of the 30,000 volumes recently weeded, over half of them had circulated more than 40 times and none were more than five years old.

The current collection of 140,000 volumes still exceeds capacity by approximately 20,000 volumes; shelving capacity maxed out over 10 years ago.

It’s true that digital items don’t take up space and that demand for digital items will grow in the future. The WPPL does currently carry digital copies of many titles, but an equally large number of titles are not available digitally due to publishing licensing restrictions. Additionally, the current cost of digital items for libraries is in some cases 200-300% higher than the cost to the average consumer. As good stewards of its funding, Library staff must make difficult decisions. For example, staff could purchase a current, bestselling title in ebook format for $87 (which may or may not be licensed as “metered access”, requiring it to be repurchased after a specified amount of time or checkouts have occurred) or staff could purchase four copies of the physical book for the same price – all to meet the same demand.
There are also accessibility issues to consider, both physical and digital. Not everyone can afford an e-reader nor has the manual dexterity to manage one. Staff purchase audiobooks and large print books for those with vision challenges and these items take up more space than their traditional book counterparts.

Accessibility extends further than the items in the collection. There are difficulties in serving patrons with physical or mobility challenges. ADA (Americans with Disabilities Act) requirements mandate larger aisle openings and widths, larger bathrooms, elevators and entrances. – but there isn’t enough space to make these critical and required improvements.

The existing Community Room only has the capacity to seat 60, but many Library events consistently draw crowds which exceed the room’s capacity and force staff to turn people away.

The Winter Park History and Archives Collection is at maximum capacity and many historical documents can’t be properly cataloged. The room needs climate control to meet preservation standards.

The current building has design constraints that can’t be addressed without major renovation. When the third floor was added, the computer server room, which houses computer equipment that operates the WPPL’s crucial operating systems, was placed next to the bathroom - a fact that means the Library is one burst pipe away from potential disaster. Unfortunately, limitations of the building configuration means that all critical data wiring extends down through that room and cannot be rerouted without major structural overhaul.

Every day, an average of over 100 laptop and mobile device users study and research in the current building. These users often experience difficulty in find a outlets to plug-in and the building’s outdated electrical system means staff make frequent trips to the breaker to get power back online. The lack of electrical outlets also limits how space can be configured to meet patron needs.

With over 650 visitors each day, there aren’t have enough reading and study space for patrons. There are only 177 seats available to the public.

In 1995, when the third floor was added, Winter Park’s population was 23,699. Now, in the same space, the WPPL serves a city with a population of nearly 30,000.

Today’s Winter Park’s library users are active and many are tech-savvy. If trends continue, the users of tomorrow will be even more so. Unfortunately, the current facility lacks the space, mechanical, and technological efficiency to meet their need for traditional library services, much less the 21st century library services Winter Park residents need.

“The library is first and foremost a place.... a place that promotes development in society. It is the family room of a community. That’s the vision, that’s the future.”

- Akhtar Badshah
Current User Demographics and Circulation

The majority of current cardholders are females 40+ and they account for the largest circulation block. An important caveat is that many of these women are also parents, spouses and caregivers who check out materials not only for themselves but for their families. Resident library cards are registered to a single user, but can have multiple named family members also granted access to the card, which results in the number of card registrations being far lower than actual users.

2014 User Age Demographics:

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<th>Total Users</th>
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<td>321</td>
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<tr>
<td>Female Young Adult 12-17</td>
<td>486</td>
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<tr>
<td>Female Adult 18-39</td>
<td>1,723</td>
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<tr>
<td>Female Adult 40-59</td>
<td>2,393</td>
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<tr>
<td>Female Adult 60+</td>
<td>2,133</td>
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<tr>
<td>Male Child 0-11</td>
<td>309</td>
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<tr>
<td>Male Young Adult 12-17</td>
<td>362</td>
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<tr>
<td>Male Adult 18-39</td>
<td>890</td>
</tr>
<tr>
<td>Male Adult 40-59</td>
<td>1,202</td>
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<tr>
<td>Male Adult 60+</td>
<td>1,210</td>
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TOTAL

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<td>= 3,302 adult male</td>
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<td>= 807 juvenile female</td>
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<td>= 671 juvenile male</td>
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2014 Circulation Statistics by Age Group:

(Numbers do not include electronic circulation statistics, such as ebooks, databases or digital magazines)

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<th>Age Group</th>
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<td>Female Adult 60+</td>
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<td>Male Adult 18-39</td>
<td>34,341</td>
</tr>
<tr>
<td>Male Young Adult 12-17</td>
<td>3,804</td>
</tr>
<tr>
<td>Male Child 0-11</td>
<td>11,309</td>
</tr>
</tbody>
</table>
Geographic Distribution of Current Library Patrons

ACTIVE LIBRARY PATRONS
BY 2010 CENSUS
BLOCK GROUP

City of Winter Park
Florida

Legend

Winter Park Library

Active Patrons By Block Group

< 100 Patrons
100 - 249 Patrons
250 - 499 Patrons
500 - 999 Patrons
1,000 - 2,503 Patrons
Buffers - 1,2,3,5, and 10 Mile

Toll Roads
Toll Roads
Interstates
US Highways
State Roads
County Roads
Major Roads
County Boundary
Water

SUMMARY DATA - PATRONS AND ACTIVE PATRONS BY BUFFERED DISTANCE

<table>
<thead>
<tr>
<th>Buffer</th>
<th>All Patrons</th>
<th>In Buffer</th>
<th>% In Buffer</th>
<th>Active In Buffer</th>
<th>% In Buffer Active</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Miles</td>
<td>30,962</td>
<td>6,295</td>
<td>20.33%</td>
<td>2,651</td>
<td>42.11%</td>
</tr>
<tr>
<td>2 Miles</td>
<td>30,962</td>
<td>20,621</td>
<td>64.66%</td>
<td>8,642</td>
<td>43.16%</td>
</tr>
<tr>
<td>3 Miles</td>
<td>30,962</td>
<td>35,008</td>
<td>80.77%</td>
<td>10,091</td>
<td>40.35%</td>
</tr>
<tr>
<td>5 Miles</td>
<td>30,962</td>
<td>27,408</td>
<td>88.52%</td>
<td>10,628</td>
<td>38.78%</td>
</tr>
<tr>
<td>10 Miles</td>
<td>30,962</td>
<td>29,437</td>
<td>95.07%</td>
<td>11,014</td>
<td>37.42%</td>
</tr>
</tbody>
</table>
Clarification of Space and Program Needs

A key directive from the Commission was to refine the space and program needs for a new facility. The methodology for this process can be viewed on page 8. It was a thorough process that involved input from library facility experts in Chicago, Wisconsin, Cleveland, Tallahassee and Central Florida, as well as from our own community. Much was discovered through these efforts, but a key discovery is this:

*Determining library space needs for any given community is not a prototypical, commoditized, formulaic process. It is a process that must be customized to the needs and character of each community.*

Statement on program and space needs from Clyde Scoles:

“While questions always arise about space requirements for public libraries, there is no magic formula or algorithm for how large a library should be. In our planning activities, we encounter individuals – even seasoned architects and planners with extensive experience building offices, commercial development or homes – who assume there is a definitive formula for determining library space needs. This is simply not the case.

Architects and library administrators alike are deeply concerned about flexibility, sustainability and providing for myriad possible future uses. It is undisputable that the growing need to design an outstanding library is *the need to design for people rather than materials.* Originally, books occupied their territory and then the customers could fit into the leftover space.

Over the past 10 years, this need to design for people has significantly changed that ratio, and with that, all approaches to library design. Collections are being rethought, service points made much more flexible, and a variety of noise levels managed. Truly, keeping the customers and staff in focus, taking into account their technology needs and insuring that programming innovations will not impact existing workloads.

Regarding the Winter Park Public Library, the Task Force, library staff and the ACi Architects have diligently drilled down to the human-centered end-product, involving stakeholders in the planning process as much as possible. It has taken a lot of collaborative work, but doing so has told the story of Winter Park’s truly inadequate and antiquated public library facility and the tremendous opportunity now presented for a new facility that can successfully provide innovative library service in the 21st century.

Indeed, building library spaces varies from community to community. A key consideration is balancing the design so it can accommodate users who need the library to be a meeting and collaborative space as well as accommodate a core constituency of users needing libraries for individual study and quiet processing of information. Noise mitigation is now a key consideration nationally for library designers and architects. While older buildings have a difficult time effectively zoning areas for children, collaboration, and quiet activities, newer construction libraries are able to effectively and economically manage these needs because these varied purposes are incorporated into their very design. This does impact space requirements and often poses a challenge for whose wishing to rearrange and repurpose a facility. Quite simply, people require more space than books.

*Newly constructed libraries do not follow a magic formula in designing space.* Space considerations are prompted by ingenuity as a crucial aspect of a people-centered design. We are designing new libraries as the “People’s University” for collaboration and creation. Providing space for public collaboration is a broad subject now in library design. It is broader than simply whether to include makerspaces or digital

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space: it includes everything from the “innovation center” concept (e.g. Melrose Center at Orlando Public Library) to new conversation circles, virtual spaces, or spaces that allow mobile tech users to seek out and work with other users based on common goals.

There is not and never will be universal agreement for how large or how small a library should be, and there is no single solution. Library construction means a strong synergy of partnership and teamwork focused on creating a human-centered design. The alliance with ACI Architects and Winter Park Public Library have been a resoundingly successful partnership of incredible vision and strong reimagining of the Winter Park Public Library for the 21st century.”

Facility experts with the American Library Association cautioned the Task Force that many of the widely published “standards” for library facilities are based on 20th century assumptions and do not reflect the nature and requirements of modern library services. For these reasons, they do not set prescriptive standards for libraries in the United States. Similarly, professionals with the Florida Division of Library and Information Sciences have recognized that its basic standards, which were intended to set bare minimum requirements for small and rural facilities, are out of date and they are in the process of revising them. And for all of the standards discovered throughout the research, their developers intended for them to be basic minimums, not recommendations for optimal facilities or service levels.

An important note: the original calculations using the matrix generated the Task Force in conjunction with Library staff (Appendix C) generated an approximate space need of 60,000 square feet. **Further refinement by ACI Architects and other experts yielded efficiencies and innovations that reduced the required amount of space to around 50,000 square feet.**

“Whether you build a new library or transform an existing one, do not build the best library of the previous century. Create an environment that facilitates new patterns of interacting, learning and accessing information and is sufficiently flexible to accommodate changes that inevitably will come.”

- Peter Gisolfi
**Benchmarking Libraries**

As a best practice, the Task Force researched libraries in communities of similar size and character. The following chart shows the size and features of those libraries and compares them to the current Winter Park Public Library (red column).

<table>
<thead>
<tr>
<th>Library</th>
<th>City Population</th>
<th>Square Footage (Gross)</th>
<th>Digital Theatre (Meeting Room)</th>
<th>Children’s Interactive</th>
<th>Local History (Climate Control)</th>
<th>Electronic Commons</th>
<th>Student Help/Homework Centers</th>
<th>Business Career Center</th>
<th>Computer Lab/Makerspace</th>
<th>Collaborative Rooms</th>
<th>Raised Floor (Plenum)</th>
<th>Shelving (66”-45”-33”)</th>
<th>New Construction</th>
<th>Flexibility/ Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Darien Public Library (CT)</td>
<td>35,000</td>
<td>57,000</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Hillary Rodham Clinton Childrens Library (AK)</td>
<td>42,000</td>
<td>45,000</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Slover Public Library (VA)</td>
<td>200,000</td>
<td>30,000</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Petersburg Public Library (VA)</td>
<td>32,500</td>
<td>50,000</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Barrington Public Library (IL)</td>
<td>44,000</td>
<td>56,090</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Chapel Hill Library (NC)</td>
<td>57,000</td>
<td>63,305</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Winter Park Public Library (FL)</td>
<td>Est. 29,203</td>
<td>32,106</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

*Note: The chart compares the features of various libraries in communities of similar size and character to the current Winter Park Public Library.*
Space and Program Elements

Note – “Square Footages of Space.” Space needs programming usually uses net area which is the actual space that is used for its intended purpose known as departmental square footage. A grossing up factor is then applied to include non-departmental circulation, thickness of walls, non-usable chases, building systems, storage and other non-usable areas.

Collection Space
These are the areas needed to house the books, magazines, newspapers, CDs, DVDs and other media. In order to increase accessibility, shelving will be no higher than 5 feet (current shelving exceeds 7 ½ feet in much of the building).

9785 sq. ft.

Reader Seats
Distributed throughout the Library, these are inviting places for patrons to sit, read, study, and talk with one another. Dynamic content means that the Library will provide not only quiet areas for study and meetings but also active spaces for learning how to use the programs and software provided, as well as spaces for people to connect, share ideas and develop new opportunities, ideas, information or products together. Providing physical spaces that connect people with each other and with the resources and services they need creates an environment that is greater than the sum of its parts.

6000 sq. ft.
Space and Program Elements - continued

**Civic Engagement Space**

This encompasses spaces of various sizes that accommodate meetings, gatherings, activities and events, small group study and individual study or private tutoring. The library will require a large space for presentations, smaller conference spaces, larger rooms for story times and teen programs and several small, private study room.

All of these spaces will be equipped with connected display technology allowing learning to connect distant teachers with local students, or provide the opportunity for local business leaders to meet with other leaders globally. Smaller spaces will be equipped with collaborative technology to facilitate group projects.

4830 sq. ft.

**Staff Workspace**

Distributed throughout the Library, this is a combination of private offices and collaborative work areas.

4900 sq. ft.
Space and Program Elements - continued

**Electronic Commons**

An area with computer workstations for patrons to access email, the Internet, research databases, etc. Most likely a computer learning room and other areas throughout the library with individual workstations.

As we continue to move into an online environment, where critical forms are only online and information is only accepted via email, the library plays a critical role providing computers, resources and expertise to assist patrons with these critical tasks.

2600 sq. ft.

**Local History**

This is a special area of our Library that houses the collection of books, papers and artifacts of the history of Winter Park. Currently, much of this collection, like the papers of Senator Paula Hawkins is in storage and not readily available to the public.

The new larger space would provide access to our current collection and room to grow as more of our shared history is brought to be preserved at the library.

1750 sq. ft.
Space and Program Elements - continued

Special Use Areas

These spaces would include the Friends of the Library bookstore, a café and possibly some support space for Information Technology.

8600 sq. ft.

Non-assignable Space

This includes spaces such as elevators, stairwells, HVAC equipment, mechanical rooms and it is distributed throughout the Library.

11,301 sq. ft.
Program Design & Space Allocation Summary

<table>
<thead>
<tr>
<th>Space Type</th>
<th>NEW</th>
<th>EXISTING</th>
<th>% DIFFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collection Space</td>
<td>9,785 SF</td>
<td>6,848 SF</td>
<td>43%</td>
</tr>
<tr>
<td>Reader Seating Areas</td>
<td>6,000 SF</td>
<td>900 SF</td>
<td>567%</td>
</tr>
<tr>
<td>Civic Engagement Space</td>
<td>4,830 SF</td>
<td>3,384 SF</td>
<td>43%</td>
</tr>
<tr>
<td>(Small, Large, Tutorial, Auditorium)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electronic Commons – Children, Teens, Adults</td>
<td>2,600 SF</td>
<td>657 SF</td>
<td>296%</td>
</tr>
<tr>
<td>(Research, Collaboration, Manufacturing)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Use Areas</td>
<td>8,600 SF</td>
<td>1,252 SF</td>
<td>587%</td>
</tr>
<tr>
<td>(Bookstore, Café, IT)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Workspace</td>
<td>4,900 SF</td>
<td>5,924 SF</td>
<td>-17%</td>
</tr>
<tr>
<td>Local History (climate controlled)</td>
<td>1,750 SF</td>
<td>717 SF</td>
<td>144%</td>
</tr>
<tr>
<td>Non-Assignable Space</td>
<td>11,301 SF</td>
<td>14,060 SF</td>
<td>-20%</td>
</tr>
<tr>
<td>(Compact Storage, Facilities, Operations, HVAC)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL GROSS SQUARE FOOTAGE</td>
<td>Est. 50,000 SF</td>
<td>33,742 SF</td>
<td></td>
</tr>
</tbody>
</table>

**Note:** The above is the projected initial needs. It is important to note that a key element of the new building will be the flexibility to shift uses as future needs change.

The following graph illustrates the percentage of total space represented by each space type.
Exploration of Sites

The Commission directed the Task Force to further explore the possibilities presented by the three sites described in this section:

- the existing Library site
- adjacent to City Hall site
- the Civic Center/Martin Luther King Jr. Park site.

Over the months spent investigating these options, it remains the opinion of the Task Force that all three sites remain viable options, each presenting unique opportunities and challenges. In the pages that follow, we present a full evaluation of each site, some with varying configurations. The Civic Center/Martin Luther King, Jr. Park site comes with an explanation as to how that site evolved over the course of our work.

The following chart gives a quick look at the physical fundamentals of each site.

<table>
<thead>
<tr>
<th></th>
<th>Winter Park Library</th>
<th>Expand Existing Building</th>
<th>Re-build New at Existing Site</th>
<th>Adjacent to City Hall Site</th>
<th>Civic Center/MLK Park Site</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Physical Site Fundamentals:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides flexibility to meet future needs</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>Requires parking structure</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>Provides opportunity to meet other parking needs with a structure</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td>Y</td>
<td>O</td>
</tr>
<tr>
<td>Requires partial or total demolition</td>
<td>Y</td>
<td>Y</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Requires temporary relocation</td>
<td>N</td>
<td>Y</td>
<td>N</td>
<td>N</td>
<td>N</td>
</tr>
<tr>
<td>Requires land acquisition</td>
<td>N</td>
<td>N</td>
<td>O</td>
<td>N</td>
<td>N</td>
</tr>
<tr>
<td>In existing downtown core</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
</tr>
</tbody>
</table>

**Y = YES**

**N = NO**

**O = OPTIONAL**
Commission Directed Sites

- U.S. 17-92
- Denning Ave
- Pennsylvania Ave
- New York Ave
- Park Ave
- Interlachen Ave

- Civic Center/MLK Park
- City Hall
- Existing Library

WINTER PARK LIBRARY CONTEXT
Expanding the existing three-story Library with a parking garage within the geometric site constraints, limits the direction for expansion to the west; therefore, the proximity of the new parking garage will be positioned to the south.

While the Library expansion and the parking garage fit on the site, the necessary configuration creates poor vehicular circulation, a “ceremonial” entry/drop-off along New England Avenue, and limits garage entry to Lyman Avenue only. There isn’t any space on-site for outdoor programs or events; however, this could be accommodated on a third floor or roof terrace.

Ultimately this scheme works, but it is a more urban response in its planning and aesthetic response.

<table>
<thead>
<tr>
<th>Building gross square feet:</th>
<th>Up to 60,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking:</td>
<td>160 spaces</td>
</tr>
<tr>
<td>Number of stories:</td>
<td>Three (3)</td>
</tr>
</tbody>
</table>
Existing Winter Park Library – Expansion / Renovation

FLOOR PLAN: 1ST FLOOR  BLOCK-AND-STACK DIAGRAM
现有温特公园图书馆 - 扩建 / 重建

FLOOR PLAN: 2ND FLOOR  BLOCK-AND-STACK DIAGRAM
Existing Winter Park Library – Expansion / Renovation

FLOOR PLAN: 3rd FLOOR

BLOCK-AND-STACK-DIAGRAM
Positioning the new three-story Library slightly to the east along New England Avenue allows the Library to be positioned similarly to its traditional location. The site allows vehicular access from New England Avenue to a covered porte cochere/book drop-off and then into the parking garage. Vehicular access is also accommodated into the parking garage along Lyman Avenue.

A two-story porch along New England Avenue would allow readers to enjoy the outdoors and allow the scale of this facade to step down from three to two stories and be more residential in scale.

The parking garage can be configured in this scheme such that it sits back from Fairbanks, allowing it to be less prominent and can be buffered visually with trees and landscape.
Existing Winter Park Library – All New Building

FLOOR PLAN: 1ST FLOOR
BLOCK-AND-STACK DIAGRAM
Existing Winter Park Library – All New Building

FLOOR PLAN: 2ND FLOOR
BLOCK-AND-STACK DIAGRAM
FLOOR PLAN: 3rd Floor
Block-and-Stack Diagram
The new three-story Library is located on the corner of New York Avenue and West Lyman Avenue. The Library will create a prominent civic presence and act as a gateway along New York Avenue, welcoming residents into downtown and onto Park Avenue. Of note, residents, visitors and SunRail travelers will now have three civic structures to view at this intersection: the Farmers Market, the Welcome Center and new Library.

Along West Lyman Avenue, it is contemplated all three floors will feature porches for residents to sit on chairs to enjoy the community, read and watch fellow residents pass by. There will be a joint parking garage to accommodate the Library, City Hall, public parking requirements and the proposed new private development on the corner of Comstock and New York Avenue.

Between the City Hall to the east and the new Library, there will be an entry garden courtyard for Library programs and events, as well as city and community events. At such time when the Library may expand east, it can expand into the garden courtyard and as a new City Hall is redeveloped on the existing site in a more efficient layout, the garden courtyard can shift east as well.

Creating an edge, albeit setback from West Lyman Avenue, will create a well-defined and activated edge to a street that is now a parking lot.

### Building Features

<table>
<thead>
<tr>
<th>Building gross square feet:</th>
<th>Up to 60,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking:</td>
<td>440 spaces</td>
</tr>
<tr>
<td>Library</td>
<td>160 spaces</td>
</tr>
<tr>
<td>City Hall</td>
<td>137 spaces</td>
</tr>
<tr>
<td>Public Parking</td>
<td>143 spaces</td>
</tr>
<tr>
<td>Number of stories:</td>
<td>Three (3)</td>
</tr>
</tbody>
</table>

*Note: This scheme shows an expanded garage footprint that assumes City acquires adjacent two lots to the west.*
Existing City Hall Site

FLOOR PLAN: 1ST FLOOR
BLOCK-AND-STACK DIAGRAM
Existing City Hall Site

FLOOR PLAN: 2ND FLOOR
BLOCK-AND-STACK DIAGRAM
FLOOR PLAN: 3RD FLOOR
BLOCK-AND-STACK DIAGRAM
As originally directed by the Task Force, ACi Architects investigated locating a three-story (up to 60,000 BGSF) new Library directly on the site of the existing Civic Center. The positive attributes of this Library location were as follows:

- Anchored the Northwest corner of the MLK Park;
- Provided a “gateway” in close proximity of US 17-92 to Morse Boulevard;
- A “fresh face” on the civic presence along Morse Blvd;
- Utilized the existing surface parking lot with minor modifications for additional parking required;
- Had little impact on the existing size of MLK Park land, trees, flora and fauna.

Based on input at the public forum held in October 2014, it was determined there was citizen concern about removal of the Civic Center, the functional space that is available to citizens and the community at-large for events, and that it could reduce jobs now provided by the City.

Based upon these considerations, the Task Force directed ACi Architects to look at other options for locating the Library along Morse Boulevard.
The purpose of this scheme is to capitalize on the shared synergies of use between the existing Civic Center and the new Library. The proximity of the existing parking lot will allow for the addition of one level of parking, accommodating both uses. Additionally, nesting the Library in to the westerly portion of the site is least intrusive into the park.

There are drawbacks, such as having to “tie into” the existing Civic Center, as they share a wall. Being of such close proximity, the façade of the Library, to be contextual would need to be of similar style to the Civic Center or the Civic Center would need to be remodeled to match the new Library.

Further, there may be identity issues, “where is the front door” for one facility or the other. Expansion for this scheme would be either the addition of a third floor, to the east should the Civic Center remain, and to the west should the Civic Center be vacated at some future date.

<table>
<thead>
<tr>
<th>Building gross square feet:</th>
<th>Up to 60,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking:</td>
<td>160 spaces</td>
</tr>
<tr>
<td>Number of stories:</td>
<td>Two (2)</td>
</tr>
</tbody>
</table>
The purpose here is to place the building in a prominent location to anchor both the corner of Denning and Morse Boulevard and to frame the corner of Morse and Denning with an MLK Memorial and events plaza. The plaza doubles as parking. The proximity to Denning also allows for a symbiotic relationship with Valencia College, a potential partner.

The building sits very close to the water’s edge to capitalize on the views for the reader seat and meeting rooms, and provides program/events plaza between the library and the lake.

Expansion for this scheme would be either the addition of a third floor, or expansion of the second floors to the east and west.
Civic Center/MLK Park

FLOOR PLAN: 1ST FLOOR
BLOCK-AND-STACK DIAGRAM
FLOOR PLAN: 2ND FLOOR
BLOCK-AND-STACK DIAGRAM
Evolution of the Civic Center/Martin Luther King, Jr. Site

As originally directed by the City Commission and in collaboration with the Task Force, ACi Architects investigated locating the Library within the existing Civic Center area located in the northern sector of the Civic Center and MLK Park site.

Rough, preliminary footprints were developed using early space programming estimates of a three-story 60,000 building gross square feet (BGSF)\(^1\) new Library directly on the site of the existing Civic Center or adjacent to it. These program diagrams were presented to the community at Public Forums 2 and 3 held October 30 at the Chamber of Commerce (morning) and Civic Center (early evening).

The positive attributes of this location, as determined by the forum attendees, were as follows:

- Activates public common space as a “civic amenity” bordered by a man-made storm water lake and active recreation;
- Anchors a major city “gateway” space in close proximity to the US 17-92/Morse Boulevard entrance;
- Introduces a “fresh civic face” along the city’s major Morse Boulevard gateway corridor;
- Shares existing Civic Center surface parking with feasible modifications for additional parking required for the new Library;
- Becomes a key component of a larger renaissance of Winter Park’s destination experience, neighborhood park and open space system;
- Becomes the first City park to integrate landscape with family recreation, space for children, learning and civic-cultural destinations.

While many attendees at these public forums had positive feedback about the possibility of a new Library facility activating that sector of the park, there were also concerns about the potential loss of the Civic Center; the new Library’s proximity to new traffic/parking demand generated by a new mixed-use, private sector project that will replace the Mt. Vernon hotel and; potential “poaching” of Library parking by existing and proposed surrounding development.

Based upon these major considerations, the City Task Force collaborated with ACI Architects to look at additional options for locating the Library in other areas of the northern sector of the park along Morse Boulevard as described below.

During this process, the Task Force reviewed the Orange County and the City Commission agreement to expand the CRA on February 7, 1999, largely due to significant improvements to be made to the Lake Island Park area, now known as the Martin Luther King, Jr. Park. The intent of the CRA expansion was to encourage development according to the revised plan and capture tax increments that could be reinvested into the CRA to improve the citizens’ quality of life. The City knew the Winter Park Mall was being redeveloped (which has since been developed in the Winter Park Village) and would be a catalyst for growth in this area. A goal of the CRA expansion was to capture the increased tax increments to reinvest into the CRA to mitigate the impact of the new development. The intent was that the CRA expansion would create a “gateway corridor,” enhance Lake Island Park and include a cultural institution

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\(^1\)Following more detailed space programming, the library space needs estimate was later reduced to approximately 50,000 BGSF.
or museum. These elements were considered and adopted as part of the CRA expansion. A new Library certainly meets the criteria for a “cultural institution.”

In considering possible options, the question was asked: “...what if the Library was moved to the opposite end of the north sector of the park and activated the least-used portion as a major civic amenity?” A new footprint and block and stack diagram was developed that, with some reshaping of the lake, was moved away from the existing Civic Center and sited close to the corner of Morse and Denning. These images were shown at public forums 4 and 5. This configuration generated both enthusiasm for activating the park and concern about the loss of the Civic Center.

Following those public forums and additional public comments and input at subsequent Task Force meetings, ACI Architects and members of the Task Force met with the City’s Sustainability Board and its Chair, City Architect Kris Stenger, and the Parks & Recreation Board. Following several positive collaborative brainstorming sessions, a more balanced Library siting emerged as the configuration that is recommended herein by the Task Force to the City for further refinement and study.

**Task Force Recommended Site for a New Library in the Northern Sector of MLK Park**

As delineated by the following site diagram, metrics and imagery, the recommended Library siting offers the following attributes to the community, park and vision of the City of Winter Park.

- Creates a civic-cultural library and park that seamlessly interweaves landscape, architecture, program and civic engagement into an outdoor living room for an emerging live, work, eat, shop and play neighborhood district.
- Preserves the corner view-shed of MLK Park at Morse and Denning including sight lines to Island Lake features and the potential location of a future memorial.
- Positively activates public common space shaped by the Civic Center, MLK Park, Morse Boulevard Gateway and surrounding neighbors and neighborhoods.
- Transcends the conventional definition of a park by interweaving a storm water treatment pond with place-making landscape, architecture, engineering, public culture and education to respond to a wide variety of uses and interests of a diverse constituency of existing and future residents, students, seniors, and employees of emerging businesses that will be drawn to the City’s new 21st century Library.
- Becomes a catalytic node along Island Lake and Morse Boulevard contributing to a more memorable public realm and future grand boulevard experience as originally intended by the City of Winter Park’s historic Master Plan.
**Martin Luther King, Jr. Park Overview**

In the Task Force’s investigation of the MLK Park site, they felt it crucial to fully define the size and scope of this wonderful community asset. Many people consider only the aspect of the park they use most, perhaps the athletic fields or the playground or the walking path. But the park itself is a multifaceted entity that is described fully below.

**Martin Luther King, Jr. Park – 26.8 acres**

- 2 basketball courts
- 1 baseball/softball stadium
- 3 multipurpose sports fields
- 1 lake
- 1 recreation center
- 1 civic center
- 1 community playground – “castle park”
- 1 maintenance facility
- 1 restroom building
- 1 rentable pavilion
- Walking paths and bridges
- Picnic tables and park benches

*Source: 2014 WP Parks & Recreation Annual Report*
As delineated by the above site diagram, this conceptual composition maintains the existing Civic Center and its current parking. The new Library in this general location offers the following possibilities to the community, park and vision of the City of Winter Park.

- **Preserves** the Morse-Denning corner view-shed of MLK Park including improved sight lines to new Island Lake features, including a future memorial, fountains, café terrace, reading gardens, expanded paths;

- Creates a **civic campus-like setting** using two civic buildings. The addition of a second building/parking footprint requires heightened sensitivity to the landscape and architecture to properly integrate and strengthen the park setting for a new emerging live, work, eat, shop and play **neighborhood district**;

- **Positively activates** dormant public common space by **merging synergies** of the new Library, Civic Center, MLK Park, Morse Boulevard Gateway with surrounding neighbors and neighborhoods;

- **Transcends** the conventional definition of a park by interweaving a storm water treatment pond with place-making landscape and civic architecture into a **sustainable eco-friendly, public learning environment** to respond to a **diverse constituency** of existing and future residents, families, seniors, creatives drawn to Winter Park.

<table>
<thead>
<tr>
<th>Building gross square feet:</th>
<th>50,000 (est.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking:</td>
<td>133 spaces</td>
</tr>
<tr>
<td></td>
<td>New Library only</td>
</tr>
<tr>
<td>Number of stories:</td>
<td>Two (2)</td>
</tr>
<tr>
<td><strong>Highlights:</strong> Maintains existing Civic Center building and parking. The new Library footprint and its required parking co-exist on the site. Increases pathways in length &amp; location around &amp; over lake. Re-shaping of Island Lake is required to accommodate new building storm water and balance surface water areas. Reshaping can be minimized by underdrains in the parking areas. Preliminary soil borings indicate site is suitable for a two or three story library in this area. The Morse Boulevard gateway creates a strong connection between Central Park and MLK Park. This corridor should be developed to take advantage of new walkability and bikeability opportunities.</td>
<td></td>
</tr>
</tbody>
</table>
As delineated by the above site diagram, this conceptual composition offers the following possibilities to the community, park and vision of the City of Winter Park.

- **Preserves** the Morse-Denning corner view-shed of MLK Park including improved sight lines to new Island Lake features, including a future memorial, fountains, café terrace, reading gardens and expanded paths;

- Creates a **civic-cultural library and park** that seamlessly layers landscape, architecture, cultural and civic engagement into an “outdoor living room” for a new emerging live, work, eat, shop and play neighborhood district;

- **Positively activates** dormant public common space by merging synergies of the new Library, Civic Center, MLK Park, and Morse Blvd. Gateway with surrounding neighbors and neighborhoods. The Morse Blvd. gateway creates a strong connection between Central Park and MLK Park. This corridor should be developed to take advantage of new walkability and bikeability opportunities;

- **Transcends** the conventional definition of a park by interweaving a storm water treatment pond with place-making landscape & civic architecture into a **sustainable eco-friendly, public learning environment** to respond to a wider variety of interests of a **diverse constituency** including existing & future residents, families, seniors, and entrepreneurs and that are drawn to Winter Park.

<table>
<thead>
<tr>
<th>Building gross square feet:</th>
<th>55,000 (est.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking:</td>
<td>200 spaces</td>
</tr>
<tr>
<td>Library</td>
<td>133 spaces</td>
</tr>
<tr>
<td>New Ballroom (200 seats)</td>
<td>67 spaces</td>
</tr>
</tbody>
</table>

**Number of stories:** Three (3)

A third floor with step-backs is added to consolidate/relocate Civic Center 200-seat ballroom.

**Highlights:** Re-purposes existing Civic Center within the new Library footprint to create a new “civic-cultural wholeness” within the park. Replaces former building with a “new public green” buffering new Library parking from expanding commercial development to the west. Increases pathways in length and location around and over lake. Proposes demolition of existing civic center replaced by new green space and re-shaping of Island Lake.
Civic Center/MLK Park Site Design Considerations

Based on more than 11 months of public input, research, and study, the following images are used to communicate a visual language of the basic design patterns suggested by the community, Task Force, Library staff and City. These patterns should be further considered, expanded and applied during the next level of site and building planning, design and engineering phases for the new library.

Parking Terraces with Bio-swales

Landscape as Public Outdoor Room
Green Terraces, Paths & Stair Seats to Public Common & MLK Park Amenities

Steps & Pathways to Water
Family of Entrances to New Public Common (corner of Morse & Denning)

Indoor Sunlight
Pedestrian and Bicycle Considerations

In recommending the Civic Center/MLK Park site, the Task Force unanimously agreed that this site will provide the greatest opportunities for the City to create safer, more accessible and vibrant walk/bike paths. Specifically, and perhaps as the starting point, consideration could be given to modify Morse Boulevard by creating walk/bike paths from downtown Park Avenue to the park and enhancing traffic crossings for safety and accessibility.

After meeting with the City’s Pedestrian & Bicycle Advisory Board and gathering its input, the Task Force believes that the energy of a new Library project could create potential partnerships with the CRA, Winter Park Health Foundation, and City to shape a more pedestrian and bicycle-friendly future for Winter Park.

The founding visionaries of the City of Winter Park applied very strong community planning principles, one being what we refer to today as “walkability” and “bikeability.”

Walkability can be defined as “the extent to which the built environment is friendly to the presence of people living, shopping, visiting, enjoying or spending time in an area.” (Abley, S. (2005). “Walkability Scoping” paper, Abley Transportation Consultants.)

Morse Boulevard was originally planned as a major “city gateway” running perpendicular to the mid-point of the Park Avenue gateway. The intersection of these two gateways started as connecting circulation points for various forms of travel at that time. It evolved into an oak-shaded corridor with multi-story residential and on-street parking, and included a prominent pedestrian walkway located in a “green shaded” median (see photo above, c. 1948).

Today, locating a new placemaking 21st century library along Morse Boulevard’s gateway could revive and stimulate its purpose, creating better walk paths throughout a major portion of Winter Park and reaching its potential as a strong gateway to Park Avenue.

The boulevard is the only street that starts at a lake and ends at a lake (Lake Killarney to Lake Osceola), passing through Park Avenue and paralleling – one street away – New England Avenue. With those unique characteristics, Morse Boulevard could serve as an important path that connects the lakes, MLK
Park, children’s playground, and Library with the shops and restaurants of Park Avenue. Enhancing Morse Boulevard also has the opportunity to relieve Fairbanks Avenue traffic congestion, catalyze predictable economic development and create a “Park Avenue-quality” street complete with new stores, dining, residences and businesses.

The image below illustrates the walking distances relative to the three Commission-directed sites as well as the walking distances and times from the train station, a point in the heart of the City core. There may be a perception that a library at the Civic Center/MLK Park site would not be considered walkable from the City core, but the reality is that the distance from the train station to the corner of Morse and Denning is identical to the distance between the Park Avenue 7-11 to the edge of the Winter Park Croquet Club, a walk residents and visors routinely make without thought to distance.
Examination of Costs

Methodology
A cost model was developed to allow analysis of five sites (existing site, City Hall, Civic Center/MLK Park, Post Office, and Progress Energy) and two versions of the new Library (renovation + addition and new). Within this model, it was understood that while the square footage of the Library building would remain constant, the footprint of the building, number of stories, number of parking spaces, number of parking levels, and site amenities would vary. Therefore the model needs to allow for variation, be readily adjustable, and allow the versions to be ranked by cost.

All cost projections were made for building versions at 49,766 square feet. The floor-to-floor height, floor 1 to floor 2 is based on 18 feet; other floors are at 15 ft. The building structural elements are aligned with a 50+ year useable life.

The exterior walls are concrete block, covered with brick/stucco and limited cast stone/GFRC architectural trim. Exterior thermally-efficient glass area is based on 60% of the exterior wall surface, with sun shade/screens on the south and west walls. A signature architectural element, three stairs (one of which is a monumental stair), dual elevators and an emergency generator (emergency systems only) are included.

Interior walls are masonry for utility spaces, with gypsum drywall elsewhere. Most interior spaces are open, so the interior partitions are minimal. Fixed casework, such as reception desk, reference desk, work-room counters, and storage cabinets are included. For current and future systems needs, floors except core spaces, are a low-rise raised system. Operable walls and glass walls are included for 15% of the interior partitions. Interior signature architectural elements, lobby graphics, decorative displays, and enhanced technology systems are included.

The building is fully sprinklered. Plumbing is to code. HVAC is based on local chilled water with VAV distribution and DDC controls. Lighting is LED. Systems such as light harvesting or solar electric are not included. Project is LEED certified.

For the “Renovate + Add” option, all existing elements were thoroughly removed back to the building structure. The structure was modified to allow for new life safety stairwell locations and raised flooring. The exterior brick, roofing and windows were removed. The building was then rebuilt to match the other options.

The shapes of the sites made some of the buildings long and narrow as opposed to square, which affected the building perimeter and therefore the glass, and exterior wall elements. The sites also had different numbers of parking spaces required, and except for the Civic Center site, required elevated parking decks. These factors are accounted for in the model.

The Civic Center/MLK Park site includes very preliminary soil borings data (see Appendix F) provided by the City’s geotechnical consulting engineer. Their report describes the suitability of the site to accommodate the anticipated new library building loads. Should this site be selected, additional soil borings will need to be performed, and a determination will need to be made as to the amount of soil that must be imported to fill the required area.

Costs estimates provided by Clyde Scoles and other experts include those for furnishings/fixtures/equipment, architectural and engineering fees, Library grants, and other normal and customary soft costs. A program adjustment contingency is included at 3% of construction costs to allow for items added to the project as the design is completed. A market adjustment contingency is included at 3% of construction cost to allow for increases in the cost of construction goods and services until the project is bid.

Cost is based on construction completed prior to the end of 2016. Construction duration varies from 12 to 14 months. As the Library plan and design is further defined, the concept estimate will also need to be further refined in keeping with the City’s and Library’s requirements.
**Preliminary Concept Budget**
(order of magnitude as of June 9, 2015)

**Library Building = est. 50,000 Square Feet**

<table>
<thead>
<tr>
<th></th>
<th>Existing Site Renovation &amp; Garage</th>
<th>Existing Site New &amp; Garage</th>
<th>Adjacent to City Hall &amp; Garage (3)</th>
<th>Adjacent to Civic Center &amp; Surface Parking (2)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL BUDGET (1)</strong></td>
<td>$22,398,777</td>
<td>$23,558,718</td>
<td>$21,730,000</td>
<td>$15,192,468</td>
</tr>
<tr>
<td><strong>Cost / Building SF only</strong> (Cost Consultant estimate)</td>
<td>$264</td>
<td>$283</td>
<td>$285</td>
<td>$275</td>
</tr>
<tr>
<td><strong>Parking</strong> (City Code) (3)</td>
<td>spaces 133</td>
<td>spaces 133</td>
<td>spaces 440 (3)</td>
<td>spaces 133</td>
</tr>
<tr>
<td>Library = 133 spaces (1, 2, 3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Hall = 164 spaces (3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional Public Parking = 143 (3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cost / Parking Space</strong> (with architectural facades)</td>
<td>$17,000</td>
<td>$17,000</td>
<td>$17,000</td>
<td>$7,000</td>
</tr>
<tr>
<td><strong>Est. Construction Duration</strong> (Months)</td>
<td>14</td>
<td>12</td>
<td>12</td>
<td>13</td>
</tr>
</tbody>
</table>

(1) All estimated costs are based on a 50,000 BGSF new facility. See key assumptions in previously described methodology of cost estimating process.

(2) Budget value assumes surface parking option with storm water under drains and some re-shaping of lake to accommodate Library building.

(3) Parking count/budget for City Hall site assumes shared parking (with two adjacent land parcels) located on grade level plus three levels above grade (including roof).

> “Public libraries can be... a trusted **community resource** and an essential platform for **learning, creativity and innovation** in the community.”
>
> - Amy K. Garmer
> The Aspen Institute
Examination of Funding Strategies

The success of the Winter Park Public Library over its 130-year history has been due, in large measure, to the foresight of community leaders who established and maintained the Library as an independent institution. This public/private partnership has provided city residents with excellence in library services, often at a lower cost per taxpayer than in any surrounding community. For over a century, private citizens, the City and Library leaders have partnered to provide residents with the best possible services that promote and inspire educational pursuits.

Winter Park Public Library

The Board of the Winter Park Public Library is fully committed to establishing and operating a world-class library for the Winter Park community and looks forward to continuing its unique and fruitful partnership with the City. The Board will raise awareness and funds from public and private sources to ensure that current and future city residents receive the highest quality library services.

Fundraising

Stalwart in its commitment to financially contribute to the construction of a new Winter Park Public Library, the Library Board has set an initial fundraising goal of $2 million for a new facility.

As a means of fulfilling its due diligence and fiduciary responsibilities, the Board enlisted the assistance of the Edyth Bush Charitable Foundation to contract with Library Strategies Consulting Group (LSGC). Library Strategies is a consulting group of The Friends of the Saint Paul Public Library, formally established in 2007 to provide services to libraries and library organizations across the country and internationally. Library Strategies is the only consulting group in the country based in a library organization. Their consultants are leaders in the national library community who offer a wide range of practical skills and decades of successful experience in many areas, including all areas of fundraising, strategic and development planning, advocacy, Friends and foundations, Board development and many other services critical to the successful growth of libraries and library organizations. They will conduct a thorough capacity study that will assist staff and volunteers in charting a course toward fundraising success. Additionally, LSGC’s data will be used in aligning Library resources for fundraising from private individuals and corporations.

Grants

The Library will aggressively apply for grants from local and national foundations to support construction initiatives. Initial contacts have already been made to the Florida Division of Library and Information Services (FDLIS), which provides public library construction grants. WPPL will apply for a $500,000 FDLIS grant in the 2016 legislative cycle.
City of Winter Park
At the December 8, 2014 City Commission meeting, the Commission voted to establish the initial City investment in a new Library facility at $15 million. The Task Force does not presume to determine the source of those funds but acknowledges the following as potential sources.

Municipal Bonds
The final tax assessment for the Golf Course Bonds will take place in November 2015; the millage rate to service those bonds in Fiscal Year 2015 was 0.0965 mills. The Task Force suggests that a new bond referendum could be conducted to approve bonds to pay a portion of new library construction. Depending on the site selected, the net new annual cost to the taxpayer is estimated at less than $25 per $100,000 of taxable assessed value of their property. The bond referendum conducted for the construction of the current location’s third floor passed by an overwhelming majority.

Sale of City Property
Depending on which site is selected for a new Library, the City may choose to sell either or both of the following assets and apply the proceeds toward new library facility.
• Property and building of current WPPL
• Progress Point site

Other Sources
Community Redevelopment Agency
If the Commission selects a site within the established boundaries of the CRA (City Hall or Civic Center/MLK Park sites qualify), there is the possibility that CRA funds could be secured for the construction of parking facilities or site enhancements to improve walkability and bicycle access.

Partnerships
The Task Force has explored multiple opportunities for partnerships with civic, nonprofit and for-profit organizations. The opportunities for partnerships are site-dependent but Library staff and Task Force members have met with multiple organizations that could be sources of facility funding. For example, an educational organization interested in having classroom space in a new library facility would secure funding for the construction of that space.

“To meet the needs of individuals, the community and the nation in the knowledge society, public libraries must be re-invented for a networked world, in which the value of networks grows as more connections are made.”

- Amy K. Garmer
The Aspen Institute
Examination of Community Spaces and Resources

A comprehensive survey of existing programs and services was conducted and the data aggregated so that an analysis can be made of existing and proposed WPPL services and programs to insure that there is not duplication of space or services in city-owned facilities.

A full listing of City of Winter Park Rental Facilities can be viewed in Appendix G. The Winter Park Community Center has been a beautiful addition to the community’s resources, and its continuing schedule of ongoing programs means that its rooms are often booked during the prime times when much of the Library’s educational programming is scheduled (3 – 7:30 p.m.). The Community Center’s smallest Room available to the public has a capacity of 40 individuals. The Rachel D. Murrah Civic Center, is in high demand for weekend events such as weddings, and its schedule books are often fill up to two years out. The Civic Center’s smallest room has a capacity of 40 people. The city offers various other spaces at a fair price with the smallest room accommodating a maximum of 30 individuals at a cost of $50 per hour.

The Task Force also researched Winter Park-area services to determine what other venues in our community have space available. This list can be viewed in Appendix H.

In our analysis, what is missing in the Winter Park community are:

- affordable spaces to accommodate groups of 20 or less
- spaces for small groups of students or clubs who need access to broadband Wi-Fi for their work
- very small spaces for individuals or student/tutor pairs to work privately.

On a daily basis in its current facility, Library staff turn away numerous individuals and small groups seeking these kinds of spaces. We could find no evidence that a new Library facility with small and medium-size meeting rooms would in any way duplicate space already in the community.

“A great library platform is a “third place”- an interactive entity that can facilitate many people operating individually and in groups- and supports the learning and civic needs of the community”

- Amy K. Garmer
The Aspen Institute

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Exploration of Partnerships

The subject of partnerships is one of the most exciting aspects to think about with regard to a new facility, but it is also one of the most difficult to discuss with any certainty at this point in the process. Each of the three possible sites presents new opportunities for partnerships with important civic and nonprofit institutions.

We imagine partnerships will fall in the following categories:

<table>
<thead>
<tr>
<th>Health &amp; Wellness</th>
<th>Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology</td>
<td>Music</td>
</tr>
<tr>
<td>Food/Nutrition</td>
<td>Arts &amp; Culture</td>
</tr>
<tr>
<td>Social Services</td>
<td>Community Service</td>
</tr>
<tr>
<td>Seniors</td>
<td>Youth</td>
</tr>
</tbody>
</table>

See our list of Potential Programming Collaborators in Appendix J.

At the preferred Civic Center/MLK Park site, obvious potential partnerships include:

- Civic Center (use of ballroom or possible full catering kitchen for food and nutrition programming)
- Valencia College (classrooms, a possible teaching garden on Library property). See Appendix I for a letter regarding possible partnerships from Valencia President Sandy Shugart
- With an approximate monthly usage of 5,800 to the playground, ball fields, event pavilion and walking paths, the City’s Martin Luther King, Jr. Park would be an obvious potential partner
- Local businesses with parking lots could allow use of their lots as overflow parking for large evening or weekend events.

At the City Hall Site, potential partnerships might include:

- cooperating with the Welcome Center on programming, events and information for visitors
- partnering with City Hall and City government
- partnering with community events, the Farmers Market and concerts held in the park
- a closer affiliation with our local history collection and the Winter Park Historical Association.

At the current site, we would continue with our current partnerships. We are always searching for and encouraging new partnerships

We performed a community inventory of the following existing community resources that may present potential partnerships or resources for partnerships that may apply in any of the three locations:

- Education and Enrichment Opportunities for Children – Appendix J
- Education and Enrichment Opportunities for Teens – Appendix K
- Possible Programming Collaborators and Community Education Opportunities for Adults – Appendix L

At all sites, there are many potential virtual partnerships. As online education for all ages becomes ubiquitous, there will be a role for libraries to support the virtual schools and the efforts of the students taking part in their programs. Some futurists predict that within 20 years, 40 percent of all existing jobs will disappear through obsolescence and as current products and services are “virtualized.” Libraries will be key partners in providing both access and points of instruction for all affected.
The Aspen Institute – A Unique Opportunity

In Winter Park, with all of our resources and assets, there is no reason that the Winter Park Public Library cannot become a benchmark for libraries all over the U.S. and the world. This should be our goal and may present the greatest partnership opportunities that allows us to grow even more effectively into the vast potential of the future. One such potential partnership is with The Aspen Institute, a Washington D.C.-based educational and policy studies organization with a mission of fostering leadership based on enduring values and providing a nonpartisan venue for dealing with critical issues. Last year, the Aspen Institute released its RISING TO THE CHALLENGE - Re-Envisioning Public Libraries: A Report of the Aspen Institute Dialogue on Public Libraries by Institute Director Amy Garmer and co-sponsored by the Bill and Melinda Gates Foundation. A listing of Garmer’s credentials can be viewed in Appendix B. This inspiring and real-world based document looks forward to the roles that libraries can and will play in the future and directly addresses the concepts of people, place and platform – exactly what the Task Force has been considering on the local level for almost a year. They have developed a clear list of 15 action steps for library leaders, policy makers and communities, and the Institute has expressed interest in working with Winter Park to help make its new library a national leader in developing forward-thinking, user-centered facilities and services.

The Aspen Institute has also suggested another possible partnership. Like many communities, Winter Park has been challenged time and again by major differences in community planning, development and political direction. Every City election, important community issues (density, design, traffic, culture, etc.) rise to the surface and, to a significant degree, ferment dissention, drive rumor and create barriers to a more positive and transparent community dialog. To improve this conflicting dialogue, the idea arose for creating inside the new public library a non-political, real world “think-tank” to provide more in-depth knowledge and dialogue regarding trends, facts and issues in our City. The program model would be structured using credible processes with The Aspen Institute as a partner. This kind of thinking model could offer extraordinary benefits to better inform our citizens and leaders. As further described in the white paper found in located in the Appendix N, “The 21st Century Community Library as a Platform for Real World Problem Solving,” the WPPL in effect, can become a repository of real world problem solving data and ideas.

We imagine the City of Winter Park being that shining example for those around the region, nation and globe on how to collaborate to solve critical community issues centered at a new 21st century Winter Park Public Library.

“How we seize this moment of opportunity and the visions and actions that carry us forward into the future, will affect not only the health and prosperity of families, but the quality of the democratic communities that we nourish and sustain in the 21st Century.”

- The Knight Commission on the Information Needs of Communities in a Democracy
A Bold Vision

Through the Task Force’s research, feedback from the community, and interaction with Task Force expertise, a true vision emerged for the new and crucial roles the Winter Park Public Library could play in the community.

The Library is in a unique position to aid its citizens as they navigate the unprecedented challenges and opportunities presented by technology and sociological change.

Technologies that have emerged over the last two decades have produced profound, permanent effects on lifestyles, the economy and the community now and for the future. We know these effects include drastic shifts in business models for numerous industries, and job growth will be in new fields for which our work force will need to be prepared.

The Library can and should play a major role in helping many of our citizens in this preparation -- small and medium businesses; independent and flex workers; and older workers who cannot afford to retire. Possibilities include: assistance with job and skill retraining; online certifications; providing short-term, high-tech, and global multi-channel communication interfaces; and shared office space with secure cloud storage.

A new, future-oriented library in a state of the art facility could provide access to leading technologies and devices not available to the average Winter Park citizen or business. It could become a global communications center with a digital theater integrating high-resolution video and audio in an acoustically balanced room. These could provide citizens access to continual educational and entertainment opportunities while connecting the community with the best educators, trainers and mentors no matter where they are on the planet. For many of our citizens and businesses, the Library may be the only affordable source for this type of information and education.

New Opportunities to Serve Community
By combining roles the WPPL has always played with a new vision of libraries as places for content creation as well as consumption, the possibilities for what a new library could be for Winter Park become thrilling.

Makerspaces: The WPPL can foster community-sourced, multi-format and multi-channel content creation and provide access to systems that are too expensive or complex for most people to afford.

Lifelong Education: A library built and wired with the future in mind could give our citizens a lifeline to ongoing education, entertainment and community interaction.

Virtual Online Library: Internet connectivity and patron portals can provide secure and private interfaces to efficient educational offerings for all ages in their own homes. Our virtual library can enhance civic engagement, community interactivity, robust digital delivery of library services for all ages, support for volunteerism, and support for mentor networks.

The Internet of Things: As homes, offices, cars and bodies become interconnected in real-time, there may be no better source for educating our citizens on how to set up these systems and best uses than the Library. The Library could become the first stop for updating and optimizing our devices, setting up our personal digital agents and protecting our privacy from the ubiquitous peering eyes and ears of the Internet.

A new Winter Park Public Library will be in a position to guide our community through the astounding changes that are yet to come as artificial intelligence and the confluence of maturing technologies and social applications bring more challenges to daily life. A new Library has both the opportunity and the obligation to become the forum for helping citizens and community deal with the opportunities and challenges of the next decades.
Recommendations and Requested Actions

1. The Task Force requests the Commissioners to approve the location recommendation made by the Task Force.

2. The Task Force requests that the Commissioners give the directive for the selection of qualified professionals to further develop detailed design and pricing documents for a specific site for the new Library on the northern sector of the Civic Center/Martin Luther King, Jr. Park.

“The physical library must undergo a transition that embraces the **openness** and **flexibility** needed to thrive in a world of constant change. Central to this flexibility is **creating spaces** that can adapt to the changing operational models of libraries.”

- Amy K. Garmer
  The Aspen Institute
Acknowledgments

Over the last 11 months, the City of Winter Park’s Library Facilities Task Force has benefitted from the enthusiasm, expertise, civic pride and knowledge of many of our citizens, business-owners and professionals. There are too many individuals to mention, but we wish to extend our deep appreciation to the citizens who cared enough to make their voices heard.

The Task Force also extends a heartfelt thank you to our partners at ACi Architects, the City’s continuing services contract architectural consultants. Larry Adams and his staff, especially John Cunningham, Julie von Weller and Doug Storer, have shown a passion and dedication to this project that goes far beyond what might be expected of project consultants. Their love of Winter Park and value for that which makes Winter Park unique among its neighbors and peers has greatly enhanced both the Task Force’s experience and the end results we present to you in this report.

“While there are thousands of stories in the public library, the ones that matter most come with the people who use the library.”

- Amy K. Garmer
The Aspen Institute
Our Mission:
The Winter Park Public Library is a place where education, entertainment and enlightenment happen every day.