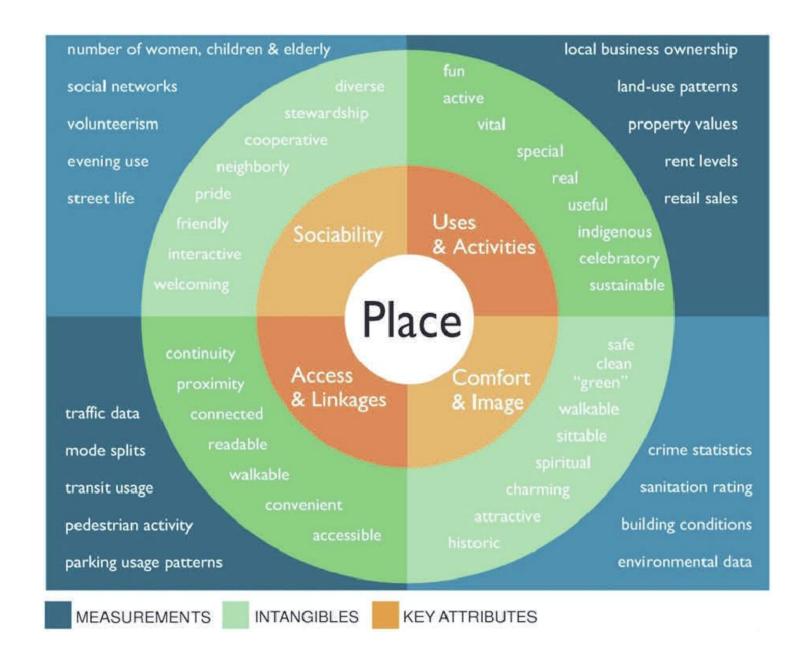


### Placemaking

- Project for Public Spaces
- What is Placemaking?
- WHAT IF WE BUILT OUR COMMUNITIES AROUND PLACES?
- https://www.pps.org/refe rence/what is placemaking/
- Project for Public Spaces
- www.pps.org
- T (212) 620-5660



## 11 Principles of Placemaking

- 1. The community is the expert.
- 2. You are creating a place, not a design.
- 3. You can't do it alone.
- 4. They'll always say, "It can't be done."
- 5. You can see a lot just by observing.
- 6. Develop a vision.
- 7. Form supports function.
- 8. Triangulate.
- 9. Start with the petunias.
- 10. Money is not the issue.
- 11. You are never finished.
- http://placemakingchicago.com/about/principles.asp



#### Context Setting

#### Library (old and recent):

- Strategic Plan
- Technology Plan
- Program Plan
- Master Plan





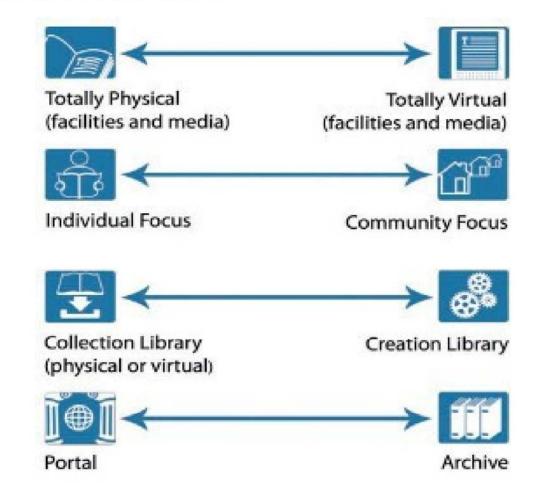


#### Context Setting

#### The Four Dimensions of Public Libraries

# Town, City, County, Region, etc.:

- Strategic Plan
- Economic Development Plan
- Neighbourhood/Downtown revitalization Plans
- Master Urban Plans
- Demographic Projections
- Social Vitality Plans
- Social Services planning documents
- Culture Plans
- Specialties e.g. Tourism, Cottagers, Trails, etc.
- Critical Incidents, Local News Cycles







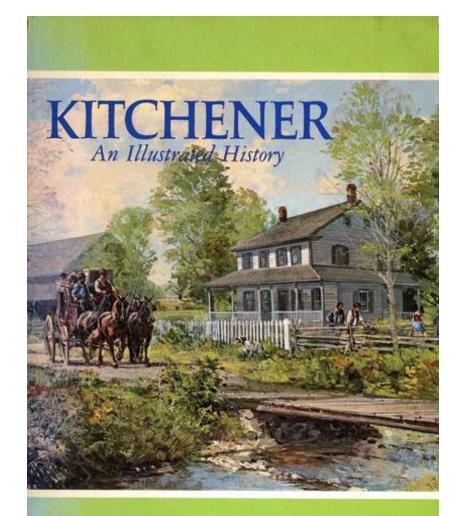
#### Context Setting

#### **Provincial and Federal Context**

- Heritage Assets
- Green
- Funding and Grants
- Infrastructure
- Technology Context



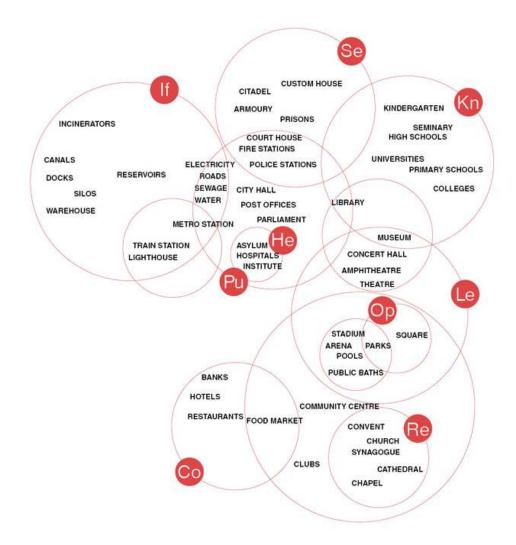




John English and Kenneth McLaughlin

#### Community Asset Mapping

- Community Assets
- Cultural Assets
- Social Services Assets





















LEISURE

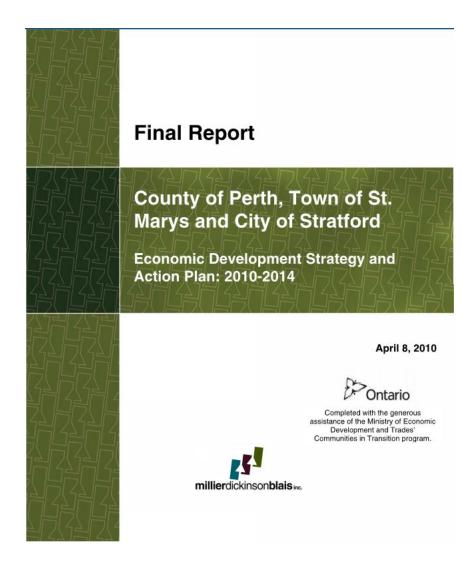
INFRASTRUCTURE





#### Community Asset Mapping

- Business Asset Mapping
- Demographics
- Employment & Income Profiles
- Business Profiles

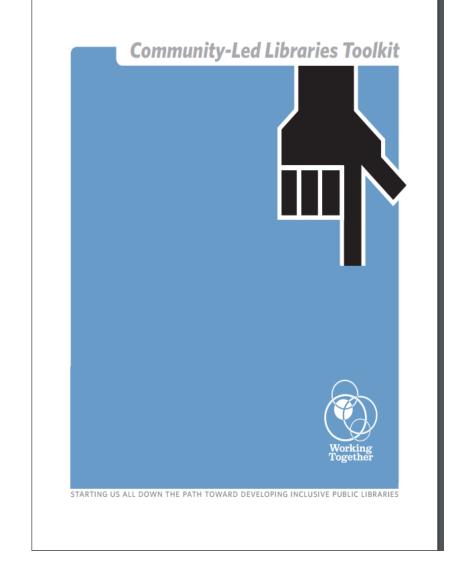






### Community Led Libraries Toolkit

http://www.librariesincommunities.ca/



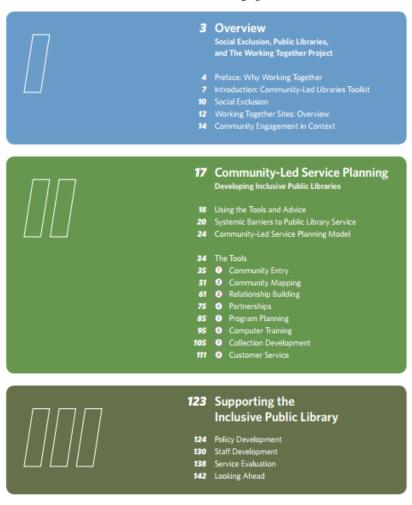




# Community Led Libraries Toolkit



#### wayfinder



# [CLA] Community-Led Library Service Network

- RESOURCES: HTTPS://CLACOMMUNITYLED.WORDPRESS.COM/THE-NETWORK/
- Updated April 29, 2015
- Community-Led Work in Practice: Experiences from Canadian libraries
- A series of papers written by CLA Community-Led Library Service Network members exploring aspects of community-led work
- Cecchetto, Andrea and Leah Rucchetto (2015). <u>Let the Community Lead: MPL's Community-Led Strategic Planning Process</u> (PDF). Blog post available <u>here</u>
- Fullerton, Amanda and Sara Gillis (2015). <u>Strength in Partnerships: Rejuvenating library service in a rural community</u> (PDF). Blog post available <u>here</u>
- Pateman, John (2015). *Developing a Community-Led Strategy* (PDF). Blog post available <u>here</u>
- Pateman, John (2015). <u>Creating a Community-Led Staff Structure</u> (PDF). Blog post available <u>here</u>
- Pateman, John (2015). Developing a Community-Led Service Structure (PDF). Blog post available here
- Pateman, John (2015). <u>Developing Community-Led Systems</u> (PDF). Blog post available <u>here</u>
- Pateman, John (2015). <u>Developing a Community-Led Service Culture</u> (PDF). Blog post available <u>here</u>
- Young, Laura (2015). <u>Connecting Communities: Edmonton Public Libraries' epl2go mobile service</u> (PDF). Blog post available <u>here</u>

### Community-Led Library Service Network

- RESOURCES
- Toolkits, Guidebooks & Resources from Canadian Public Libraries and Library Organizations
- Edmonton Public Library. (2014). Community-Led Handbook. Retrieved from <a href="http://www.epl.ca/sites/default/files/Marketing/epl community led hdbk dft 6.pdf">http://www.epl.ca/sites/default/files/Marketing/epl community led hdbk dft 6.pdf</a>
- Edmonton Public Library. (2013). *Community-Led Service Philosophy Toolkit*. Retrieved from <a href="http://www.epl.ca/sites/default/files/pdf/CommunityLedServicePhilosophyToolkit.pdf">http://www.epl.ca/sites/default/files/pdf/CommunityLedServicePhilosophyToolkit.pdf</a>
- Ontario Library Association's <u>Open Shelf</u> online magazine includes a regular column by John Pateman called <u>Open for All? http://www.open-shelf.ca/columns/open-for-all/</u>
- Vancouver Public Library. (2014). *Connecting the Dots: A Guidebook for Working with Community*. Retrieved from <a href="http://www.vpl.ca/images/uploads/file/pdf/CTD.pdf">http://www.vpl.ca/images/uploads/file/pdf/CTD.pdf</a>
- Working Together Project. (2008). Community-Led Libraries Toolkit. Human Resources and Skills Development Canada. Retrieved from <a href="http://www.librariesincommunities.ca/resources/Community-Led Libraries Toolkit.pdf">http://www.librariesincommunities.ca/resources/Community-Led Libraries Toolkit.pdf</a>

### Community-Led Library Service Network

- Books & Articles
- Bird, Amanda and Pilar Martinez. (2013). Ensuring that Public Library Strategic Planning (and Thinking) is Community Led. Feliciter 59(6), 19-20. Also available from http://www.cla.ca/feliciter/2013/6/mobile/index.html#link-comm
- Bird, Amanda and Anne Olsen (2013). Introducing Community-Led Work. Feliciter 59(1), 10-11. Also available from <a href="http://www.cla.ca/feliciter/2013/1/mobile/index.html#13">http://www.cla.ca/feliciter/2013/1/mobile/index.html#13</a>
- Campbell, Brian. "In' vs. 'With' the Community: Using a Community Approach to Public Library Services," Information for Social Change. 22, Winter 2005/2006:Retrieved from http://www.libr.org/isc/issues/isc22/22-2b.pdf
- DeFaveri, Annette. (2005). Breaking Barriers: Libraries and Socially Excluded Communities. Information for Social Change. 21. Retreived from http://libr.org/isc/articles/21/9.pdf
- DeFaveri, Annette. (2006). Culture of Comfort. Information for Social Change. 22. Retrieved from <a href="http://libr.org/isc/issues/isc22/22-2.pdf">http://libr.org/isc/issues/isc22/22-2.pdf</a>
- Frank, Flo, and Anne Smith. (2010). The Community Development Handbook. 1999. Human Resources Development Canada, Ottawa. Retreived from http://www.servicecanada.gc.ca/eng/epb/sid/cia/comm\_deve/handbook.shtml
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- Gehner, John. (2010) Libraries, low-income people and social exclusion. Public Library Quarterly, 29:39-47.
- Kushner, Els (2013). "Go Out There and Fail": A Personal Account of Community-Led Work with the Early Years. Feliciter 59(4), 8-11. Also available from http://www.cla.ca/feliciter/2013/4/Feliciter-2013-V59-I4 TXT.htm# Toc363108040
- Lukasik, Laura (2013). Leveraging Partnerships in a Community-Led Library Model. Feliciter 59(3), 11-12. Also available from http://www.cla.ca/feliciter/2013/3/feliciter v59-3.html# Toc358023398
- Martinez, Pilar, Williment, Kenneth. (2012). Canadian Libraries: Innovating and Creating Innovative Services. Bis. Retrieved from http://foreningenbis.com/bis-pa-engelska/public-libraries/canada/
- Middleton, Sophie and Sadie Tucker. (2013). Developing Community-Led Training: Putting Principles into Practice. Feliciter 59(2), 10-11. Also available from http://www.cla.ca/feliciter/2013/2/html/feliciter59 2 april2013.htm#14
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- Pateman, John. (2003). Developing a needs-based library service. NIACE lifelines in adult learning: 13. Leicester: NIACE.
- Pateman, John. (2007). Developing a Needs-based Library Service. Information for Social Change 26: 8-28. Retreived from <a href="http://www.libr.org/isc/issues/ISC26/ISC%2026%20full%20issue.pdf">http://www.libr.org/isc/issues/ISC26/ISC%2026%20full%20issue.pdf</a>
- Pateman, John and Vincent, John. (2010). Public Libraries and Social Justice. Farnham: Ashgate.
- Pateman, John and Williment, Ken. (2013). Developing Community-led Public Libraries: Evidence from the UK and Canada. Farnham: Ashgate.
- Singh, Sandra. (2010) <u>Librarians as Information Providers and Facilitators: The Irving K. Barber Learning Centre as a Model for the Expansion of the Role of Academic Libraries in University-Community Engagement</u>. "One Road In, Many Roads Out; Education as a Catalyst for Regeneration Conference", University of Limerick.
- Singh, Sandra, Campbell, Brian and DeFaveri, Annette. (2008). Toward an Inclusive Library Service: The Working Together National Demonstration Project, in Reaching Out: Innovation in Canadian Libraries. Laval, Quebec: Presses de l'Université Laval.
- Surette, Soleil (2013). The Challenge of Evaluating Communnity-Led Word. Feliciter 59(5) 13-14. Also available from http://www.cla.ca/feliciter/2013/5/Feliciter5 Vol59 FINAL.html#cls
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- Williment, Ken, Jones-Grant, Tracey, and Somers, Denise. (2011) From Project to Branch Integration and Sustainability: Community-Led Work at Halifax Public Libraries, 50(2). Found at <a href="http://public/librariesonline.org/2013/04/from-project-to-branch-integration-and-sustainability-community-led-work-at-halifax-public-libraries/">http://public-librariesonline.org/2013/04/from-project-to-branch-integration-and-sustainability-community-led-work-at-halifax-public-libraries/</a>
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- Wilson, Kerry and Birdi, Briony. The 'right' man for the job? The Role of Empathy in Community Librarianship. London: Arts and Humanities Research Council. Found at: http://www.shef.ac.uk/polopoly\_fs/1.128131!/file/AHRC-2006-8-final-report-04.08.pdf

# Community-Led Library Service Network

- RESOURCES
- Websites
- Working Together Project (Canada) <a href="http://www.librariesincommunities.ca/">http://www.librariesincommunities.ca/</a>
- The Network (UK) <a href="http://www.seapn.org.uk">http://www.seapn.org.uk</a> which includes links to the theme-based working papers used to develop research for the *Open to All?* report (<a href="http://www.seapn.org.uk/informationResources.asp?cat">http://www.seapn.org.uk/informationResources.asp?cat</a> id=21&ir id=29)
- Libraries Transforming Communities (American Library Association) http://www.ala.org/transforminglibraries-transforming-communities
- Online Presentations and Videos
- Education Institute three-part Community Led Library Service webinar series with Edmonton Public Library (November-December 2013):
- Part 1: <u>Community Led Library Service Just Getting Started</u> (with Kim Bates and Shannon Clarke, November 21, 2013)
- Part 2: Community Led Library Service Implementing Across Your System (with Amanda Bird and Melanie St-Onge, November 28, 2013)
- Part 3: Community Led Library Service Evaluation (with Mark McHale and Linda Garvin, December 5, 2013)
- Relationships: The heart of community-led library service. John Pateman's presentation at Edmonton Public Library, June 2013.
- Community Led Library Service Development. Infopeople webinar presented by Francisca Goldsmith, June 12, 2013.
- <u>Putting the Public Back in Public Libraries: Community-Led Libraries</u>, WebJunction webinar presented September 26, 2011. Presenters: Tracey Jones-Grant, manager of ELL, Literacy and Diversity Services, Halifax Public Libraries; Kenneth Williment, Community Development Manager for Halifax Public Libraries; and Randy Gatley, Community Librarian, Vancouver Public Library
- Community Development in a Library Context: an audio conference given by Annette DeFaveri on November 23rd, 2006 for the Education Institute.

### Peer Comparisons

- FOPL and Provincial Statistics and Measurements
- LDRI
- Holes and Gaps
- Causations and Correlations
- Instinct and Insights







#### 5 Peer Dimensions – 21 Real Measurements

#### • SERVICE:

- Collection units per capita
- Employees per capita times 1,000
- Population per workstation.
- Population per service point.

#### USAGE

- Stock turnover
- Circulations per capita
- Program attendance per registered borrower.

#### COMMUNITY ENGAGEMENT

- Programs offered per capita.
- Registered borrowers per capita.
- Hours open per capita times 100.
- Estimated Annual Visits per capita.

#### EFFICIENCY

- Collection expenditures per circulation.
- Estimated Visits per open hour.
- Total Expenditures per estimated annual visit.

#### DEVELOPMENT

- Staff Training as a % of Total Operating Expenditures.
- Total Operating Expenditures per capita.

Service

First Nation Public Libraries and Peers and Influencers

| s Public Libraries plus influencers |
|-------------------------------------|
|-------------------------------------|

| Library  |   | Population              |
|--|---|-------------------------|
| Number   | Library Name                                | (Resident)              |
| L0390  | Alderville FN                               | 311                     |
| L0391  | Algonquins of Pikwakanagan FN               | 463                     |
| L0424  | Atikameksheng Anishnawbek Band No. 6 FN     | 372                     |
| L1035  | Aundeck-Omni-Kaning FN                      | 360                     |
| L0393  | Beausoleil First Nation Public Library      | 628                     |
| L0394  | Big Grassy FN                               | 244                     |
| L0462  | Bkejwanong FN                               | 2,310                   |
| L0396  | Chippewas of Georgina Island FN             | 198                     |
| L0397  | Chippewas of Kettle & Stony Point FN        | 1,326                   |
| L0411  | Chippewas of Nawash FN                      | 719                     |
| L0398  | Chippewas of Rama FN                        | 702                     |
| L0400  | Chippewas of the Thames FN                  | 959                     |
| L0402  | Curve Lake FN                               | 783                     |
| L0431  | Delaware FN                                 | 148                     |
| L0403  | Dokis FN                                    | 172                     |
| L0404  | Garden River FN                             | 1,208                   |
| L0470  | Greater Sudbury                             | 161,900                 |
| L0474  | Hamilton                                    | 545,850                 |
| L0460  | Henvey Inlet FN                             | 186                     |
| L0438  | Iskatewizaagegan No. 39 FN                  | 317                     |
| L0213  | Kingston-Frontenac County                   | 152,777                 |
| L0215  | London                                      | 373,730                 |
| L0406  | M'Chigong FN                                | 928                     |
| L0407  | Magnetawan FN                               | 76                      |
| L0428  | Mattagami FN                                | 169                     |
| L0464  | Michipicoten FN                             | 62                      |
| 1.0206   | Mississauga                                 | 759,000                 |
| L0459  | Mississauga FN                              | 391                     |
| L0440  | Mississaugas of Scugog Island FN            | 47                      |
| L0408  | Mohawks of Akwesasne FN                     | 9,493                   |
| L0405  | Mohawks of the Bay of Quinte FN             | 2,163                   |
| 1.0409   |   | 736                     |
| L0410  | Naotkamegwanning FN<br>New Credit FN        | 932                     |
| L0412  | Nipissing FN                                | 947                     |
|  |   | 459                     |
| L0413  | Ojibways of Onigaming FN                    |                         |
| L0456  | Ojibways of the Pic River FN                | 529                     |
| L0481  | Ottawa                                      | 951,727                 |
| L0446  | Rainy River FN                              | 430                     |
| L1084  | Sachigo Lake FN                             | 484                     |
| L0432  | Sagamok Anishnawbek FN                      | 1,556                   |
| 1.0415   | Saugeen FN                                  | 797                     |
| L0416  | Seine River FN                              | 340                     |
| L0417  | Serpent River FN                            | 359                     |
| L0418  | Shawanaga FN                                | 185                     |
| L0419  | Sheshegwaring FN                            | 114                     |
| L0420  | Six Nations FN                              | 12,436                  |
|  | Temagami FN                                 | 233                     |
| L0439  | Thessalon FN                                | 106                     |
| L0422  |   |                         |
| L0422<br>L0349                                 | Thunder Bay                                 | 108,359                 |
| L0422<br>L0349<br>L0353                        | Toronto                                     | 2,808,503               |
| L0422<br>L0349                                 |   |                         |
| 1,0422<br>1,0349<br>1,0353<br>1,0453<br>1,0423 | Toronto<br>Wahta Mohawk FN<br>Wasauksing FN | 2,808,503<br>159<br>392 |
| L0422<br>L0349<br>L0353<br>L0453               | Toronto<br>Wahta Mohawk FN                  | 2,808,503<br>159        |
| 1,0422<br>1,0349<br>1,0353<br>1,0453<br>1,0423 | Toronto<br>Wahta Mohawk FN<br>Wasauksing FN | 2,808,503<br>159<br>392 |

| Rank of Ranks   | Sum of            |           |            |                   |                | Rank for   |                |            | Population       | Rank for    | Population      | Populati |
|-----------------|-------------------|-----------|------------|-------------------|----------------|------------|----------------|------------|------------------|-------------|-----------------|----------|
| ALL             | All Ranks         |           |            | Rank of Ranks     | Collection     | Collection | Employees      | Rank for   | (Resident)       | Population  | per             | per      |
| MEASURES        | All Dimensions    |           |            | Service measures  | units          | units      | per capita     | Employees  | per              | per         | service         | service  |
| ower is better) | (lower is better) | Best rank | Worst rank | (lower is better) | per capita     | per capita | X1000          | per capita | workstation      | workstation | point           | point    |
| 17              | 387               | 10        | 48         | 13                | 212.4          | 10         | 112.5          | 23         | 77.8             | 21          | 311             | 16       |
| 28              | 468               | 13        | 48         | 22                | 132.5          | 17         | 113.4          | 22         | 77.2             | 20          | 463             | 28       |
| 32              | 484               | 8         | 63         | 33                | 4.2            | 43         | 94.1           | 26         | 186.0            | 38          | 372             | 21       |
| 32              | 484               | 1         | 66         | 27                | 10.5           | 42         | 152.8          | 19         | 90.0             | 23          | 360             | 20       |
| 8               | 276<br>389        | 1         | 41<br>55   | 24<br>10          | 85.1           | 20         | 167.2          | 18<br>10   | 104.7            | 28<br>7     | 628             | 31<br>14 |
| 19<br>41        | 586<br>624        | 10        | 49         | 41                | 127.3<br>29.1  | 18<br>32   | 266.4<br>38.5  | 38         | 24.4             | 38          | 244             | 43       |
| 3               | 238               | 10        | 40<br>63   | 9                 | 305.3          | 8          | 310.6          | 8          | 210.0<br>49.5    | 18          | 2,310<br>198    | 12       |
| 61              | 616               | - 1       | 63         | 43                | 42.8           | 29         | 15.1           | 62         | 663.0            | 46          | 1,326           | 40       |
| 48              | 683               |           | 64         | 33                | 13.1           | 38         | 73.0           | 28         | 359.5            | 40          | 360             | 19       |
| 8               | 264               | 2         | 33         | 20                | 31.0           | 31         | 292.0          | 9          | 36.9             | 14          | 702             | 32       |
| 43              | 629               | 2         | 66         | 38                | 60.3           | 26         | 20.9           | 44         | 191.8            | 37          | 959             | 38       |
| 39              | 608               | 12        | 48         | 26                | 169.4          | 12         | 50.4           | 33         | 156.6            | 34          | 392             | 24       |
| 23              | 408               | 1         | 66         | 17                | 0.6            | 66         | 641.9          | 2          | 49.3             | 17          | 148             | 8        |
| 12              | 387               | 7         | 66         | 8                 | 300.8          | 7          | 203.5          | 14         | 34.4             | 13          | 172             | 9        |
| 48              | 676               | 1         | 54         | 40                | 49.2           | 28         | 29.0           | 39         | 604.0            | 42          | 1,208           | 38       |
| 41              | 624               | 9         | 61         | 60                | 3.4            | 48         | 16.3           | 61         | 1,108.9          | 47          | 12,454          | 50       |
| 27              | 464               | 1         | 63         | 48                | 1.9            | 63         | 44.3           | 35         | 1,144.3          | 48          | 8,804           | 48       |
| 13              | 378               | 3         | 47         | 11                | 13.9           | 36         | 524.2          | 3          | 31.0             | 10          | 186             | 11       |
| 60              | 604               | 11        | 63         | 26                | 13.3           | 37         | 63.1           | 31         | 31.7             | 11          | 317             | 16       |
| 31              | 483<br>432        | 2         | 49<br>63   | 48<br>49          | 3.3<br>2.5     | 48<br>62   | 19.4<br>19.5   | 48<br>45   | 1,193.6<br>621.8 | 49<br>43    | 9,549<br>23,358 | 48<br>63 |
| 24<br>14        | 379               | 3         | 44         | 30                | 75.5           | 22         | 117.5          | 21         | 309.3            | 38          | 928             | 36       |
| 5               | 244               | 1         | 61         | 3                 | 778.3          | 2          | 315.8          | 7          | 19.0             | 4           | 76              | 3        |
| 18              | 381               | 6         | 62         | 18                | 31.9           | 30         | 414.2          |            | 169.0            | 36          | 169             | 8        |
| 1               | 186               | 1         | 37         | 2                 | 895.4          | 1          | 403.2          | ē          | 20.7             | 8           | 62              | 2        |
| 48              | 668               | 2         | 66         | 66                | 1.9            | 64         | 13.4           | 54         | 1,761.0          | 63          | 42,167          | 66       |
| 36              | 482               | 6         | 62         | 12                | 153.5          | 16         | 249.4          | 11         | 32.6             | 12          | 391             | 23       |
| 9               | 318               | 1         | 66         | 1                 | 243.4          | 9          | 2,202.1        | 1          | 11.8             | 2           | 47              | 1        |
| 66              | 661               | 18        | 64         | 46                | 18.4           | 34         | 17.8           | 49         | 678.1            | 48          | 9,493           | 47       |
| 47              | 670               | 17        | 60         | 39                | 64.4           | 23         | 17.1           | 60         | 154.5            | 32          | 2,163           | 42       |
| 37              | 488               | 7         | 49         | 36                | 12.4           | 40         | 47.6           | 34         | 105.1            | 27          | 736             | 33       |
| 64              | 845               | 23        | 64         | 37                | 61.8           | 24         | 21.5           | 42         | 155.3            | 33          | 932             | 38       |
| 28              | 467               | 1         | 66         | 30                | 59.8           | 26         | 63.4           | 30         | 94.7             | 24          | 947             | 37       |
| 26<br>22        | 463<br>403        | 8         | 44<br>48   | 36<br>27          | 11.4<br>112.2  | 41<br>19   | 43.6           | 38<br>24   | 114.8<br>132.3   | 28          | 459<br>529      | 27<br>30 |
| 32              | 403               | - 1       | 48<br>54   | 63                | 2.7            | 18<br>61   | 104.0<br>18.0  | 48         | 1,510.7          | 31<br>52    | 16,697          | 30<br>61 |
| 18              | 388               | - 1       | 46         | 29                | 3.9            | 44         | 81.4           | 27         | 43.0             | 18          | 430             | 26       |
| 20              | 401               | - 1       | 48         | 23                | 282.7          |            | 82.6           | 28         | 121.0            | 29          | 484             | 29       |
| 63              | 841               | 11        | 61         | 44                | 3.7            | 48         | 22.5           | 41         | 389.0            | 41          | 1,556           | 41       |
| 38              | 497               | 7         | 62         | 30                | 81.2           | 21         | 26.3           | 40         | 79.7             | 22          | 797             | 34       |
| 40              | 613               | 11        | 63         | 17                | 188.9          | 11         | 41.2           | 37         | 42.5             | 16          | 340             | 17       |
| 26              | 463               | 9         | 60         | 14                | 159.2          | 14         | 66.9           | 29         | 29.9             | 9           | 359             | 18       |
| 7               | 288               | 6         | 38         | 6                 | 317.1          | - 6        | 202.7          | 16         | 26.4             | 8           | 185             | 10       |
| 4               | 238               | 3         | 38         | 8                 | 58.3           | 27         | 504.4          | 4          | 19.0             | 4           | 114             | 6        |
| 62              | 630               | 13        | 66         | 60                | 12.6           | 39         | 14.6           | 63         | 2,487.2          | 66          | 12,436          | 49       |
| 2               | 232               | 3         | 36         | 16                | 17.8           | 36         | 124.5          | 20         | 15.5             | 3           | 233             | 13       |
| 16              | 384               | 1         | 66         | 4                 | 541.1          | 3          | 235.8          | 12         | 5.9              | 1           | 106             | 4        |
| 38              | 606               |           | 64         | 62                | 3.4            | 47         | 18.2           | 47         | 1,245.5          | 60          | 27,090          | 54       |
| 30              | 469               | 3 4       | 62<br>62   | 47                | 3.9            | 46         | 21.2           | 43         | 1,283.6          | 61          | 21,941          | 62       |
| 21              | 402               | 6         |            | 7                 | 381.2          | 4          | 235.8          | 12         | 53.0             | 19          | 159             | 7        |
| 11<br>10        | 386<br>382        | 2         | 37<br>54   | 20<br>17          | 165.1<br>152.0 | 13<br>16   | 153.1<br>163.2 | 18<br>17   | 130.7<br>95.8    | 30<br>26    | 392<br>383      | 26<br>22 |
| 45              | 562<br>661        | 9         | 60         | 42                | 20.8           | 33         | 51.4           | 32         | 623.0            | 44          | 3,115           | 44       |
| 40              | 500               |           |            |                   | 20.0           | 50         | 31.4           |            | 023.0            | -           | 3,113           | -        |

Libraries added to the First Nations' peers

#### Taking the Community Temperature

- Focus Groups
- Online Surveys
- Market Probe Canada
  & FOPL 2000, 2015,
  2010, 2015
- Staff Interviews and Meetings

Q21 Describe Your Ideal Public Library in 3 words.

Answered: 303 Skipped: 52

Inviting warm Staff Safe Spacious Place
Welcoming Light Accessible
Downtown Friendly Clean Books
Selection Quiet Parking Comfortable Resourceful
Bright Stocked Space

Relaxing Movies Comfortable Collections

Accessible Inclusive Clean Cozy Space Kids

Spacious Materials Books Resourceful

Friendly Variety Quiet Community

Welcoming Selection Staff Organized Lots
Inviting Bright Programs Stocked

Relaxing Safe Innovative Materials Community

clean Staff Parking Comfortable Variety

Books Lots Welcoming Place

Friendly Technology Resourceful

Library Quiet Fun Programs Stocked Space

Modern Spacious Bright Inviting Accessible







### Taking the Community Temperature

- Key Opinion Leaders Interviews (Civil Servants and Department Heads (IT, HR, Parks&Rec, Economic Development, Culture, etc.)
- Council
- Partnership Groups (Culture, Social Services, Special Programs, Site Usage, etc.)



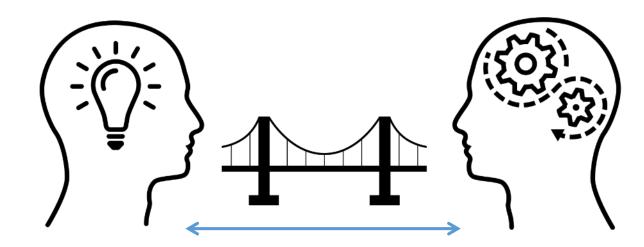




# Art, Craft, and Tools

- Seeking Insights
- Seeking Hot Buttons (e.g. AODA, Teens, Seniors, Employment, Inclusions, diversity, etc.)
- Building Bridges
- Putting funding into its place
- Building collaboration and cooperation
- Seeking buy-in to shared Vision









## **Community Libraries**













Halifax Public Library

Kitchener Public Library





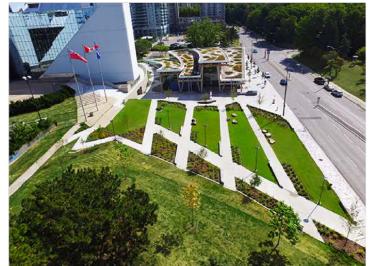
#### **Community Libraries**













Seattle Public Library

Scarborough Public Library





# **Community Libraries**













Scarborough Public Library

Cambridge Libraries and Galleries

York University Scott Library





#### **Existing Libraries Tour**

Albion-Bolton (Main Branch)

Caledon Public Libraries

# Challenges and opportunities

Fresh Eyes

Watching Behaviours

















#### Example of Architectural Design Process

#### Caledon Public Library System

**Alton Branch** 

Caledon East Branch

Caledon Village Branch

Inglewood Branch

Margaret Dunn Valleywood Branch

Mayfield West Branch

Southfields Shared Facility Branch

Belfountain Branch





#### **Building Program**

Phase 1: written description

Albion-Bolton (Main Branch)

Caledon Public Libraries





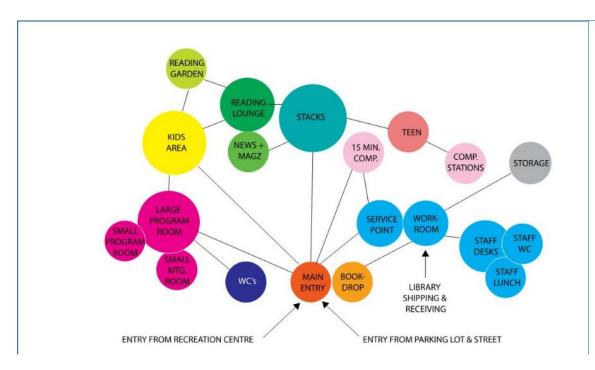
- Phased Construction (4 phases):
- o Phase 1 Q1 2019
- o Phase 2 Q1 2021
- o Phase 3 Q1 2023
- o Phase 4- Q1 2025
- Existing 2-storey branch with basement, part of larger recreation Centre.
- 2 New passenger elevators
- Infill existing atrium and create new one at renovated entrance
- New window openings on ground floor in two program rooms and on second floor in reading area & CEO office
- Remove existing partitions and washrooms as indicated on plans
- New washrooms 9 units
- New finishes throughout
- Allowance for new millwork where required
- M&E-
- o include re-distribution of HVAC vertical shafts and
- o addition electrical and data outlets throughout
- o replace existing lighting
- New Consolidated staff office area with systems furniture
- New program room and computer labs as indicated
- New kitchen in lunchroom to be used as a catering / demonstration kitchen (non-commercial)
- New signage and branding for library on complex exterior

### **Building Program**

Phase 2: bubble diagrams

Albion-Bolton (Main Branch)

Caledon Public Libraries



KIDS COMP. STATION READING GARDEN AREA KIDS PROGRAM READING STAFF & PROGRAN COMPUTER ROOM VORKROOM (material POINT PROGRAM AREA COMPUTER LIBRARY LEARNING SHIPPING & CENTRE RECEIVING ENTRY FROM SHARED FACILITY **ENTRY FROM PARKING LOT & STREET** 

Caledon Public Library- Southfields

Caledon Public Library- Mayfield West 2



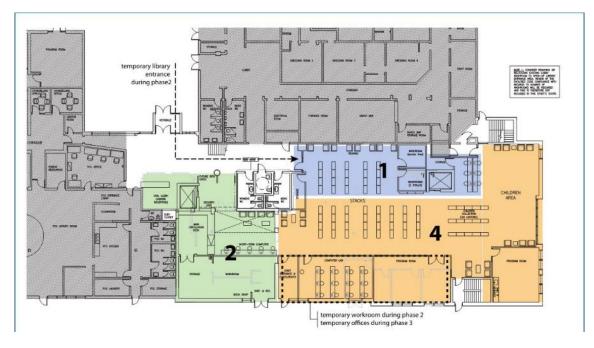


### **Building Program**

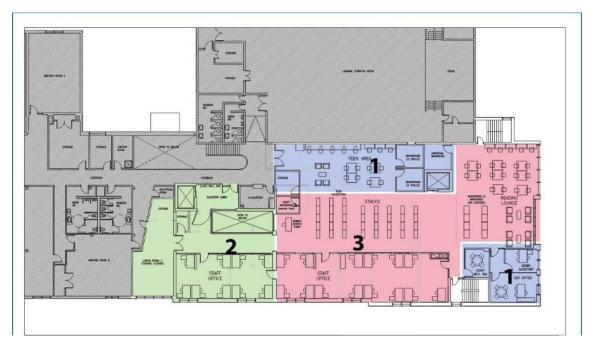
Phase 3: concept plans

Albion-Bolton (Main Branch)

Caledon Public Libraries



Albion-Bolton Public Library Ground Floor



Albion-Bolton Public Library Second Floor





#### Cost summary

- Need to know the costs all in before discussing about cost cutting.
- Nothing is "just" ornamental" it has to have utility.
   Don't cut vision through costing
- Don't save money for program or environment
- Our expertise is cost allotment
- All in with components or phasing.







Job No: 101478 1-Nov-16

#### Caledon Public Library Study

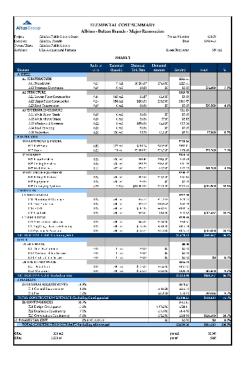
#### Order of Magnitude Estimate Revision 3 Caledon, Ontario November 2016

#### EXECUTIVE SUMMARY

The 'Hard' Construction Cost Estimate can be summarized as follows:

| Component  |        | GFA(m²) | 5/m²    | GFA(SF) | \$/SF | \$ BUDGET    |
|--|--------|---------|---------|---------|-------|--------------|
| Albion - Bolton Branch - Major Renovation (Totaling All Pi | iases) | 1,832   | \$1,541 | 19,720  | \$143 | \$2,822,200  |
| - Phase 1  |        | 330     | \$2,188 | 3,550   | \$203 | S721,600     |
| - Phase 2  |        | 409     | \$1,819 | 4,404   | \$169 | 5744,400     |
| - Phase 3  |        | 609     | \$1,206 | 6,559   | \$112 | S734,700     |
| - Phase 4  |        | 484     | \$1,285 | 5,207   | \$119 | S621,500     |
| Alton Branch - Minor Renovation                            |        | 411     | \$488   | 4,424   | \$45  | S200,500     |
| Caledon East Branch - Minor Renovation                     |        | 920     | \$322   | 9,903   | \$30  | \$296,100    |
| Caledon Village Branch - Minor Renovation                  |        | 598     | \$619   | 6,437   | \$57  | \$370,100    |
| Inglewood Branch - Minor Renovation                        |        | 186     | \$660   | 2,002   | \$61  | \$122,850    |
| Margaret Dunn Valleywood Branch - Renovation               |        | 453     | \$495   | 4,876   | \$46  | \$224,200    |
| Mayfield West Branch - New Construction                    |        | 1,858   | \$2,835 | 20,000  | \$263 | \$5,268,100  |
| Southfields Shared Facility Branch - New Construction      |        | 697     | \$3,427 | 7,500   | \$318 | \$2,388,100  |
| Belfountain Branch   |        |         |         |         |       | TBD          |
| Sub Total - GFA (Excluding Contingencies Allowance)        |        | 8,787   | \$1,331 | 94,581  | \$124 | \$11,692,150 |
| Design and Pricing Allowance                               | 15.00% | 8,787   | \$200   | 94,581  | \$19  | \$1,753,700  |
| Sub Total - GFA (Including Design Allowance)               |        | 8,787   | \$11    | 94,581  | \$142 | \$13,445,850 |
| Contingencies:   |        |         |         |         |       |              |
| Escalation Contingency                                     | 9.92%  | 8,787   | \$132   | 94,581  | \$12  | \$1,159,700  |
| Construction Contingency                                   | 10.00% | 8,787   | \$133   | 94,581  | \$12  | \$1,169,200  |
| TOTAL CONSTRUCTION COST (Excluding HST)                    |        | 8,787   | \$1,795 | 94,581  | \$167 | \$15,774,750 |
| HST - EXCLUDED   | 0%     |         |         |         |       | EXCLUDED     |
| TOTAL CONSTRUCTION COST (Excluding HST)                    |        | 8,787   | \$1,795 | 94,581  | \$167 | \$15,775,000 |

#### Cost summary



| AltusGro     | up.                               |              | ENTAL COS   |              |          |                     |                  |      |
|--------------|-----------------------------------|--------------|-------------|--------------|----------|---------------------|------------------|------|
| MITTER       |                                   | Albinn - Bo  | lton Branch | Mujor Rei    |          |                     |                  |      |
| solection.   | States 7988 Literary State        | 81           |             |              | 2        | miss Number         | 121620           |      |
| serior       | Calabra, Dreade                   |              |             |              |          | Dise                | 186600           |      |
| Southern     | Calaban Public Library            |              |             |              |          |                     |                  |      |
| lochiae:     | LCA Archeological Foreign         |              |             |              | G:       | om Tiot: Area       | 421              | 32.2 |
|              |                                   |              | PHASE       | 2            |          |                     |                  |      |
|              |                                   | Fails 20     | Tenent      | Dioux        | Ukrani   |                     |                  |      |
| Elexans      |                                   | 5250         | Quarte      | TVI. Day     | AGGGG    | Desair2             | Total            |      |
| YELLY        |                                   |              |             |              |          |                     |                  | П    |
|              | muctuat                           |              |             |              |          | 54.00               |                  |      |
|              | leandrider.                       | 044          | 5 m2        | 20,00        | K        | \$0.00              |                  | н    |
| A2 7730      | Inner Davis                       | 040          | Cnt         | 20,00        | К        | \$0.00<br>\$3.00    | 50               | ⊢    |
|              | Joyan Flase Coranización          | A3-          | 160 (62     | 55.87        | SLOC     | 12.4                |                  |      |
|              | Jopen Diese Construenten          | 0.0          | 154 mil     | 245.12       | 55330    | G0.78               |                  |      |
|              | leol Courrectors                  | 040          | 6 742       | 50.00        |          | \$5.00              | 22,500           | -    |
|              | UURIDICLOSURII                    |              | 1.00        | 2000         |          | 52.52               |                  | Н    |
| 62.7         | With Science Steeds               | 0.00         | C mg2       | 50.00        | ×        | \$5.00              |                  |      |
|              | Wilauthore Grade                  | 0.62         | 6 750       | 21.275.00    | 55600    | 52.08               |                  |      |
|              | Mades in Engages                  | 0.02         | 8 750       | \$550.00     | 56400    | 515.79              |                  |      |
|              | bol Coverag                       | 0.000        | 6 mg.       | 50.00        | 12       | \$5.00              |                  | п    |
|              | bolodora                          | 1.00         | 48 50       | 55.26        | 92.00    | \$2.28              | 515,300          | L    |
| FINTERIOR    |                                   |              |             |              |          | 502                 |                  | ıï   |
|              | mons a neous                      | 0.52         | 677 m²      | 475196       | 9615     | 2002                |                  |      |
| E21          |                                   | 0.52         | 427 HG      | \$7655A      | 9618     | 100.0               | 955.900          | п    |
| SHAN         | 100 to                            | 0.02         | 2.16        | 25,6500      | 5,500    | 933                 | 95,509           | Н    |
|              | arkitika                          | 1.00         | 48.00       | Otra:        | 5.45     | 1/8/4               |                  |      |
|              | rikg heak o                       | 100          | 48.00       | 94.75        | 907      | 5475                |                  |      |
| 127          | of Proper                         | 136          | 40.00       | 215          | 2005     | 10142               | 95.50            | г    |
| 30 FB 11     | ECO-EUL PROPET                    |              |             |              |          | 922.48              | 211.11           | -    |
| ESTE         | May 5 Pales.                      | 1.50         | 48.40       | \$75.75      | 972300   | 912413              |                  |      |
|              | pterer.                           | 1.50         | 48.90       | Fato:        | gr       | 91.0                |                  |      |
| 1.013        | i naying typi mo                  | 0.00         | 2.009       | \$4, 100     | 90 E     | MEAN.               | \$171,918        |      |
| 1,0000011-00 |                                   |              |             |              |          |                     |                  |      |
| CLUME        |                                   |              |             |              |          | 915.0               |                  |      |
| 1111         | Tribbe Office 6.                  | 160          | 28.00       | 40.70        | 9-11/2   | 5200                |                  |      |
| 110          | er traction                       | 100          | 28.00       | 8.4134       | 91.00 to | 500.9               |                  |      |
|              | e tok                             | 100          | 18.00       | 8.41%        | 2448     | 52.4                | 2774511          | н    |
| C 200.613    |                                   | 110          |             | 4010         | 7016     | 20.00               | 4.2020           | Н    |
|              | market date                       | 10:          | 18.00       | #oto         | 202      | 256.0               |                  |      |
|              | elle, handbaie                    | 100          | 18.00       | 3.11.88      | 10.0     | 111138              |                  |      |
| 1345         | continue.                         | 101          | 18 (6)      | \$ 3.60      | 5145     | 41.5454             | \$21.54          | г    |
| SE HARD      | NUMBER Pulsaing SERI              |              |             |              |          | \$1,000.44          | \$99483          |      |
| DATE         |                                   |              |             |              |          |                     |                  |      |
| 20 NO F      |                                   |              |             |              |          | ja. u               |                  |      |
|              | ke disebagai d                    | -101         | 1 100       | Sign         | ×        | ja 10               |                  |      |
|              | Selan of his Sesan                | -121         | 1 100       | 9401<br>9401 | is in    | je u                |                  | п    |
|              | Cate of Strike same<br>LIART PAUR | -(0)         | 1.66        | Sign         | k        | 9211                | \$a              | ь    |
|              | NIART MAIR                        | 10           | 20.06       | \$ 100       | 11.415   | 1020                |                  |      |
|              | dease.                            | 10           | 20.00       | \$ 555       | HEE      | 90347               | 91239            | г    |
|              | NG COST Balleling State           |              |             | 3.14.        |          | Stakuta             | 5601.00          |      |
| ZHAJKUS      |                                   |              |             |              |          |                     |                  |      |
| ZIGENE       | NAL REQUESTED TOTAL               | 1170         |             |              |          | 88.5                |                  |      |
|              | normal Page remote                | 149          |             |              | 857.21   | 455/6               |                  |      |
| 241          | te .                              | 225          |             |              | 261770   | 5.72.99             | 36336            |      |
| TOTAL DOM    | STRUCTION ESTIMATE CA             |              | ú <b>z</b>  |              |          | \$1,518.12          | \$26,000         |      |
|              | NGENCES                           | XA.          |             |              |          | 236.4               |                  | ı    |
|              | Migr Crossingarion                | - 25         |             |              | 6.16200  | 4730.               |                  |      |
|              | States on Contractor              | -25          |             |              | 6,000    | 40.4                |                  | п    |
| 720          | or recognized Conditionary        | AND CARE     |             |              | ZWX<br>K | 315,000<br>\$0,00   | \$35,400         | _    |
| 2 DISALESTA  | ON CEST.<br>DISTRUCTION ESTIMATE  |              |             |              | K        | \$2.00<br>\$2.00000 | 50<br>51 001,650 |      |
| TOTAL        | DESIGNATION ESTIMATE              | mensugations |             |              |          | 522800              | 2(30,02)         |      |
| GEA:         | 400 m2                            |              |             |              |          | pered               | \$2,530          |      |
| GEAC:        | 460.0                             |              |             |              |          | parece<br>parec     | 124              |      |
|              |                                   |              |             |              |          |                     |                  |      |

| AltusGroup     |  | ELEN           | IENTAL COS       | IT SUMMA              | RY                |                  |                 |        |
|----------------|--|----------------|------------------|-----------------------|-------------------|------------------|-----------------|--------|
|                |  |                | olton Branch     | - Mujor Ren           |                   |                  |                 |        |
|                | Admirable Linny State                  | 8"             |                  |                       | 25                | rise.Number      | 121620          |        |
|                | dados, Orașile<br>dados Public Library |                |                  |                       |                   | Dase             | 188643          |        |
|                | Sa Astronomia Forma                    |                |                  |                       | 0.0               | er Floor Area    | 27              | už.    |
|                |  |                |                  | _                     | -                 |                  | -               |        |
|                |  |                | PHASI            |                       |                   |                  |                 |        |
| Elexans        |  | Rais a<br>sea  | Tancol<br>Quasic | Dickeral<br>Vol. Date | Ekranal<br>Access | Gerales          | Total           |        |
| AZEEL          |  |                | -                |                       |                   |                  |                 | _      |
| AL 7. TOTAL    |  |                |                  |                       |                   | 54.00            |                 |        |
| All Secs       | drifor.<br>neus Dictivation            | 041            | f rak<br>Crab    | 2000                  | ×                 | \$0.00<br>\$0.00 | 50              | 625    |
| A2 STRUCTO     | EC.                                    | 1.00           | Cap              | 5,000                 | ~                 | 56.00            | 27              |        |
|                | ur Floor Construction                  | 040            | Crail            | 20,00                 | 80                | 10.00            |                 |        |
|                | r Diese Construction                   | 0.30           | 154 m2           | 20.00                 | 90                | \$0.00           |                 |        |
| ADDod          | Coarmoten                              | 0,00           | Crail            | 50.00                 | 90                | \$5.05           | 50              | 6.75   |
| ACTION OF      | CENCLOSURE<br>Circle Code              | 0.00           | Croil            | 50.00                 |                   | C 362            |                 |        |
|                | ontre umas<br>ontre Orade              | 940            | 576              | 21 27500              | 1500              | 514.0            |                 |        |
| A2777564       | ken á En <del>m</del> ner              | 0.01           | 8 762            | \$550.00              | 56400             | 17.22            |                 |        |
| A343064        | Cowning                                | 0.00           | 6 m2             | 50.00                 | 90                | \$2.07           |                 |        |
| A18 (Subs      | otlori                                 | 1.00           | 68 m2            | 250                   | 55200             | 122              | 595,309         | 1.58   |
| STRAINING      | NA A PROPER                            |                |                  |                       |                   | 118.0            |                 |        |
| Eller          |  | 0.20           | 177 (41)         | esm                   | 200               | 136.43           |                 |        |
| ECT No. 1      |  | 020            | 276              | C.9000                | 2.0.2             | 10.0             | 500,000         | 5.75   |
| 32 FLARBREA    |  |                |                  |                       |                   | F34.57           |                 |        |
| EZI E sur      |  | 1.00           | AB rec.          | 541.71                | 57,6,8            | F4437            |                 |        |
| 62 CH 6        |  | 1.00           | AS INC.          | C1.51                 | C255              | 1015             | 27.50           | 9.05   |
| 27 FET 190 S   |  | 1.54           | AC III.          | 51.66                 | EQL/F             | F15.15           | 97,500          | 9.00   |
|                | e S Fales                              | 10:            | AB :=:           | 95.70                 | 1975 E            | 10100            |                 |        |
| EC Epite       |  | 1.50           | AB or            | No.                   | gr                | \$2.02           |                 |        |
| RECORD.        | ying typi ma                           | oto            | 120              | N- (Fr)               | gr                | \$2.00           | 60,64           | 3.15   |
| DRIGGER OF     |  |                |                  |                       |                   |                  |                 |        |
| CLARCE AND     | Marie Design                           | 15:            | 48.30            | Co.in                 | 11.50             | 6015.5k          |                 |        |
| 11/2mm         |  | 100            | 48.15            | C-100                 | 110.6             | NO. 14           |                 |        |
| 114-74         |  | 1.60           | ANDER            | 3.41%                 | 8.1210            | 414/3            |                 |        |
| 1111 to 11     |  | 1.60           | 48.00            | 42 (6)                | 91.5x E           | 5.044            | \$10,07         | 18.77  |
| C19841100      |  |                |                  |                       |                   | one              |                 |        |
|                | each data<br>s. Namebara               | 10             | 48.00            | 4 11 86               | 944E              | 40.08            |                 |        |
|                | E 5 4 4 4 4 4 1                        | I.D.           | 20.1             | 3301                  | *** E             | 11207            | \$20,00         | 13.17  |
| SE HARDING     | COS Palading State                     |                |                  | 4 10 10               |                   | 044              | \$46,007        | 91.75  |
| DATE           |  |                |                  |                       |                   |                  |                 |        |
| CHARLERSO      |  |                |                  | NIII                  |                   | 4.4              |                 |        |
| El Section     | Arabiga a di<br>a nodifi ada sam       | -10            | 1 162            | 940                   | ic<br>ic          | ka a             |                 |        |
|                | of the board                           | -10            | 1 166            | 240                   |                   | (a) (a)          | \$a             | 1.0    |
| 120 ANK II 120 |  | - 74           | 1111             | 741                   |                   | 050              | - "             | -      |
| Distriction    | itar                                   | 1.0            | 98 166           | 64.                   | W 65 E            | 5/2/14           |                 |        |
| 60 45.         |  | 1.01           | 95.00            | 442                   | CHE               | 54274            | 40.34           | 10     |
| ART ECHDINGS   | COST Stabellage State                  |                |                  |                       |                   | Statistics       | Security        | 94.7   |
| ZEGENERAL      | KDOKUDENCENTS                          | 40             |                  |                       |                   | 31.410           |                 |        |
| Z.1 Gerae      | nd Facul remote                        | 145            |                  |                       | 2008              | 405/2            |                 |        |
| 2.6.Fee        |  | 125            |                  |                       | 261.47%           | 570.12           | 362,000         | 10     |
| TOTAL CONSTR   | CONTRACTOR (CA                         |                | Name of the last |                       |                   | \$1,574.70       | Sessor          | 9.7    |
| Zi CONTING     | ENCES<br>r Greingwer                   | 4.A            |                  |                       | 1.000             | 114.4            |                 |        |
| ZELENG.        | r taranganar<br>Mary Carelrance        | 5.25           |                  |                       | 14000             | 470.00           |                 |        |
| ZE-Corn        | custom Condessors                      | X 25c          |                  |                       | 273,230           | 325.2            | \$32-400        | 24.75  |
| Property CAN C | ET.                                    | 25 DOLLES      | 2                |                       | Ж                 | K2.02            | 53              | 6.74   |
| TOTAL CON      | тякиется взликта                       | decision alice | rae              |                       |                   | \$1542.46        | 2(20.22)        | 136.75 |
| fa:            | 60 m2                                  |                |                  |                       |                   | tered            | 51.765          |        |
| ine<br>ine     | 600 M2                                 |                |                  |                       |                   | rerect           | 51,785<br>51,65 |        |
|                |  |                |                  |                       |                   |                  | 200             |        |

| AltusGro                |   | ELEME             | NTAL COS            | IT SUMMA              | RY                   |                  |                  |   |
|-------------------------|---|-------------------|---------------------|-----------------------|----------------------|------------------|------------------|---|
| AUTUSOIO                | up  | Albinn - Bol      | lton Branch         | - Mujor Rea           | ovetion              |                  |                  |   |
| rojecu                  | Distinctible Library Study                      | r                 |                     | •                     | 2.                   | rischtunber      | 121620           |   |
| serios<br>Sentificación | Distant Dearle<br>Distant Public Library        |                   |                     |                       |                      | Daw              | 188640           |   |
| other:                  | LGs. And procured Formers                       |                   |                     |                       |                      | en Clock Area    | - 44             |   |
|                         |   |                   |                     |                       |                      |                  |                  |   |
|                         |   |                   | PHASI               |                       |                      |                  |                  |   |
| Elexans                 |   | Rado o<br>stra    | Taraccul<br>Quasia: | Diesessi.<br>Vel. Sus | Elemental<br>Accessi | Gerales          | Tetal            |   |
| ARIES                   |   |                   | Quite               | 217.301               | ALEXAN.              | 2012             | 114.11           |   |
|                         | muccung   |                   |                     |                       |                      | 54.00            |                  |   |
|                         | leandador.                                      | 044               | 5 m2                | 20000                 | ×                    | 10.00            |                  |   |
| A127                    | hannes Decoura                                  | 0,00              | Cni                 | 20,00                 | К                    | \$0.00<br>\$6.00 | 50               | _ |
|                         | over Floor Constructor                          | 140               | 491742              | 20,00                 | ж                    | 10.00            |                  |   |
|                         | Jopen Class Construction                        | 0.00              | 6742                | 50.00                 | 8                    | 10.00            |                  |   |
| ADD                     | Seef Coursection                                | 040               | Crak                | 20.00                 | 100                  | 10.00            | 59               | _ |
| ACTIVE                  | UURENCLOSURE                                    |                   |                     |                       |                      | 534.38           |                  |   |
|                         | With Name Conde                                 | 0.00              | Cral                | 50.00                 | 100                  | \$5.05           |                  |   |
|                         | Wills Alberte Grade<br>Vitados (n. A. Carrannes | 0.02              | 21 m2               | \$365.64<br>\$550.00  | 2000                 | 22.70<br>(2.17   |                  |   |
|                         | Phodornia Entrance<br>Ind Communic              | 0.02              | 670                 | 50500                 | 56430                | \$2.00<br>\$2.00 |                  |   |
|                         | bolonkeri                                       | 1.00              | 200                 | 55.27                 | 1268                 | P. 17            | 517.600          | ۳ |
| PERTUGE                 | 8   | 1.00              |                     | 1747                  | -74.0                |                  | 21.000           |   |
|                         | TIONS & DOORS                                   |                   |                     |                       |                      | 500.52           |                  |   |
| E11                     | offices   | 0.26              | 185 mg              | 6734.77               | 912,137              | 156 77<br>106 6  |                  | п |
| 32 FINIS                |   | 0.01              | 110                 | 2.3000                | 93,57                | 7015 A           | 941,308          |   |
|                         | setrida   | 100               | 291.00              | 00.50                 | 2.9.5                | 100.0            |                  |   |
|                         | Yilling Partition                               | 1.00              | 294 mc              | 9850                  | 522.5                | 545.43           |                  |   |
| 6216                    | of Brown  | 1.54              | AT HC               | 90.96                 | 142.5                | 113.02           | 97.500           |   |
|                         | PO SE POULPMENT                                 |                   |                     |                       |                      | F73.59           |                  |   |
| FEE                     | mig 8 Fabre                                     | 1.80              | 20 oc.              | Politica<br>National  | 9.45                 | E25.68           |                  |   |
| 100                     | pterer<br>Laging tystem                         | 1.50              | 201 oct             | No.                   | 9                    | \$2.00<br>\$2.00 | West.            | P |
| 13000311-00             | raying system                                   | 010               | 120                 | - 101                 |                      | p: 11            | 400,000          | - |
| CLARGE                  |   |                   |                     |                       |                      | 9212.25          |                  |   |
| 111                     | Trible & Borner                                 | 150               | 241.60              | 46625                 | 40.000               | E2020            |                  |   |
|                         | te folk for                                     | 1.60              | 280.00              | 40.00                 | 41.54                | NO.4             |                  |   |
| 114                     | ever<br>retrek                                  | 1.60              | 281.00              | 8.4781                | 44 H                 | 414/35<br>5/2/4/ | 229,872          |   |
| 100000                  |   | 11%               | 281.00              | 010                   | *10 E                | 983              | \$100,000        | _ |
|                         | en order to the be                              | 10:               | 144 (41)            | 4.01                  | 90 M E               | 200              |                  |   |
|                         | Alle, American                                  | 100               | 241.00              | 3.1150                | 5 1/ 5               | 40.09            |                  |   |
| 1345                    | promote de al lance                             | 1.01              | 244 (60)            | \$ 3.40               | ₩0.6                 | 412444           | \$146.51         |   |
| SE HARD                 | NUCLEAR Probability (MA)                        |                   |                     |                       |                      | W1148            | \$16,537.2       |   |
| 21 ME F                 |   |                   |                     |                       |                      | * * *            |                  |   |
|                         | enten.<br>Kontrologia                           | -10               | 1.66                | NIII                  | k                    | 10.0             |                  |   |
| 612                     | Cellum dibride son                              | -10               | 1.166               | 290                   | 2                    | 6.9              |                  |   |
| 6141                    | Cathoritis e Newson                             | -101              | 1.00                | 940                   | is in                | je u             | \$a              | г |
|                         | LART PULL                                       |                   |                     |                       |                      | 4142.42          |                  |   |
|                         | Service .                                       | 1.0               | 284 166             | 401-1-                | M.74 E               | 29.00            |                  |   |
|                         | da abec   | 1.01              | 198.46              | 600                   | 9000                 | 592.97           | 0.31             |   |
| APPARENTS               | NG COTT Balleday Stat                           |                   |                     |                       |                      | \$1,120.02       | \$xtian2         |   |
|                         |   | 10                |                     |                       |                      | 2042             |                  |   |
| 2.10                    | neural Facultiments                             | 149               |                     |                       | 2,9290               | 120.4            |                  |   |
| 240                     |   | 125               |                     |                       | aDaD.                | 532.72           | 300,465          |   |
| TOTAL CON               | STRUCTION ESTDEATE (2):                         |                   | SEC                 |                       |                      | \$1,574.00       | \$621.8.6        |   |
|                         | NGENCES<br>Wer Contractor                       | 4.6               |                     |                       | 20,00                | 300.00<br>300.00 |                  |   |
|                         |   | 225               |                     |                       | \$25000<br>\$250000  | 222.0            |                  |   |
|                         | Service on Condensery                           | X 25              |                     |                       | 521X                 | 3126.27          | \$345,600        |   |
| 2 DISALEST.             | OLCET.  | 25 DOLLERS        |                     |                       | K                    | \$2.00           | 50               | _ |
| TOTAL                   | DESTRUCTED NOTICE CONTRACTOR                    | lechiling Allente | 240                 |                       |                      | \$1,500,00       | \$90,376         |   |
| in:                     | 66.02   |                   |                     |                       |                      | pered            | \$1.000          |   |
|                         |   |                   |                     |                       |                      |                  | 51,900<br>51,900 |   |





### Strategic Execution

- Seeking Council endorsement
- The presentation imperative
- Fundraising (it's a professional skill)
- Internal organization CEO/Deputy CEO
- Partnerships
- Costing vs. Funding
- The Role of Compromise













### Happy to Chat





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