



CLEVELAND PUBLIC LIBRARY

CPL150 COMMUNITY VISION PLAN

- GROUP 1** Fleet Branch
- South Branch
- Sterling Branch
- Woodland Branch

2015



BRANCH(ING) CONVERSATIONS

POSITIVE
After school activities
Garden (the map)
A day
community location
at school at library
at high libraries

EXTERNAL COMMUNITY
the
the
the
the
the



prepared by:

**Kent State University's
Cleveland Urban Design Collaborative**

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Historic Carnegie South Branch Building in 1911.

INTRODUCTION

The CPL150 Community Vision Plan is an effort led by the Cleveland Public Library to determine the appropriate services that will be offered at its branch locations in the future through authentic engagement and valued input from community residents.

PROJECT BACKGROUND

In 2012, the Cleveland Public Library released its Strategic Plan to guide decisions and prioritize actions for the next three years. One of the strategic priorities outlined in the document is CPL150, an initiative to prepare the library system for its 150th anniversary in 2019. Preparation for this anniversary requires engaging the community in substantive conversations about the library's service model, fiscal situation, condition of library buildings, and the changing demographics of the city.

What should the Library's neighborhood presence look like in 2019? Does every branch need to provide the same services? Can we design services and service delivery systems that are customized to individual neighborhoods, based on local need? The Community Vision Plan is intended to help CPL and the local communities collaboratively respond to these questions.

The CPL150 Community Vision Plan builds on the previous engagement work conducted by Enlightenment Consulting Group (ECG), which began in 2013. ECG's Community Conversations process gathered preliminary community ideas for branch

services in three Cleveland neighborhoods: Clark-Scranton, Central, and Slavic Village. As the initial engagement process in these three neighborhoods readied for the next phase of development, CPL contacted Kent State University's Cleveland Urban Design Collaborative (CUDC) to partner with ECG to provide the necessary neighborhood physical planning expertise.

FRAMING THE VISION

CPL faces a challenge familiar to many institutions serving communities in Cleveland: How can we best meet the needs of our patrons in a changing context of new technologies, aging facilities, and declining population? CPL's response to this question must be crafted individually for each branch neighborhood, based on the unique demands and opportunities present in those communities. The CUDC's local knowledge of Cleveland neighborhoods and expertise in public engagement, depopulation research, and physical urban planning provide the complementary skills to enable CPL to take the next step in crafting an equitable Community Vision Plan.

This report articulates a wide-range of community priorities and reveals a clearer vision of the library's role in each target area. Neighborhood asset maps, programming concepts, and visual renderings produced through this process enable CPL to now conduct a finer grain analysis of the operational costs, interior architectural feasibility, and financial investments required to commit limited resources appropriately. The CPL150 Community Vision Plan provides a roadmap for actions worthy to celebrate in 2019 and beyond.

EXECUTIVE SUMMARY

Kent State University's Cleveland Urban Design Collaborative partnered with the Cleveland Public Library to conduct a planning process with four branch communities, together envisioning the 21st century library.

The CPL150 Community Vision Plan | Group 1 report includes recommendations for four initial branch communities:

- **Fleet Branch** *Slavic Village neighborhood*
- **South Branch** *Clark-Fulton and Tremont neighborhoods*
- **Sterling Branch** *Campus District and Central neighborhoods*
- **Woodland Branch** *Central and Kinsman neighborhoods*

The branches in the Community Vision Plan have been selected by CPL and their order of participation in the process has been determined through conversations with local public officials. The planning process is expected to be refined and expanded beyond this first group to include additional CPL branch neighborhoods.

Final recommendations for the current target neighborhoods were developed by ECG and CUDC in close partnership with CPL, through a carefully designed engagement process for each of the targeted branch locations. ECG's previous work gathered feedback from residents that promote community building and address community deficits. Building upon this initial engagement process, the CUDC advanced the community conversations into the realm

of physical planning. Gathering abundant feedback, the CUDC led 6 focus group sessions, 8 public meetings, 12 advisory committee meetings, and collected over 280 surveys in English and Spanish. In order to stay connected with people unable to attend meetings in person, the design team shared frequent updates on the process through a project website at www.CPL150.org.

After first establishing the critical need to retain a branch location in each of the four neighborhoods, the team advanced to a branch-centered engagement strategy. This Group 1 final report includes physical and programmatic recommendations tailored to each branch. The ideas are organized according to the library experience at multiple levels:

- **Library Building:** Conceptual proposals for reprogramming interior spaces; Exterior architectural renovations for library branch buildings.
- **Library Grounds:** Outdoor site improvements on library properties; Opportunities for site signage, bike and car parking; reading gardens.
- **Neighborhood:** Improvements to pedestrian, transit, and bicycle accessibility; Streetscape enhancements to support neighborhood character; Safety concerns;

- Wayfinding and street signs.
- **Services:** Creative ideas for bridging the digital divide. Opportunities for current library services to shift to other neighborhood locations.

In order to successfully implement the multi-levelled recommendations, ongoing partnerships with community organizations, city officials, and local patrons must be defined. Recommended actions for each branch have been organized in an **Implementation Matrix**, crafted with input from Advisory Committee members. Each of the branch Implementation Matrices include the actions, leadership roles, and timeframes for completing the recommendations.

Discussions with each of the four branch communities revealed many common issues, but also included a variety of unique conditions. The process of working in four neighborhoods afforded the design team with the ability to share lessons from one community to another. Common themes include:

- Need for quiet spaces and private rooms
- Provide patrons with a wider range of seating and working environments
- Desire for additional computer stations
- Display library rules of conduct using emotionally intelligent signs
- Update bike parking facilities
- Improve visibility and welcoming appearance of building entries
- Address safety concerns near library properties
- Explore potential for outdoor reading areas
- Develop communications strategy to better share info. between library and community

The design team was careful to respond to needs derived from the unique circumstances

present in each community. Distinctive priorities in the four branches include the following:

FLEET BRANCH

- Improve building's connection to street with canopy structure and outdoor seating
- Establish shared parking agreement to accommodate events with large attendance
- Provide music rehearsal space to preserve unique neighborhood identity
- Support efforts to make the intersection of Broadway and Fleet a key destination

SOUTH BRANCH

- Reopen the historic Carnegie South building
- Investigate potential Carnegie building expansion to align with original plans
- Support efforts to brand surrounding neighborhood as Scranton Historic District
- Improve library's connection to W. 25th St. through public art and signage

STERLING BRANCH

- Renovate historic Sterling building to improve daylighting and amenities
- Explore opportunity to expand historic Sterling building on the current site
- Encourage variety of outdoor lighting along E. 30th St. to increase sense of safety
- Organize more events with local schools

WOODLAND BRANCH

- Open the on-site woodshop and garage for skills training programs and maker space
- Partner with the City and local community to create neighborhood trail to the library
- Leverage the ample library property for attractive and ecological outdoor spaces
- Share the library's resources through public art along Woodland Avenue





ENGAGEMENT PROCESS

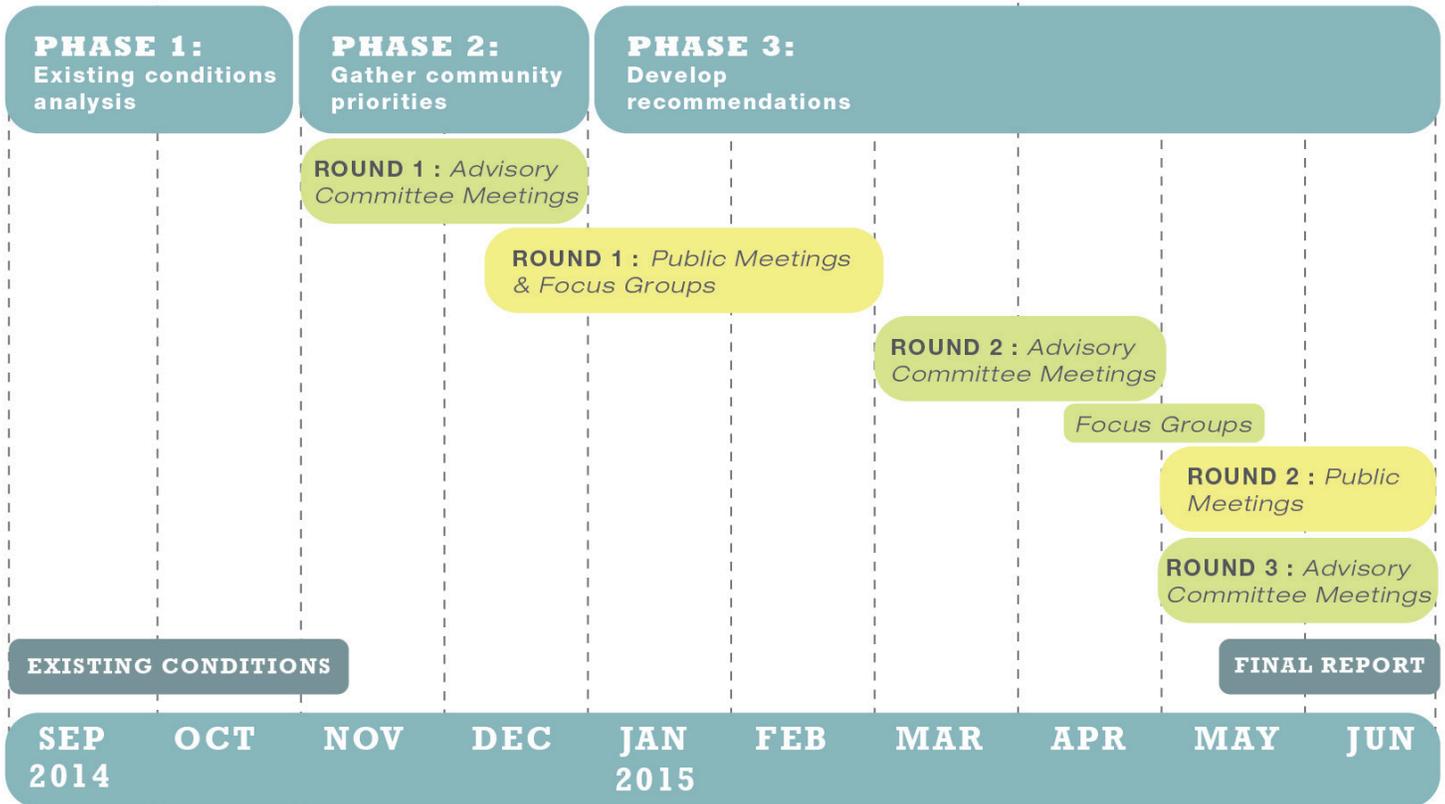
The overall engagement process was led by the Cleveland Urban Design Collaborative (CUDC), in close partnership with Enlightenment Consulting Group (ECG) and key CPL staff. The planning process for individual library branches also involved close participation from an Advisory Committee comprised of local stakeholders from each community. Members of the Advisory Committees were selected by the design team based on recommendations from library branch managers and community development organization staff.

Each of the four Advisory Committees were assembled to reflect a broad spectrum of the community, including institutional representatives, community development organizations, public officials, neighborhood residents, and committed library patrons. Some of the Community Vision Plan Advisory Committee members also participated in the previous Community Conversations work conducted by ECG. At the final Advisory Committee meeting, all members were encouraged to continue their involvement with the project through to implementation. In this way, the current planning process will embed a continuity of local knowledge and strengthen community relationships over time.

In addition to three meetings with the Advisory Committee, the engagement process in each branch community also included two public meetings, multiple focus group sessions, and surveys. Focus group participants were selected based on demographics underrepresented at the public meetings, such as seniors, high school students, and young children. The surveys were distributed in print version at the libraries and available online, in both English and Spanish.

PROJECT TIMELINE

GROUP 1 BRANCHES: FLEET, SOUTH, STERLING, WOODLAND



PROJECT PHASES

The planning process for each branch was organized into three phases:

1. Existing Conditions Analysis
2. Gather Community Priorities
3. Develop Recommendations

The first Existing Conditions Analysis phase of the project began in the summer of 2014 with kick-off meetings between the design team and key community stakeholders to discuss the engagement process. Candidates for the four Advisory Committees were identified and contacted to participate. The design team also reviewed recent neighborhood planning

documents, conducted library site visits, and generated asset maps of the surrounding community. Relevant existing conditions data was assembled and preliminary questions were developed to solicit feedback at the first Advisory Committee meetings.

Phase 2 of the planning process began with an Advisory Committee meeting in each of the four branch communities. Key priorities for each branch were defined and preparations were made for the first public meetings. Scheduled between December and February, the first round of public meetings employed a variety of feedback methods intended to make



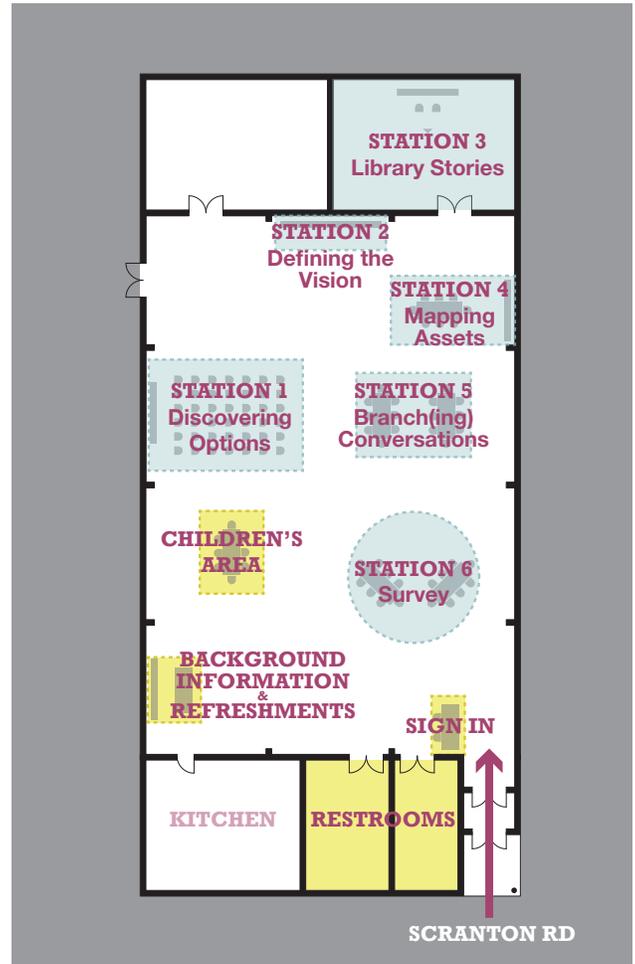
The *Library Stories* station captured video recordings of attendees sharing their favorite library memories of the recent and distant past.



The *Defining the Vision* station enabled guests to contribute ideas quickly, in a useful and organized format.



Following a short introductory presentation, attendees could remain seated for the *Discovering Options* station, which used remote clickers to gather



The floor plan above shows the typical arrangement used for the first round of public meetings, featuring six engagement stations.

the engagement process more effective and enjoyable. The public meeting venues were furnished with six engagement stations (See example images from the first South Branch public meeting above). The interactive stations collected feedback through remote electronic devices, roundtable conversations, large-scale maps, comment cards, post-it notes, surveys, video recordings, and children's coloring book pages. The range of verbal, written, public, and anonymous communication methods maximized the potential for everyone in the room to contribute effectively.

THE PEOPLE'S UNIVERSITY

Cleveland Public Library calls obstacles, such as hunger, illiteracy, and unemployment: Community Deficits.

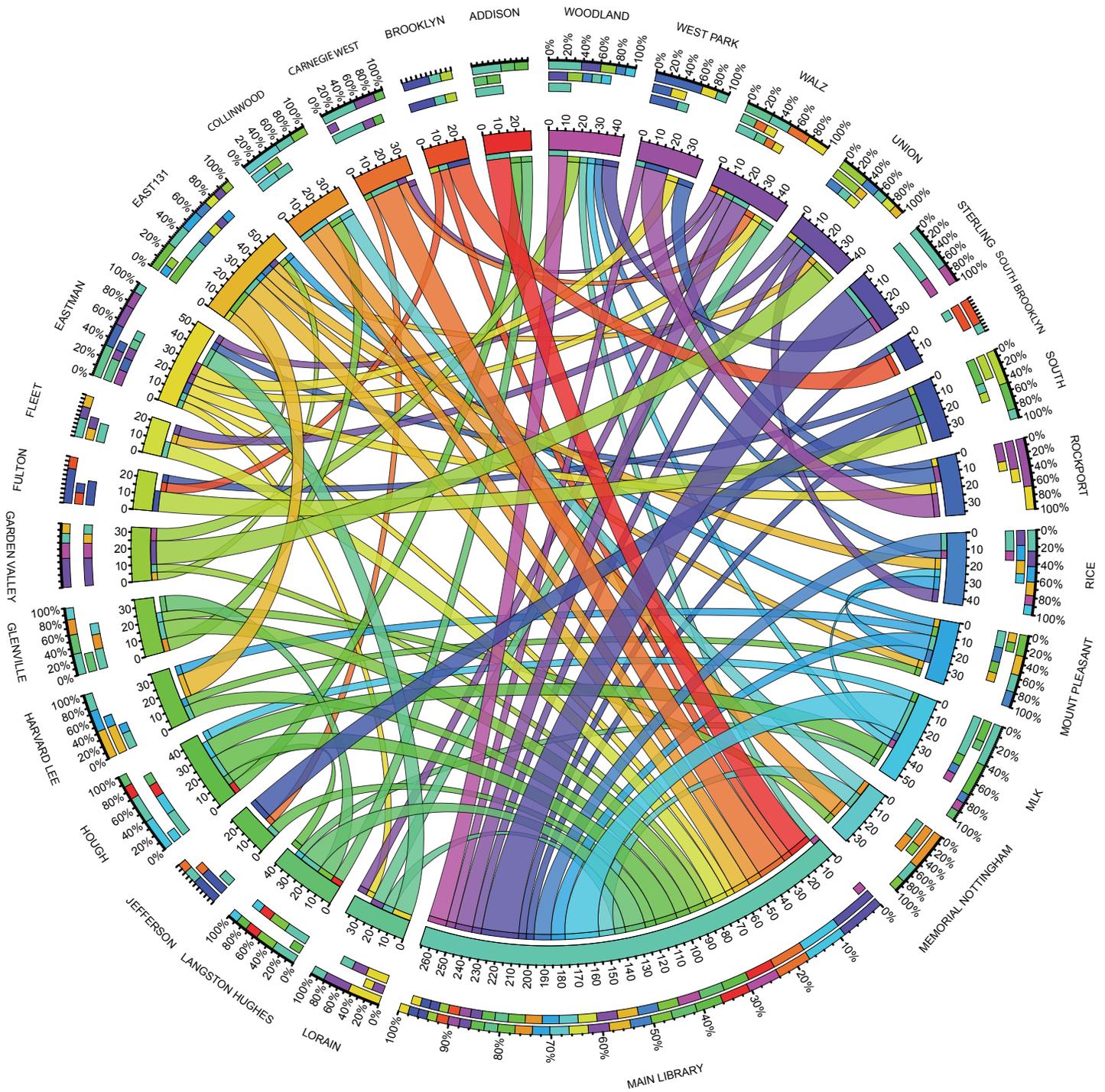
CPL embraces its responsibility to fight these deficits by taking a strong STEP for our community's future and providing:

- **Safety** - Safe places to learn all year round
- **Technology** - Free access to all types of new technology
- **Education** - Extensive & inspirational communities of learning
- **Preservation** - A commitment to capturing and honoring history

THE CPL 150 | COMMUNITY VISION PLAN

The CPL 150 Community Vision Plan supports The People's University STEP goals by gathering community input and generating recommendations tailored to each branch. Physical design and programming recommendations contained in the report include:

- Exterior architectural renovations
- Concepts for reprogramming interior spaces
- Outdoor site improvements
- Framework for prioritizing library services
- Streetscape enhancements
- Creative ideas for bridging the digital divide
- Partnerships with community organizations



BRANCH NETWORK

The diagram above visualizes the flow of library patrons between all branches. Tracing the color-coded bands from a branch destination to the origin reveals the home neighborhood of a branch’s users. This valuable information was used to better understand the dynamic relationships between branches. (source: CPL)

ENGAGEMENT METHODS

The CPL 150 Community Vision Plan engagement process used a variety of methods to collect stakeholder feedback. In addition to conversations with branch staff, the design team led Advisory Committee meetings, Public Meetings, Surveys, and Focus Groups. The total amount of participation for each method

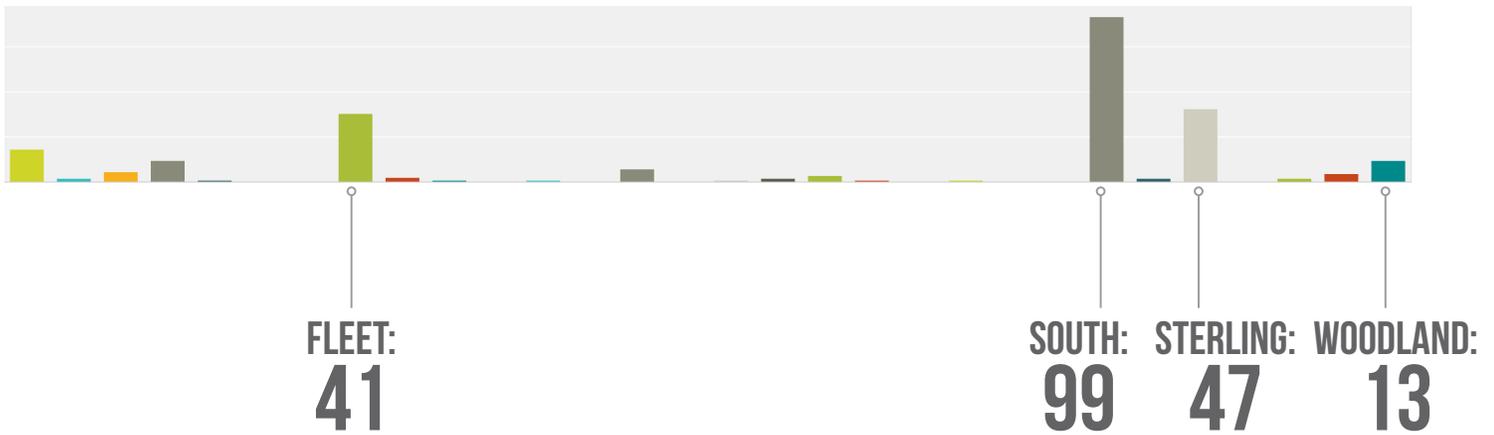
of engagement is shown in the chart below. Over 600 individual contact points were employed throughout the process. A breakdown of engagement numbers for each of the four branches is shown in each respective section of the report.

Advisory Committee Members	48
Public Meeting 1 Attendees	138
Survey Responses	289
Focus Groups	67
Public Meeting 2 Attendees	70+
Total Points of Engagement	612

**TOTAL
SURVEYS:
289**

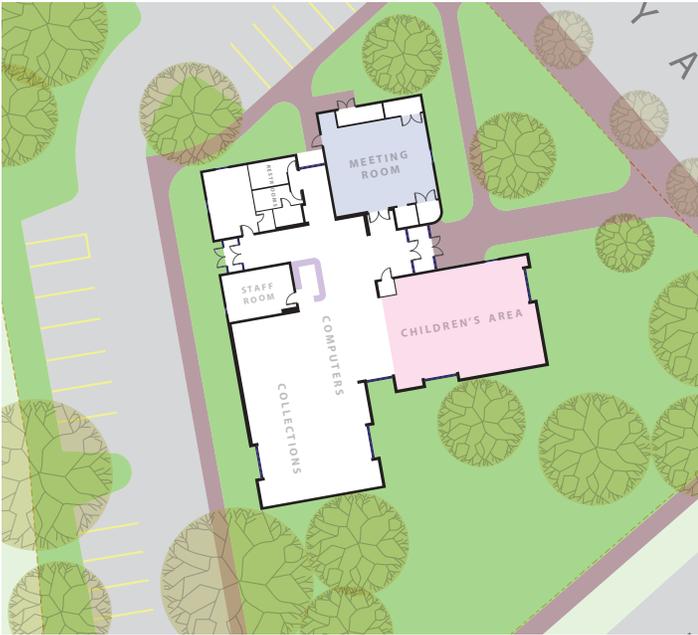
RESPONSES TO SURVEY QUESTION:

"Please list the name of the CPL facility you identify as your local branch."



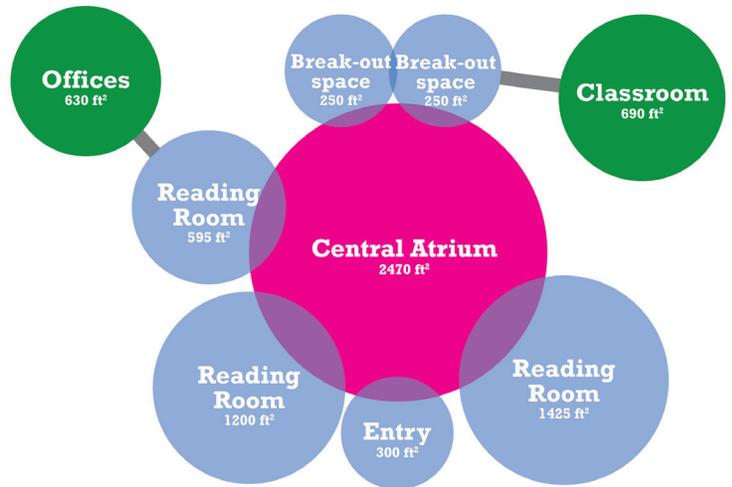
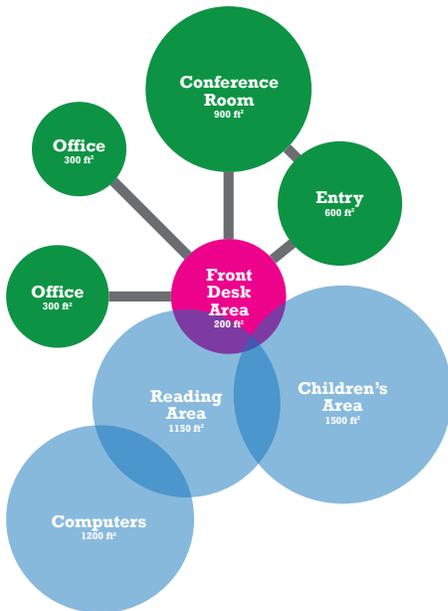
FLEET

7,500 SF usable floor space



SOUTH

8,350 SF usable floor space



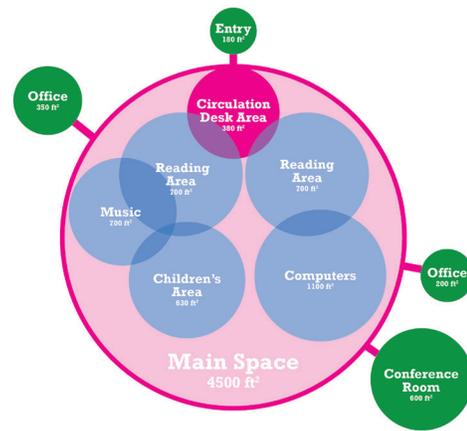
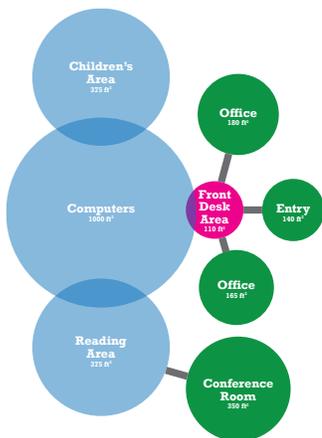
STERLING

3,000 SF usable floor space



WOODLAND

15,300 SF usable floor space



CPL BRANCH EXPERIENCE

Throughout the Community Vision Plan engagement process, participants were encouraged to think broadly about their library experience. Both positive and negative, as well as current and future conditions, were collected using a multi-layered experience framework.

The CPL Branch Experience was framed as four layers, with corresponding physical scales:

- **Library Building** | small-scale
- **Library Grounds** | mid-scale
- **Neighborhood** | large-scale
- **Services** | scaleless

Engagement with the library happens not only inside the building, but begins before someone steps through the door. The outdoor space surrounding the library building can either enhance or detract from CPL's core mission. If a patron is routinely unable to find parking or doesn't feel safe walking to the library, she may reconsider making future visits. Similarly, a building's lack of visual appeal may deter local residents from ever considering to stop by the local branch.

The Library Building, Library Grounds, and Neighborhood have clear physical scales; small, mid, and large, respectively. Library Buildings in the Community Vision Plan's first group range in scale from a few thousand square feet to over 15,000 square feet. The Library Grounds also range considerably, from the relatively small yard at the Sterling Branch to the expansive lawns at the Fleet and Woodland Branches. Each branch's grounds are necessarily larger than their building footprints,

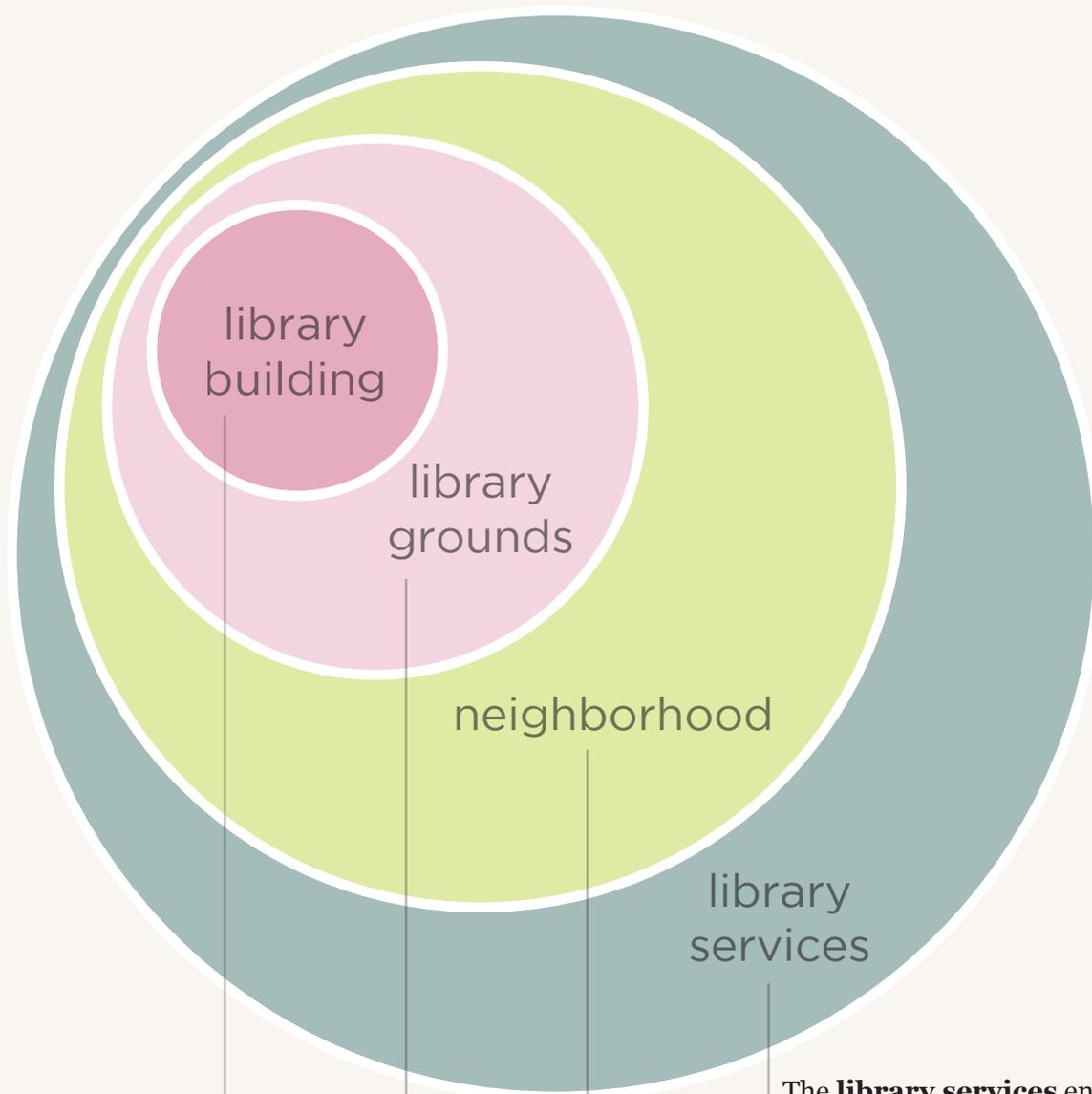
affording an additional space to embody the 21st Century Library experience.

Services may be encountered by library patrons at any one of the other three experience levels, as well as more distant scales. Classes and events are held at the library building or nearby neighborhood locations, but some services extend beyond neighborhood boundaries. For example, a patron may find a book from the Main Library through their home computer and request delivery to a neighborhood branch location. A true library lover might also download an e-Book online while on vacation at the beach. All of these designed moments of contact, or touchpoints, with the building, grounds, neighborhood, and services create the CPL Branch Experience.

What is Experience Design?

Experience design (XD) is the practice of designing products, processes, services, events, and environments with a focus placed on the quality of the user experience and culturally relevant solutions.

source: Aarts & Marzano (2003). *The New Everyday: Views on Ambient Intelligence*.



The **library services** encompass the other three experience levels. Services include system-wide book transfers, classes, events, and online access to digital resources.

The **neighborhood** surrounds the library building and grounds, with direct impacts on the experience of library patrons through sense of safety, walkability, and community needs.

The **library grounds** includes the property owned by CPL surrounding a branch building. Parking, site signage, outdoor seating, and lighting are included in this experience layer.

The **library building** is the scale most patrons imagine when asked to think about the overall library experience. This scale involves the building's interior layout and exterior architectural design.

FLEET

7224 Broadway Avenue

Located in Cleveland's Slavic Village neighborhood, the Fleet Branch took a long journey before arriving where it is today. Library service began with the Fullerton School Branch, which then became the "Fleet House Community Station" in 1928. Materials moved to a leased location at 6522 Fleet Avenue in 1930 and the Branch leased a new building further down Fleet Avenue in 1941. A new Branch was built at 7224 Broadway in 1981. Over its 8,900 SF perches a stainless steel terne-coated roof chosen to reflect Cleveland's industrial heritage. As of November 16th 2012, the Broadway Branch merged with the Fleet Branch, connecting two service areas to provide services and programming out of the Fleet Branch.





CLEVELAND PUBLIC LIBRARY



FLEET
BRANCH

FLEET

SUMMARY

INTERNAL

1. Need greater variety of environments (quiet, private spaces, flexible community room)
2. Take advantage of the valuable outdoor property to better connect with community
3. Express local music and ethnic culture through artistic building enhancements

EXTERNAL

1. Library should serve as safe anchor for a future Learning Campus
2. Coordinate shared parking nearby for special events
3. Need better strategy to promote community programs inside & outside library



Advisory Committee Members

13

Public Meeting 1 Attendees

28

Survey Responses (Fleet)

41

Bohemian National Hall Event

30+

Public Meeting 2 Attendees

20+



Design team members and library patrons discuss ideas for improving the Fleet Branch during the first public meeting.

FLEET ADVISORY COMMITTEE MEMBERS

Chris Alvarado	Slavic Village Development
Danielle Betliskey	Friends of the Morgana Run Trail
Jeff Bodziony	Forward Church
Joyce Cummings	Slavic Village Resident
Craig Dorn	Youth Opportunities Unlimited
Morris Ervin	Open Doors Academy
Jacque Gillon	Thriving Communities Institute
Charles Gliha	Slavic Village Resident
Monica Hall	Slavic Village Neighborhood Resident
Trevor Hunt	Cleveland City Planning
Farai Malianga	Slavic Village Neighborhood Resident
Rekiat Olayiwola	Fleet Library Branch Manager
Betty Rhodes	Slavic Village Resident



FLEET

LIBRARY BUILDING



**library
building**

library
grounds

neighborhood

library
services

CPL Branch Experience

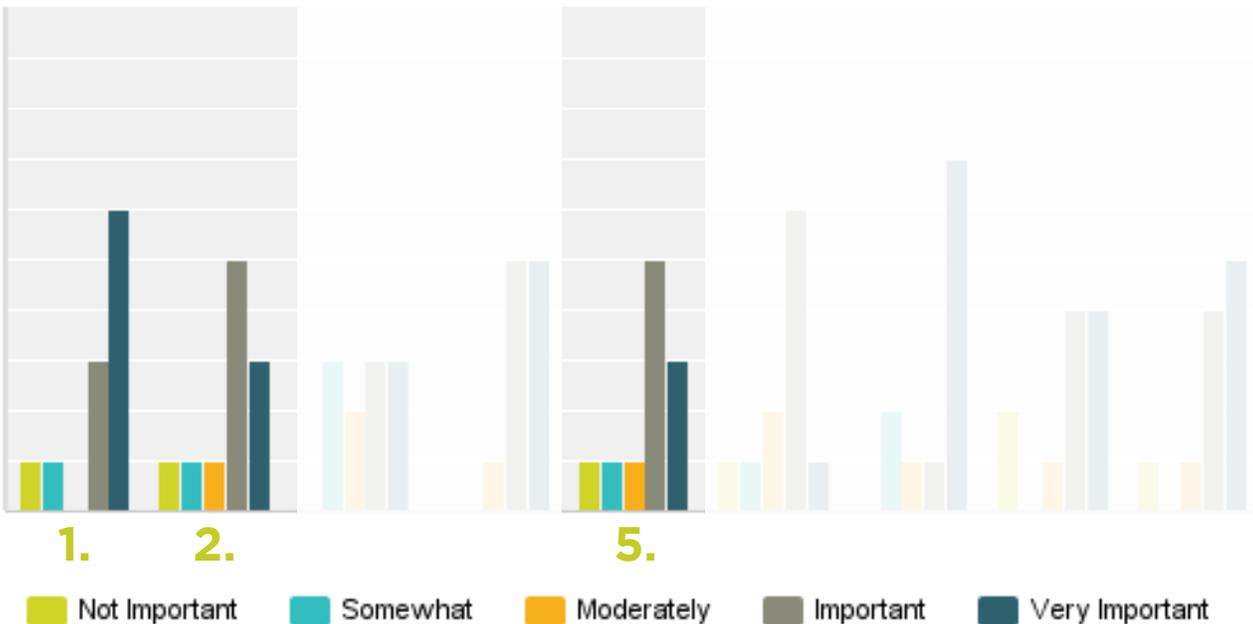


BUILDING INTERIOR

A range of input methods were used to gather ideas for improving the interior building experience for patrons. As shown on the opposite page, a large scale plan of the Fleet Branch interior was used at the first public meeting, on which attendees could write down their comments. Desired improvements included: music-related facilities, more computers, space for changing art exhibits, and displays of local historic photos.



Once preliminary ideas were collected, the second phase of the engagement process focused on prioritizing the desired improvements. During the second public meeting, multiple building interior concepts were presented and ranked by attendees in terms of their importance (see below). The three following ideas emerged as the top recommendations: quiet study rooms, lounge seating areas, and laptop bar area.



1. How important is it to have QUIET STUDY ROOMS?
2. How important is it to have LOUNGE SEATING AREAS?
5. How important is it to have a LAPTOP BAR AREA?

INSIDE Fleet Branch

Ideas for facilities + services



Misc.

- Quiet reading area
- Cafe (like Garfield)
- Larger + more flexible event space
- More collaborative work space
- More young audiences; programs/ classes
- Appreciate that library is a safe place
- Physical improvements (cleanliness)

Recommendations



Observations





QUIET SPACES AND PRIVATE ROOMS

One of the main priorities heard throughout the engagement process was a need for quiet spaces. Both young and old patrons shared their desire for more environments that enable concentration, without frequent distractions.

In order to accommodate this desire within the Fleet Branch's current footprint, the design team proposes three strategies:

1. Install sliding glass partition walls
2. Build small private study rooms
3. Use the Community Room for private study

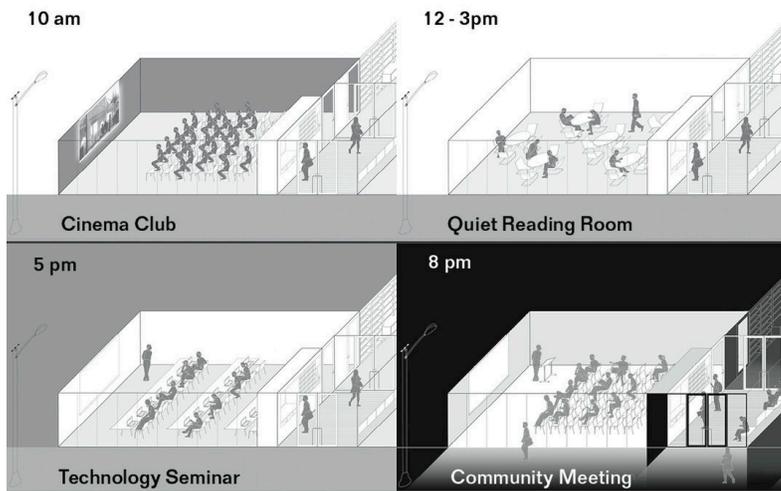
The image at the top of the page illustrates the concept of installing sliding glass partition walls. The library's open floor plan allows sound to travel throughout the entire space. Introducing a glass wall between the children's area and the remainder of the library would provide sound insulation while retaining visual connectivity.



Private study rooms require valuable space along a room's perimeter, but the strong demand for these spaces may justify the costs. The rendering to the left shows a concept for four study rooms built along the wall near the computer stations. Based on user demands, it may suffice to have only one or two rooms. The appropriate number and location of the rooms should be investigated further to determine the optimal trade off with wall shelving space.



The Fleet Branch's Community Room is unique for its spaciousness and round windows.



Flexible use of library Community Room. Image: Andrew Berman Architect, Re-Envisioning NYC Branch Libraries



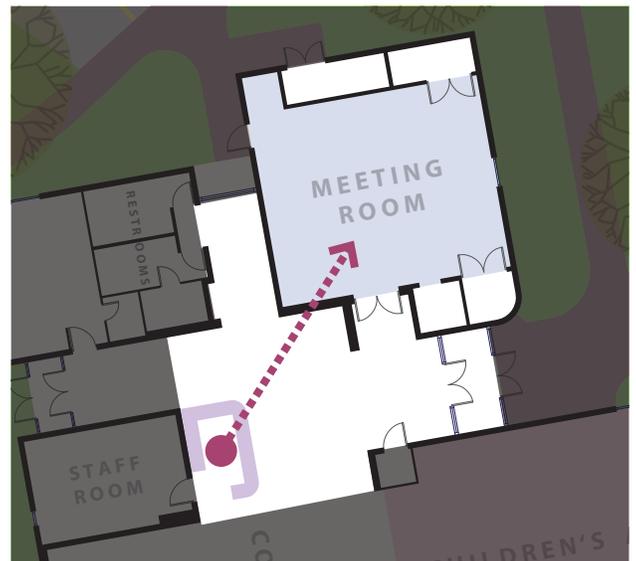
In order to maximize safe use of the Fleet Branch's Meeting Room as a private study space, increased visibility from the main desk is recommended. Structural feasibility of creating a window opening should be explored.

COMMUNITY ROOM

Compared to the other three branches in the Community Vision Plan's Group 1, Fleet boasts the largest meeting room. The room is currently used for classes, meetings, summer lunch programs, and other group events, but its value could be extended further.

The design team investigated case studies of library design projects from other cities and discovered a relevant case study from New York City. Conducted by Andrew Berman Architect, the Re-Envisioning NYC Branch Libraries Design Project (see left) includes strategies for maximizing the use of Community Rooms. Furniture should be easily movable and modular to accommodate a range of group and individual uses. In addition, the case study suggests redesigning the library's entry to provide secure access directly into the Community Room, without access to the rest of the library. In this way, the Community Room could remain open for local programming beyond the library's standard hours. A similar approach may be possible at the Fleet Branch, but further study is necessary.

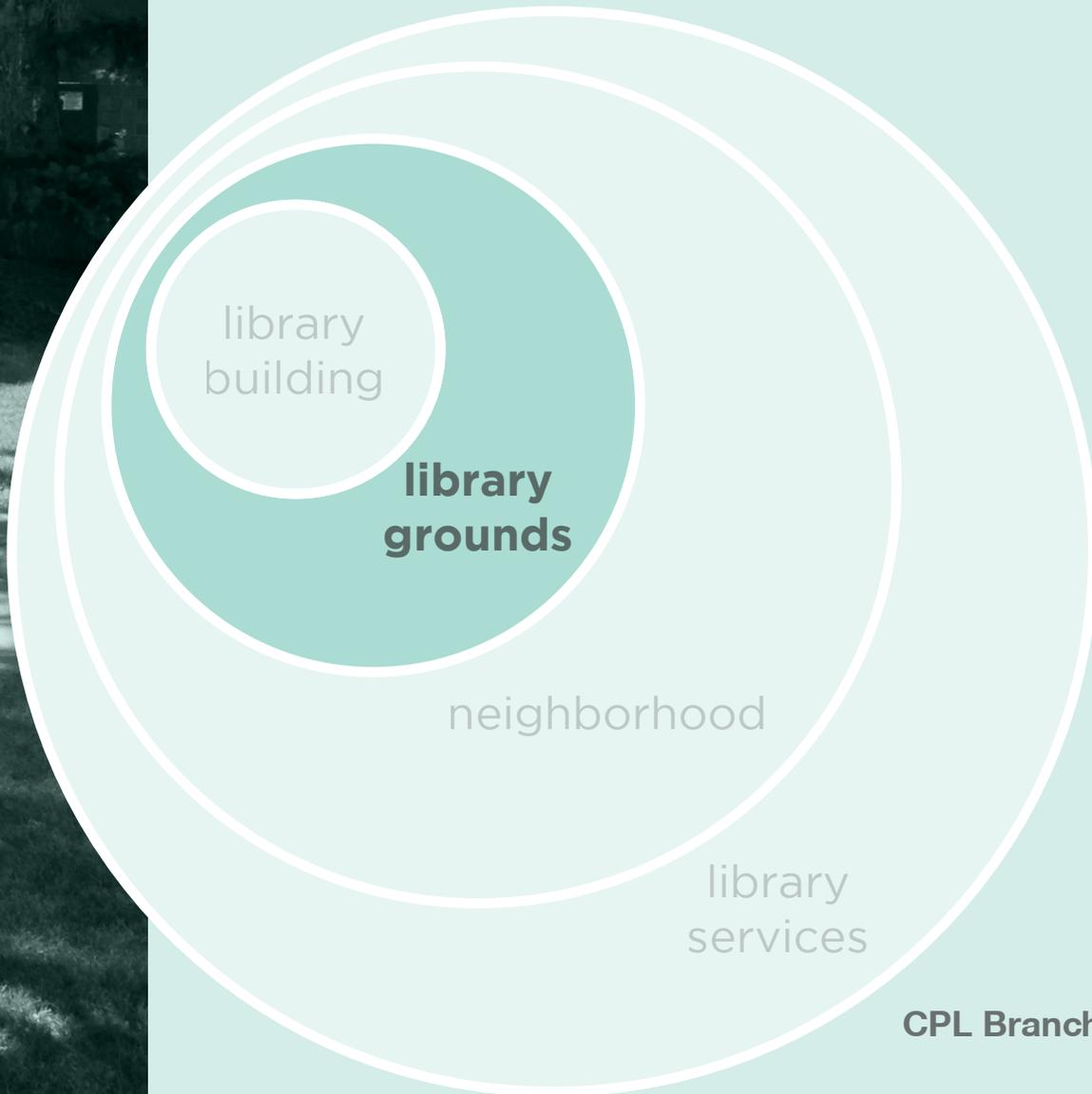
In order to encourage safe use of the meeting room for private study, increased visibility from the front desk must be provided. If structurally feasible, an interior window opening should be installed to allow active monitoring.





FLEET

LIBRARY GROUNDS



CPL Branch Experience



BIKE RACKS

The Fleet Branch's current bike parking options need to be improved. As shown above, the library's only bike rack is located behind the building. Patrons driving cars into the parking lot use this rear entrance, but cyclists may find the front entrance more visible and convenient. The existing bike rack's design doesn't enable a U-lock to be secured to the bike frame, creating the potential for bike theft.

Bike racks offer an opportunity to attract more neighborhood visitors and enhance the library's exterior. A single bike rack could be located at the rear of the building, but an additional rack should be placed at the front of the building in a visible location. Increasingly used as public art, bike racks can be creatively designed to express local identity and a sense of place. Slavic Village's ethnic history and music performance identity could serve as inspiration for new bike rack designs.

Above: Examples of public art bike racks inspired by libraries and music.



ENTRY CANOPY

The line drawing of the Fleet Branch entry shown above was colored by a local Slavic Village artist at the first public meeting. In order to make the building's drab front entrance more inviting, the meeting attendee recommends the following exterior enhancement:

Make a colorful, artistic main entrance that draws upon multiple ethnic folk patterns to reflect Slavic Village's diversity + heritages.

The rendering below shows an alternate entry design extending to the sidewalk, with a bold color, used for outdoor events and book sales.

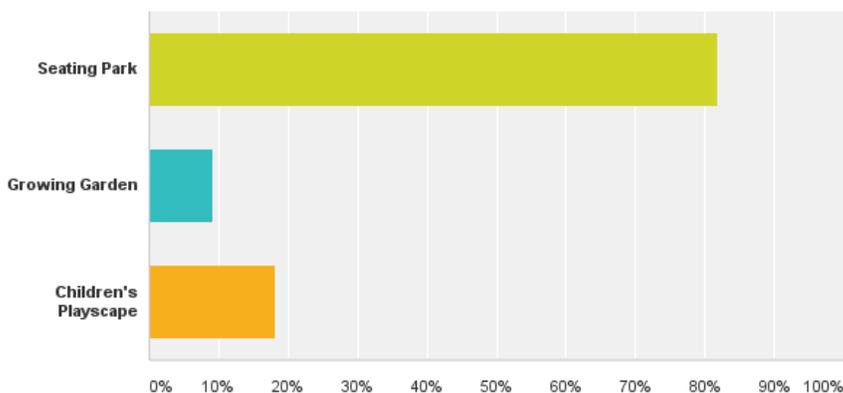




OUTDOOR SEATING PARK

In order to better take advantage of the Fleet Branch’s large site, the library should consider creating an outdoor seating park. A considerable amount of public feedback requested an outdoor space. When attendees of the second public meeting were asked what type of outdoor space they prefer, Seating Park, Growing Garden or Children’s Playscape, over

80% indicated a Seating Park (see below). As shown in the rendering above, the low-maintenance park could provide durable seating, a shading device, and attractive landscaping. The park could be implemented in tandem with the canopy structure or independently. Both would create a more welcoming entry to the front of the building.



If feasible, which OUTDOOR SPACE option do you prefer?



FLEET

NEIGHBORHOOD



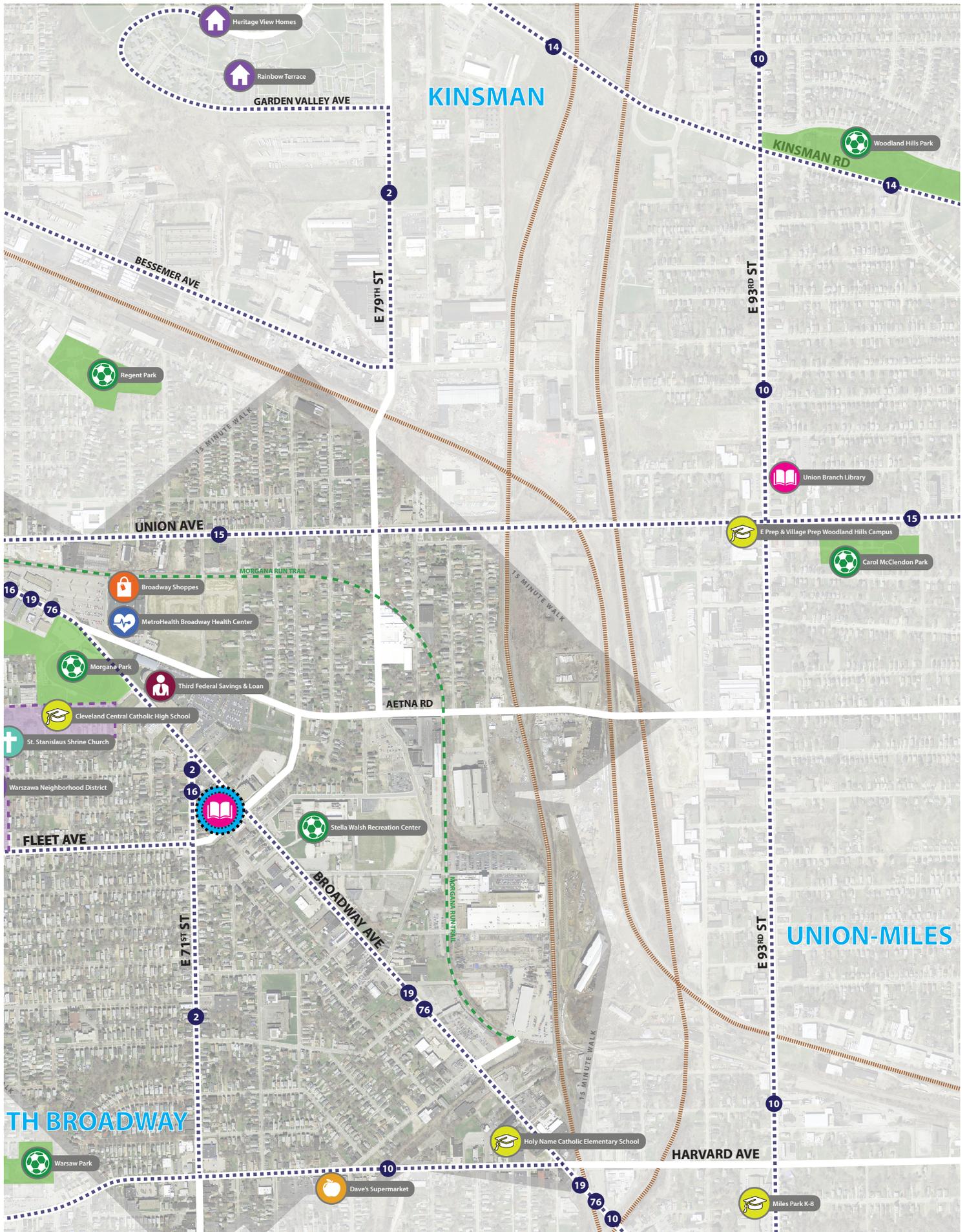
CPL Branch Experience

FLEET

NEIGHBORHOOD

ASSET MAP





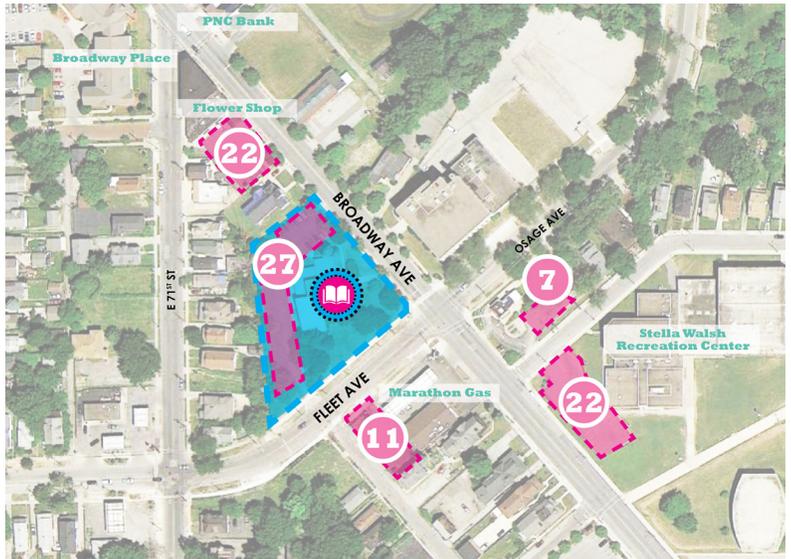


Close proximity between the Fleet Branch library and the Stella Walsh Recreation Center provides an opportunity to better connect the facilities, creating a Learning Campus. This connection could be made through streetscape enhancements, decorative crosswalks, public art, and wayfinding signage.

SHARED PARKING

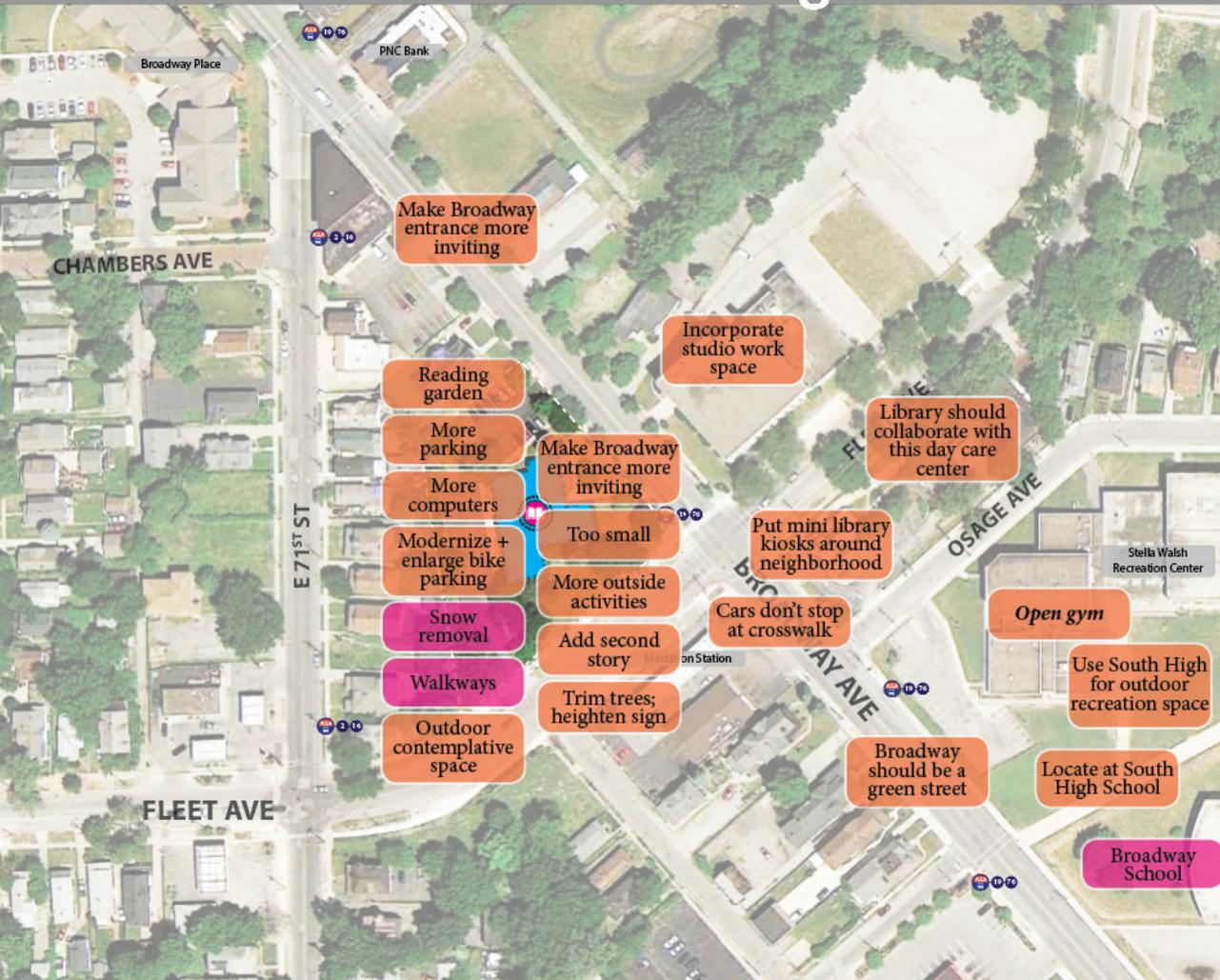
An analysis of the number of parking spots available at the library and surrounding properties was conducted revealing an abundance of parking in the area. The Fleet Branch alone has 27 spots available on-site, which is significantly more than the 8-10 spots required by code for a library of its size.

Despite the relatively large size of the parking lot, Fleet Branch staff and patrons frequently cited the need for more spots. Upon further investigation, it was discovered that the peak parking demand occurs relatively infrequently, during classes or events with high attendance. In order to accommodate these intermittent parking needs, the Fleet Advisory Committee suggested that the library obtain a shared parking agreement with the nearby Flower Shop (see map on the right). Their parking lot has 22 spots and is mostly unused in the evenings, when library parking is in high demand.



OUTSIDE Fleet Branch

Ideas for neighborhood



Misc.

- Outdoor reading is awesome
- Outdoor wifi
- Library should be anchor of a campus
- Need for more activation in vacant buildings along Broadway Avenue
- More user-friendly online experience
- Local friends of public library group

Recommendations

Observations

NEIGHBORHOOD FEEDBACK

Ideas gathered at the first public meeting for improving the surrounding neighborhood are shown above. Feedback clustered around a few common themes: Create an outdoor reading space; Make the Broadway entrance more inviting; Modernize the bike parking; Make outdoor signage more visible; Improve pedestrian safety of nearby intersections; and Connect library to nearby Recreation Center and former school campus.



FLEET

SERVICES



CPL Branch Experience

LIBRARY SERVICES

The Fleet Branch currently provides a wide range of programs and services at its building. Many of the desired services suggested by community members are already available at the branch. This shows that one of the most important actions the library must take is to create a better communications strategy to share information with the community. Establishing regular contact with Slavic Village Development, the My Com P-16 initiative, and other local organizations is a critical ongoing task that the library should lead.

Based on survey feedback, focus group conversations, and data collected at the public meetings, Relevant Events and Programming is one of the most important ways to attract more locals to visit the branch. Currently, a relatively low number of local residents attend events or classes regularly at the Fleet Branch. Hosting more events and improving communication channels could significantly strengthen the library's role in the Slavic Village neighborhood.

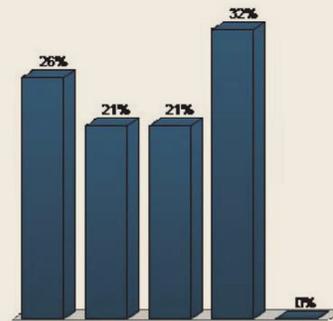
What kind of class or program would you like to see the library offer?

- online safeguards
- computer
- typing
- anime
- GED
- art
- sign language
- software development
- reading
- shop electronics
- book club
- fine arts
- childrens' music
- local history
- CPR/first aid
- modern technology
- metroparks
- knitting
- web design
- tutoring
- puppetry
- dance
- nutrition
- job search
- plays
- cooking

FLEET BRANCH | Public Meeting Feedback

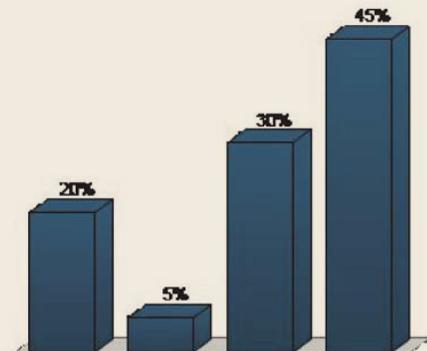
Which of the following would most encourage you to visit the Fleet Branch library?

Responses		
	Percent	Count
Relevant events/programming	26.32%	5
Safe & walkable surroundings	21.05%	4
Available meeting spaces	21.05%	4
Computer/technology access	31.58%	6
None of these	0%	0
Totals	100%	19



In the past 3 years, how often have you attended a class or event at the Fleet Branch?

Responses		
	Percent	Count
More than 10	20%	4
6-10	5%	1
1-5	30%	6
None	45%	9
Totals	100%	20



FLEET

IMPLEMENTATION MATRIX

Short Term = 1-2 Years | **Mid Term** = 2-4 Years (2019) | **Long Term** = 4+ Years

FLEET			
	ACTION	LEADERSHIP ROLES	TIMEFRAME
BUILDING	Equip community room for games and recreation	CPL lead	Short Term
	Add a space for musical and performing arts students to take classes and hold recitals	CPL in partnership with Broadway School of Music	Mid Term
	Build private study rooms for quiet reading/study in branch	CPL	Mid Term
	Separate the children's area from the rest of the branch facility with a curtain wall or other similar barrier	CPL	Mid Term
	Provide an interior lounge space for social interaction	CPL	Mid Term
	Increase the number of workstations available for reading & studying	CPL	Mid Term
	Place emotionally intelligent signage within branch to outline rules and regulations	CPL	Mid Term
	Add more computers (desktops, laptops, etc.) for public use	CPL	Short Term
GROUNDS	Place a lit/digital sign in front of branch showing events, programs, classes, etc.; or place two signs - one along Broadway Ave and one along Fleet Ave; making branch more visible to passersby	CPL/SVD	Short Term
	Create more space for bike parking & storage at branch	CPL/SVD/Bike Cleveland	Short Term
	Create outdoor space on branch grounds with landscaping and seating; an area for reading, playing, etc.	CPL/Block clubs/SVD green team	Mid Term
	Add more lighting to the branch's parking lot to increase safety and deter crime	CPL/City Councilperson	Short Term

	ACTION	LEADERSHIP ROLES	TIMEFRAME
NEIGHBORHOOD	Improve pedestrian connections from branch to Stella Walsh Rec Center and the surrounding neighborhood; enhance crossings, pedestrian lighting along Broadway & Fleet Avenues	SVD/CPL/City of Cleveland	Mid Term
	Support efforts to develop wayfinding signage near library	CPL/SVD	Mid Term
	Remediate or demolish vacant homes around the Fleet branch to improve feeling of safety	SVD	Short Term
	Incentivize a sit-down restaurant nearby	SVD	Long Term
	Coordinate shared parking with nearby businesses and institutions	SVD/CPL	Short Term
SERVICES	Investigate possibility of shifting branch hours to allow for a later closing time on weekday evenings	CPL	Short Term
	Offer a class that teaches sign language	CPL	Mid Term
	Hold a music, dance, and story time for children in branch	CPL/City Music/Cleveland Orchestra	Short Term
	Update the DVD/movie section of the branch's collection	CPL	Short Term
	Provide a portable technology option (like the Tech East resources) that are available to youth under 18	CPL	Mid Term
	Strategize a more effective way of advertising the branch's services and programs throughout neighborhood	CPL Marketing Department	Short Term
	Offer a drive-through for pick-up and drop-off of materials	CPL	Long Term



PUBLIC LIBRARY
CARNEGIE SOUTH BRANCH



SOUTH

HISTORY

The Cleveland Public Library's South Branch first opened in 1897 and was located on the corner of Clark Avenue and Joseph St. (later Twinkie Lane).

The building was built for the Library to rent. Later, in 1911, the Carnegie South Branch library was built nearby on Scranton Road. Designed by Architect Henry D. Whitfield, the Scranton Rd. South Branch building is one of 15 Carnegie Libraries built in the city of Cleveland. The Scranton Road location closed on March 9, 2013, while the Library considered future intentions for this building. The South Branch has been temporarily relocated to 2704 Clark Avenue.

SOUTH

SUMMARY

INTERNAL

1. Need larger spaces for community programming and gathering
2. Historic Carnegie library inspires strong local pride and should be reopened
3. Provide more flexibility to manage competing uses (noise, crowds, etc.)

EXTERNAL

1. Actual and perceived safety surrounding library must be improved
2. Provide better transportation accommodations for car and bike parking
3. Leverage Carnegie building as a physical and social anchor for the area



Advisory Committee Members	13
Public Meeting 1 Attendees	70+
Survey Responses (South)	99
Lincoln-West Focus Group	11
Library Youth Focus Group	6
Public Meeting 2 Attendees	30+



Attendees gather for the second South Branch public meeting at Lincoln-West High School.

SOUTH ADVISORY COMMITTEE MEMBERS

- Jaime Delet Branch Manager, CPL South Branch
- Adam Gifford SCFBC Neighborhood Development
- Trevor Hunt Cleveland City Planning
- Dr. Irene Javier Lincoln-West High School
- Rebecca Kempton SCFBC Neighborhood Resident
- Mark Pratt Tremont Neighborhood Resident
- Jeff Ramsey SCFBC Neighborhood Development
- Cory Riordan Tremont West Development Corp.
- Scott Rosenstein Tremont West Development Corp.
- David Roth Luis Muñoz Marin Elementary School
- Jesús Sanchez Esperanza, Inc.
- CoCo Sharod SCFBC Neighborhood Resident
- Sandy Smith Tremont West Development Corp.

SOUTH BRANCH USAGE

	CIRCULATION	ATTENDANCE	COMPUTER SESSIONS	COMPUTER USAGE (HOURS)
2011	118,840	103,510	32,888 (16 PCs)	22,567 (16 PCs)
2012	111,598	100,919	31,225 (15 PCs)	20,529 (15 PCs)
2013 (move year)	116,207	93,752	37,947	26,789
2014	115,694	92,489	40,333 (27 PCs)	28,516 (27 PCs)



BUILDING LOCATION

A first step in the existing conditions analysis phase of the project involved the collection of recent and proposed planning documents for the South Branch service area. Research revealed several major developments and street enhancement projects were underway in close proximity to the South Branch buildings (both Carnegie and temporary storefront.)

A planning study for Bus Rapid Transit along W. 25th Street is being led by Cleveland Neighborhood Progress (shown in red on the map above). The Clark Avenue Streetscape Improvement plan was recently completed in 2015, which proposes roadway enhancements linking westside neighborhoods to the Towpath Trail (green). Tremont West Development Corporation led a successful effort to designate Scranton Road (purple) as a Historic District.

The location of these three important projects reinforce the value of retaining the library in its current location. The community will be well served by having a library at the nexus of these key corridors (yellow).

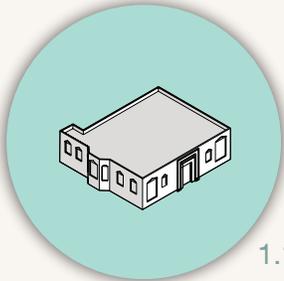
SOUTH

BRANCH SITE SELECTION PROCESS

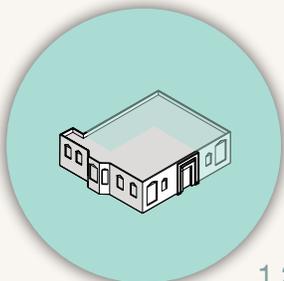
One of the most important issues that had to be addressed through the Community Vision Plan was to determine the community's preferred location for the South Branch building. Since library services were relocated from the historic Carnegie building on Scranton Rd. to the temporary storefront location on Clark Ave., patrons and local residents have eagerly awaited a decision from CPL. Based on conversations with the South Branch Advisory Committee and priorities collected at the first public

meeting, a range of Future Building Options were created. The six options are organized in three categories: Use the Carnegie Building; Use a New Branch Building; and Use Two Branch Buildings. Each of the six options (shown below) were presented to the community with their positive and negative implications (shown right.) Through multiple forms of input with a wide-range of stakeholders, community members eventually arrived at a strong preference for option *1.3 Full + Addition*.

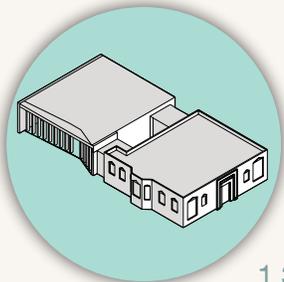
USE CARNEGIE BUILDING



1.1 Full

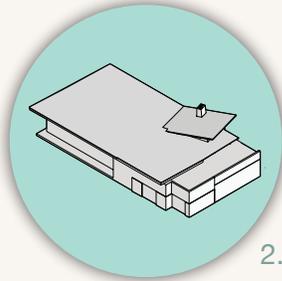


1.2 Partial

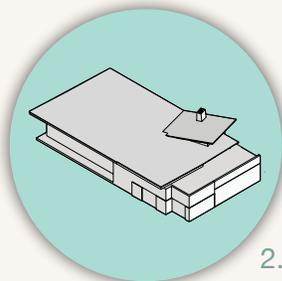


1.3 Full + Addition

NEW BRANCH BUILDING

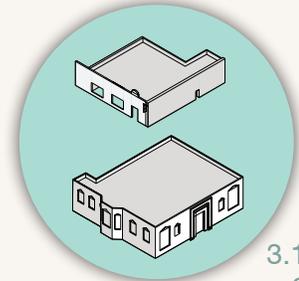


2.1 Build



2.2 Lease

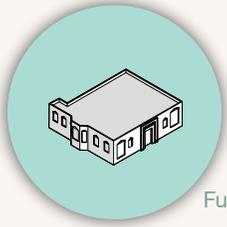
TWO BRANCH BUILDINGS



3.1 Carnegie + Storefront

NEIGHBORHOOD KIOSKS

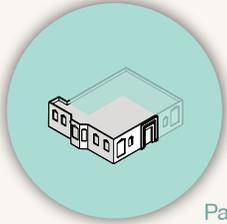
Small-scale kiosks placed at various locations in the neighborhood could be combined with any of the options.



Full

- + Preserve Carnegie library history
- + Interior rooms may provide great flexibility
- + Known neighborhood anchor
- + Could support Scranton Rd. Historic District

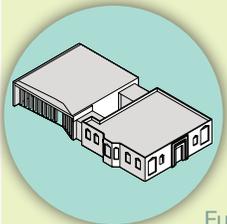
- Newer space may draw more patrons
- Significant renovation costs
- Full library reuse may prevent historic tax credits
- Perceived barrier to patrons west of 25th
- Limited parking



Partial

- + Eligible for historic tax credits, <50% library
- + Preserve Carnegie library history
- + Interior rooms may provide great flexibility
- + Known neighborhood anchor
- + Could support Scranton Rd. Historic District

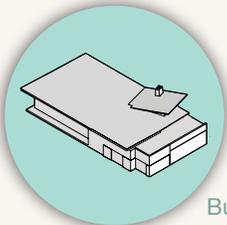
- Half the space available as in the past
- Building is difficult to divide for different users
- Significant renovation costs
- Perceived barrier to patrons west of 25th
- Limited parking



Full + Addition

- + Improved connection to W. 25th Street
- + Larger usable area to accommodate growth
- + Preserve Carnegie library history
- + Interior rooms may provide great flexibility
- + Known neighborhood anchor
- + Could support Scranton Rd. Historic District

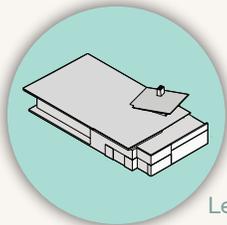
- More costly than renovation costs alone
- May create historic preservation concerns
- Perceived barrier to patrons west of 25th
- Limited parking



Build

- + Could fill vacant land in the neighborhood
- + Potential closer access to transit on W. 25th
- + Larger usable area to accommodate growth
- + May support local redevelopment efforts
- + Flexibility available with new design
- + Potential long-term energy efficiency savings

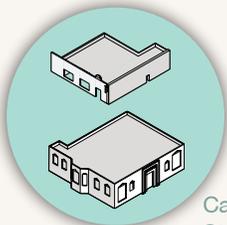
- Creates unknown use for Carnegie building
- Materials waste rather than reuse of existing
- Significant initial cost to build
- May not be able to acquire appropriate site
- New construction may be inferior quality



Lease

- + May support local redevelopment efforts
- + Potential closer access to transit on W. 25th
- + Larger usable area to accommodate growth
- + May support local redevelopment efforts
- + Flexibility available with new design
- + Potential long-term energy efficiency savings

- Creates unknown use for Carnegie building
- New materials use rather than reuse of existing
- Lack of site ownership and control of space
- May not have clear identity for the library
- Long-term lease costs



Carnegie + Storefront

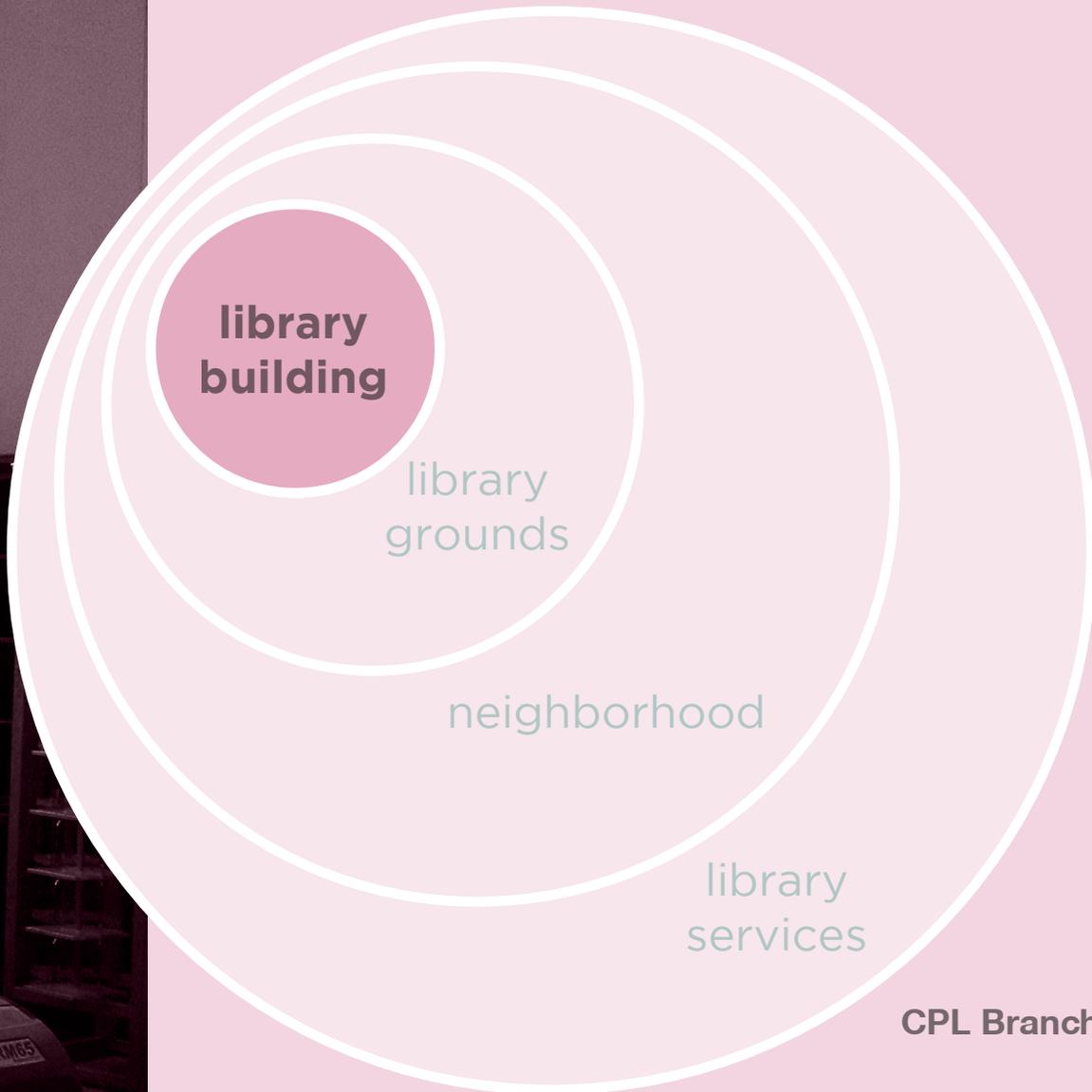
- + Connection to both Clark-Fulton & Tremont
- + Larger usable area to accommodate growth
- + Preserve Carnegie library history
- + Flexibility provided by two buildings
- + Could support Scranton Rd. Historic District
- + Could support La Villa Hispana

- Very high costs to staff two buildings
- More costly than renovation costs alone
- May create patron confusion between buildings
- May deter building sense of community
- Concerns about equity of CPL resources
- Two building would be too close



SOUTH

LIBRARY BUILDING



CPL Branch Experience

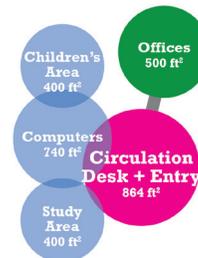
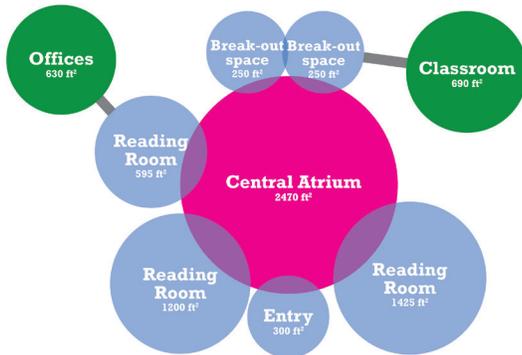
CARNEGIE SOUTH

8,350 SF usable floor space



TEMPORARY SOUTH

3,000 SF usable floor space

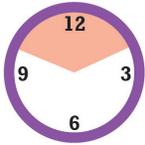
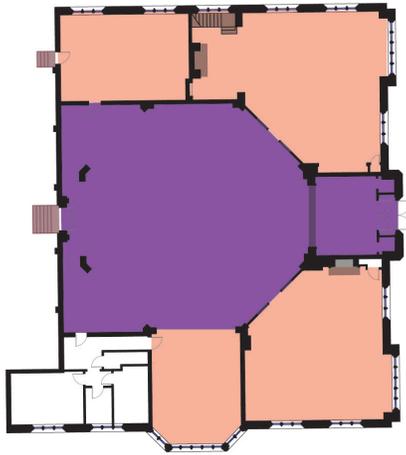


ASSESSING BRANCH LOCATIONS

The design team collected feedback in a number of forms to better understand past, current, and future needs of South Branch patrons. Based on interviews with library staff, public meeting comments, and focus groups with patrons living in Clark-Fulton and Tremont neighborhoods, a general consensus was reached around the option of re-opening the historic Carnegie branch with a future building addition. Advocates in support of re-opening the historic Carnegie building also collected over 270 signed petitions, which were presented at the first public meeting.

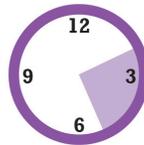
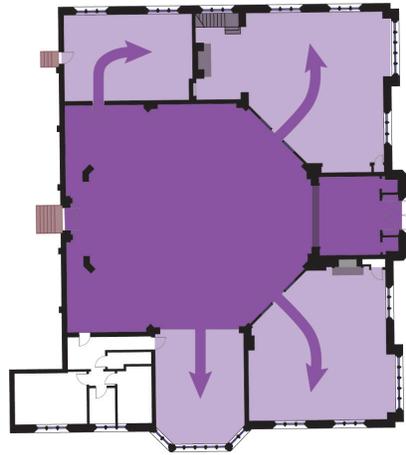
The most frequent comments shared by South Branch stakeholders include the following:

- Carnegie library building is a neighborhood and regional treasure
- Want more comfortable seating and lounge options inside the library
- Temporary location's bright colors created a more welcoming interior than Carnegie
- Want a modern addition to contrast with the historic Carnegie building
- Create sound-buffered areas
- Historic building's high ceilings, old interiors, and large windows are assets
- Cafe or food options could attract more users



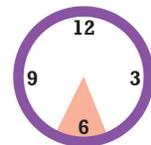
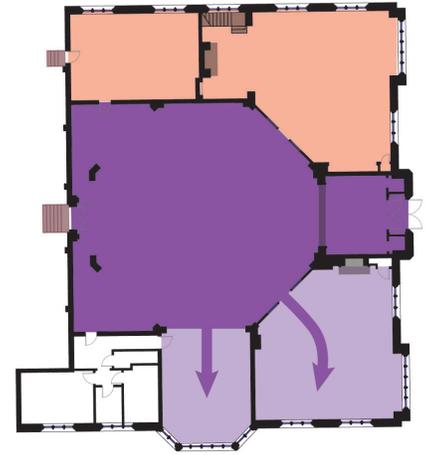
Quiet Time

- Side rooms closed off for quiet reading + study space (red)
- Central area left open (purple)



Afterschool Time

- All areas open for children's programming, reading, etc.



Public Time

- Some side rooms closed off for quiet reading + study space (red)
- Central area and some side spaces left open (purple)

PARTITIONING THE SPACE

The Carnegie Branch's floor plan is divided into six main rooms. One might think that this historic layout would restrict the usability of the space for modern functions. But the opposite may be the case. An open floor plan, typical of newer library facilities, allows noise to travel throughout the entire space and limits the potential for quiet areas.

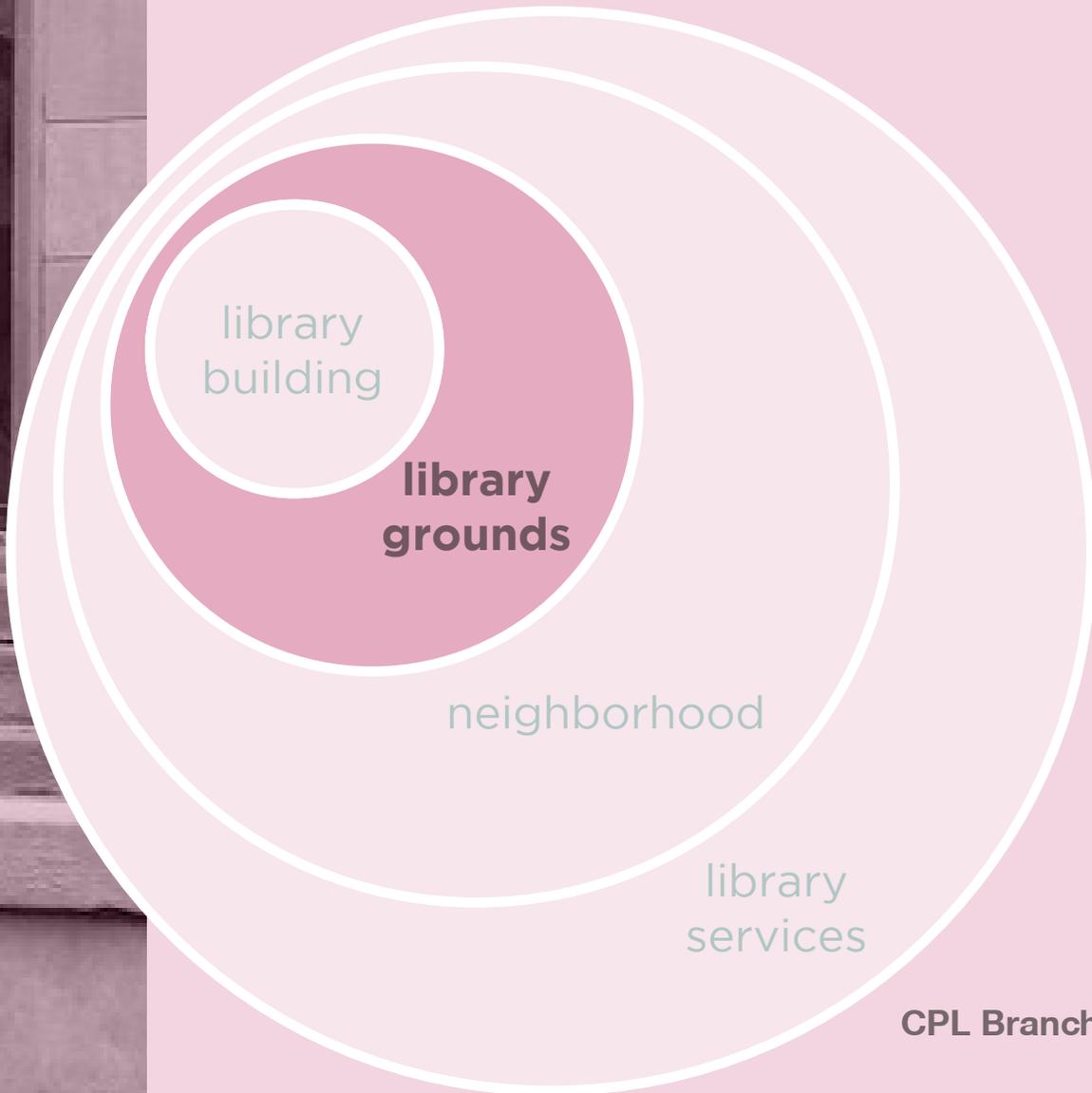
Participants throughout all four branch processes described the need for more quiet spaces, to enable concentration. The Carnegie building's multiple rooms may accommodate this desire for quiet better than new

buildings. By installing transparent dividers and scheduling different uses in the rooms throughout the day, the historic Carnegie building may provide the optimal level of flexibility and usability.



SOUTH

LIBRARY GROUNDS



CPL Branch Experience

281711

The new Carnegie South Branch Building.

On June 12, the old South Side Branch opened the doors of its new home as the Carnegie South Branch Library. This is the eighth building in the Cleveland Public Library system built by gifts from Mr. Carnegie, the others being the Woodland, St. Clair, Broadway, Miles Park, Hough and Carnegie West Branches, and the South Brooklyn S&B-branch. It is the first of the library buildings to be built of stone, the others all being of brick.

It is situated at the corner of Scranton Road and Clark Avenue at the intersection of two car lines, and one short block from its old location. The building is in the Tudor style of architecture, and its beautiful large groups of windows are an attractive feature from without as well as within. Entering the building through a vestibule and corridor, you enter the Circulating Room, in the front of which are located the desks where the books are issued and returned, and where borrowers are registered. Cases filled with interesting books surround the walls and comfortable seats invite one to sit and read; one attractive corner is given up to the German and Bohemian books, and the large light alcove at the side of the room contains many books of interest to the young men and women and the older boys and girls.

To the left of the entrance is Reference and Reading Room, whose large Elizabethan fireplace gives promise of a cosy retreat for many a winter's day. The Children's Room on the opposite side of the corridor with its large ingle-nook and window seat and the rows of story-books, makes one glad for the South Side children who have this room for their own. Back of this is the Story Hour Room, and above it a club room which is to be

known as the Lincoln Room, in which Lincoln memorabilia will be given

18

2

place as they are collected; gifts of Lincoln pictures, manuscripts, books, etc., will be appreciated for this room.

At the rear of the building is a quiet Study Room, and above this the assistants' rest-room, while the basement contains store-room, heating-plant, etc., and the whole furnishes a very complete and well equipped library.

Ground at the rear of the building will permit of adding an Auditorium if funds are available later.

The decorations and furnishings of the building are in quiet harmony with its style, the furniture is of heavy oak of greenish gray finish, while the pictures on the walls are especially beautiful, and will well repay a visit to see them.

If a resident of this district, you are cordially invited to make this new building your library, if you have not already done so; if not a resident of this part of the city, make an opportunity to visit it when convenient, to see and appreciate this important new addition to the library buildings of Cleveland.

"Ground at the rear of the building will permit of adding an Auditorium if funds are available later."

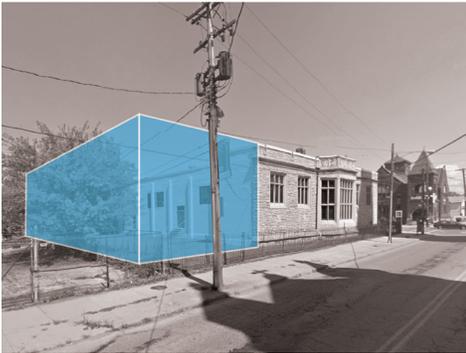
- Historic Carnegie South Branch Letter, 1911

HISTORIC CARNEGIE PROPERTY

As consensus emerged around the desire to re-open the Carnegie building, the design team investigated potential options to use the buildings outdoor property. Although not as spacious as the Fleet or Woodland Branches' sites, Carnegie South does have a 50' wide backyard with frontage along Clark Avenue. The rear space is currently fenced and not accessible to the public. While conducting research on the building, CPL staff found historic letters dating back to the time of the Carnegie building's construction. The letter shown above includes a sentence that describes the intended use of the

rear lot for a building addition. Though never constructed, the addition would have housed an Auditorium space with an entrance on Clark Ave. From an urban design perspective, this addition would have provided a significant neighborhood benefit. Additional frontage and a sidewalk entrance on Clark Ave. would create a much more welcoming approach for patrons living west of W. 25th St. Currently, the stretch of Clark Ave. between W. 25th and Scranton Rd. is very unappealing, thereby discouraging pedestrian flows to the Carnegie South library. A future addition, following the historic plans, could remedy this long-standing problem.

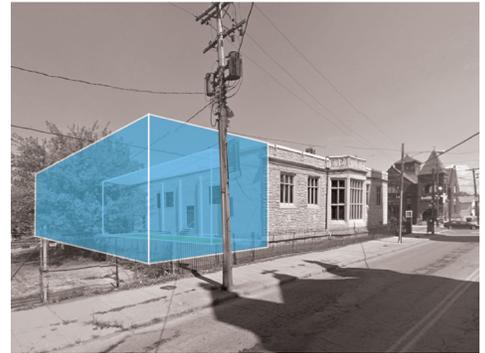
Full Building



Green Space & Building



Building with Indoor Atrium



CONFIGURING AN ADDITION

If a building addition is found to be financially and physically feasible in the long term, a few configurations will be possible. The design team solicited feedback on preferred layouts for an addition from attendees of the second public. Three conceptual options were presented for the site: Full Building; Partial Building with a Green Space; and Full Building with an Indoor Atrium. Stakeholder comments showed a clear preference for a small green space along Clark Avenue. This outdoor area could serve as an outdoor reading garden, with stormwater enhancements, similar to the Jefferson Branch.





SOUTH

NEIGHBORHOOD



CPL Branch Experience

SOUTH

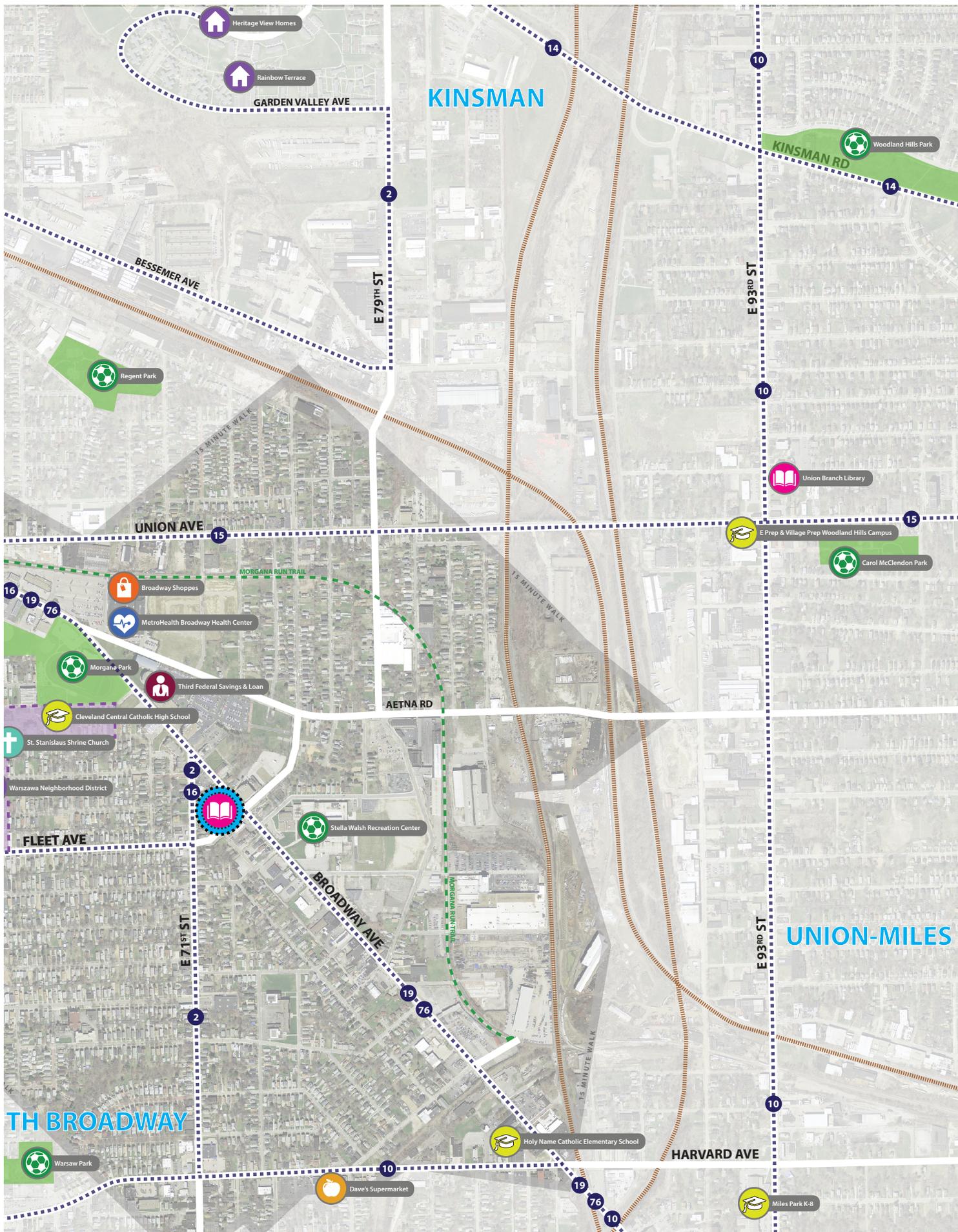
NEIGHBORHOOD

ASSET MAP



KEY

- LIBRARY
- SCHOOL
- PARK/RECREATION CENTER
- COMMUNITY ORGANIZATION
- OFFICE BUILDING
- HOUSE OF WORSHIP
- HOSPITAL
- TRANSIT STATION
- RETAIL DESTINATION
- GROCERY/FOOD RETAILER
- SPECIAL HOUSING
- 15 MIN WALKING RADIUS
- BUS ROUTES

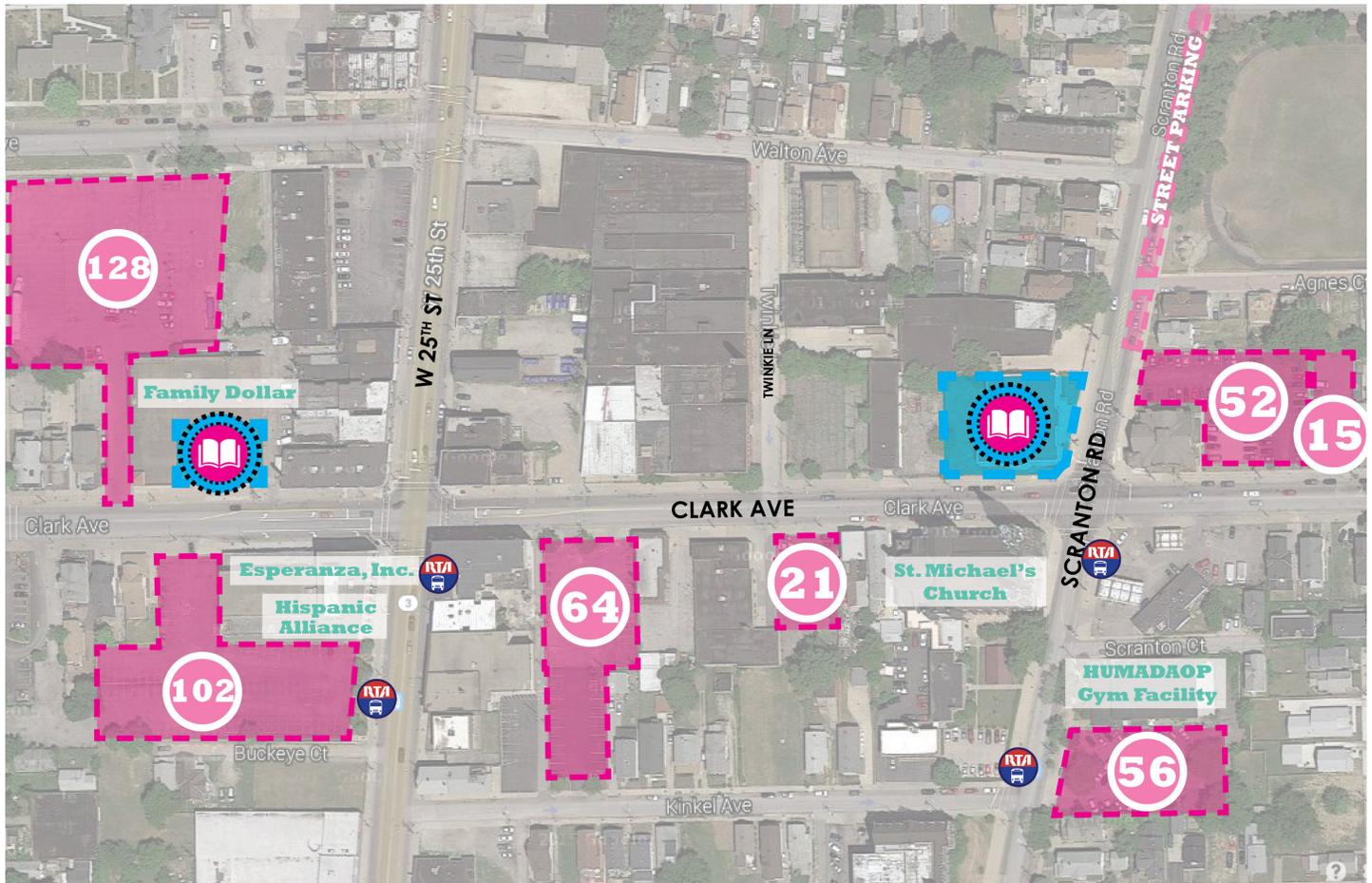
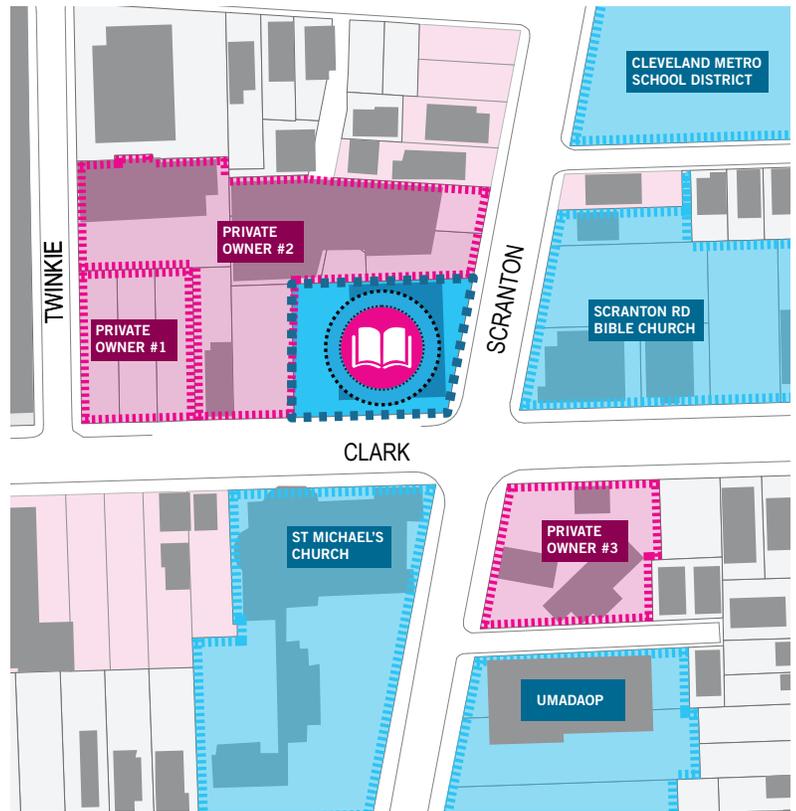


PARKING OPTIONS

One of the concerns mentioned by stakeholders regarding the use of the Carnegie building is the limited parking. The Carnegie property currently has no on-site parking, with some on-street spots available nearby.

The design team generated the map to the right which shows property ownership surrounding the library. Below, the map shows the number of spots in nearby parking lots and the location of available street parking.

Property immediately adjacent to the library is privately owned, but may be available for parking in the future. Working in coordination with local community development corporations, CPL should support efforts for creating a public parking lot in the area. Potentially owned by a local community partner, the lot could be used by library patrons.





CREATING A CLARK CONNECTION

The recently completed Clark Avenue Corridor Plan includes recommendations for streetscape improvements along Clark Ave. This range of physical enhancements will likely benefit South Branch library patrons by creating safer intersections and a more attractive environments for walking and biking. Although these are welcome changes, additional investments should be made to better connect the Carnegie South building to neighborhoods west of W. 25th Street.

Political and social barriers are currently defined along W. 25th Street. Efforts should be made to extend welcoming gestures along Clark Ave. from Scranton to W. 25th St.

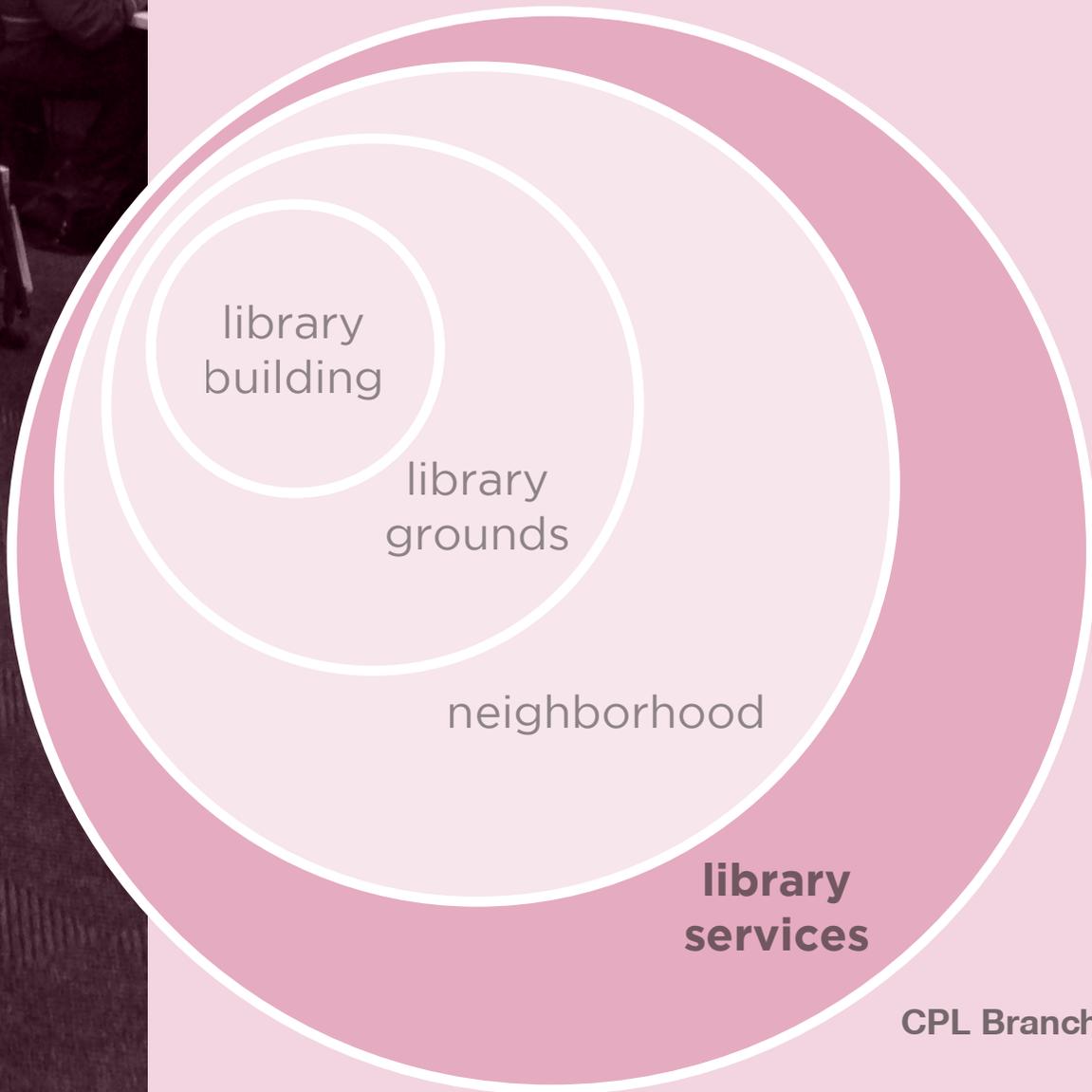
These improvements could include colorful wall murals, public art sculptures, landscape planters, and new library wayfinding signage. Created in partnership with local community development organizations and public art groups, the interventions should provide a highly visible and engaging reminder of the library's presence in neighborhood.





SOUTH

SERVICES



CPL Branch Experience

LIBRARY SERVICES

The South Branch provides multiple services to patrons, but the capacity to support the full range of community needs has been limited by the smaller temporary location. Since there's no space for a Community Room, neighbors are currently unable to schedule group meetings or attend classes at the branch. If the library returns to the Carnegie building, many of these services may resume.

In addition to the classes and programs previously offered, stakeholders requested the programs listed below.

Early in the engagement process, community members selected three terms that best express their vision for the South Branch experience: Accessible, Community, and Inspirational. During subsequent public meetings, attendees defined what services would embody these visionary goals (see opposite page).

What kind of class or program would you like to see the library offer?

- Diversity Training
- Languages
- Parenting
- Fashion Design
- Internet Safety
- Transgender Help
- Job Placement
- Writing Workshops
- Babysitting
- Knitting
- Fitness
- Self-Defense
- Excel
- Spanish
- Photography
- Cooking
- IT Engineer
- Nutrition
- Sign language
- Robotics
- Poetry
- Cultural Festivals

Accessible

Community

Inspirational

SERVICES

ACCESSIBLE

- Stay up-to-date with technology
- Shift hours to better align with community needs
- Create comfortable outdoor areas to access Wi-Fi network
- Provide enough stations so all can use computers
- Add more bilingual staff members
- Library must be on a public transit line

COMMUNITY

- Align with CMSD school needs
- More access to new technologies
- Provide more local history
- Increase book selection
- Safe and quiet spaces for children
- Collaborate with other community assets
- Create a strategic communications plan to share info with local organizations
- Provide healthy and safe food options at library

INSPIRATIONAL

- Access to exciting new technologies
- Connect people to jobs; inspire hope
- Create a safe place for all community members
- Provide more adult learning opportunities
- Engage local residents to read to children

SOUTH

IMPLEMENTATION MATRIX

SOUTH			
	ACTION	LEADERSHIP ROLES	TIMEFRAME
BUILDING	Complete necessary improvements to reopen historic Carnegie building	CPL	Short Term
	Reinvestigate locating ADA access ramp at rear of building to coincide with potential addition	CPL	Short Term
	Increase sense of safety around branch through lighting, edging, and landscaping techniques	CPL	Short Term
	Update furniture in building. Provide lounge seating and more reading environment options.	CPL	Mid Term
	Add more computers (desktops, laptops, etc.) for public use	CPL	Short Term
	Create space for a public meeting room within building	CPL	Short Term
	Coordinate indoor space usage to enable more community events/programming	CPL/Tremont West Dev. Corp. (TWDC)/Stockyards Clark-Fulton Dev. Corp. (SCFDC)	Short Term
	Create private study rooms for quiet reading/study in branch	CPL	Mid Term
	Select appropriate location for interactive art installation	CPL/Community Organizations/LAND Studio	Short Term
	Maximize sunlight access to brighten interior	CPL	Mid Term
	Investigate opportunities for more vibrant colors inside historic Carnegie building	CPL	Short Term
	Determine future use of temporary South Branch storefront	CPL/SCFDC	Short Term
	GROUNDS	Investigate feasibility of building an addition to the existing building	CPL
Create an outdoor reading garden (should accommodate future building addition)		CPL	Long Term
Program outdoor space with temporary events and public art installations		CPL/LAND Studio	Long Term
Contact adjacent property owners to create a shared parking agreement		CPL/TWDC	Short Term
Improve appearance of outdoor space to attract more people into branch; e.g., landscaping, lighting, signage, fencing, etc.		CPL/LAND Studio	Mid Term
Consider adding new library signage on Clark directed towards W. 25th Street		CPL/TWDC/City of Cleveland	Short Term
Provide more space for secure bicycle parking		CPL/TWDC	Short Term

Short Term = 1-2 Years | **Mid Term** = 2-4 Years (2019) | **Long Term** = 4+ Years

	ACTION	LEADERSHIP ROLES	TIMEFRAME
NEIGHBORHOOD	Create a safer intersection at Scranton & Clark Ave. by defining crosswalks, adding street furniture & lighting, etc.	City of Cleveland/TWDC	Mid Term
	Improve pedestrian connections to branch; enhance crossings, pedestrian lighting, wayfinding signage, etc.	TWDC/SCFDC	Mid Term
	Identify opportunities for library-related mural along Clark Ave. between W. 25th & Clark Ave.	CPL/TWDC	Short Term
	Investigate opportunities for safe and healthy food options near library for students and patrons	TWDC	Short Term
	Develop Scranton Road Historic District Signage with key marker at Carnegie Library	TWDC/City of Cleveland	Mid Term
SERVICES	Provide after-school tutoring and mentoring programs for local youth	CPL/Community Organizations	Short Term
	Host activities and events to engage local teens	CPL/Community Organizations/Block Clubs	Short Term
	Build stronger relationships with nearby institutions, churches, etc.	CPI/TWDC/SCFDC/Community Organizations	Short Term
	Expand the branch's book collection in both size and content	CPL	Short Term
	Streamline self-serve printing and copying services	CPL	Short Term
	Develop strategy for more outreach in the neighborhood; promoting itself and creating more local ties	CPL/TWDC/SCFDC/Block Clubs	Short Term
	Coordinate programs at library to improve communication between police and residents	CPL/TWDC/City of Cleveland	Mid Term
	Promote local participation in Friends of CPL	CPL/TWDC/SCFDC	Short Term
	Increase branch capacity for bilingual programming, staff, and materials (English & Spanish)	CPL/Community Organizations	Mid Term
	Create programs and information at library to support Scranton Historic District & Towpath Trail District identities	CPI/TWDC/Community Organizations/Towpath-Canalway Partner	Mid Term
	Investigate possibility of shifting branch hours to allow for an earlier opening time and later closing time on weekdays	CPL	Short Term

STERLING

HISTORY

When it opened in 1913, the Cleveland Public Library Annual Report described Sterling Branch's red brick architecture as a modification of the Dutch style. The building was designed to be as fireproof as possible with concrete walls, floors and stairways. A large club room that seated 150 people was designated for committee or neighborhood meetings and for the children's story hour. This branch received updates in 1985. Sterling Branch serves a diverse population of business professionals, local artists, immigrants, and lots of children. Its collection reflects this mix of patrons.





NO
PARKING
IN DRIVE

STERLING PUBLIC LIBRARY
STERLING
BRANCH

STERLING

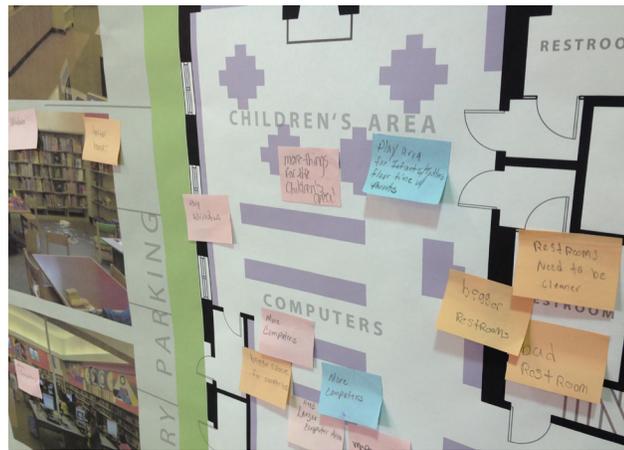
SUMMARY

INTERNAL

1. Sterling Library is in a great location, but should be renovated and expanded
2. Library should be more welcoming to adults to enable intergenerational learning
3. Expand number of computers and range of technology available

EXTERNAL

1. Actual and perceived safety surrounding library must be improved
2. Support efforts to expand Institutional Campus frontage along E. 30th St.
3. Encourage more public art, streetscape enhancements, and lighting in the area



Advisory Committee Members

13

Public Meeting 1 Attendees

30+

Survey Responses (Sterling)

47

Sterling Branch Focus Group

14

Public Meeting 2 Attendees

20+



CPL's Tim Diamond discusses the Sterling Branch's usage diagram with a local resident.

STERLING ADVISORY COMMITTEE MEMBERS

Celeste Bajorek	Willam Patrick Day School
Erika Bell	Cuyahoga Community College
Nia Campbell	Central Neighborhood Resident
Adrianna Chestnut	Marion Sterling School
Donovan Duncan	Cuyahoga Metropolitan Housing Authority
Dolores Gray	Central Neighborhood Resident
Vernita Houston	Central Neighborhood Resident
Trevor Hunt	Cleveland City Planning
Sonya Pryor-Jones	Promise Neighborhood Initiative
Cathy Kopinsky	St. Vincent Charity Medical Center
Jason Minter	Burten Bell Carr Development Corp
Bobbi Reichtell	Campus District Inc.
Monica Rudzinski	Sterling Library Branch Manager

STERLING

BRANCH SITE SELECTION PROCESS

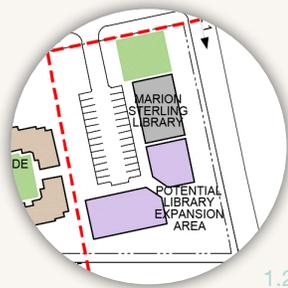
Similar to the South Branch process, the Sterling Branch community expressed a desire to investigate additional building options. The Sterling library is the smallest facility of the Group 1 branches. Measuring roughly 50' wide by 80' long, the building footprint only affords about 3,000 square feet of usable space for library patrons.

Based on feedback from Advisory Committee members, public meeting attendees, and the design team's assessment, 1.2 Existing Site Expansion is the recommended development option. This scenario offers the most benefits for patrons and clearest alignment with CPL's mission, while minimizing the risks present in other expansion scenarios.

USE SAME SITE 1



1.1 Reuse



1.2 Existing Site Expansion

CMSD NEW BUILD 2



2.1 Single



2.2 New Branch + Historic

TRI-C CENTER LEASE 3



3.1 Tri-C Center Only



3.2 Tri-C Center + Historic

NEIGHBORHOOD KIOSKS

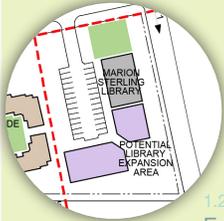
Small-scale kiosks placed at various locations in the neighborhood could be combined with any of the options.



1.1
Reuse

- + Preserve Sterling historic building
- + Convenient central neighborhood location
- + Limited cost for renovation / operations

- Space is very tight, too small
- Perceived as childrens' library, limited adult use
- Doesn't achieve potential appear welcoming
- Limited parking



1.2
Existing Site Expansion

- + Preserves Sterling historic building
- + Convenient central neighborhood location
- + Provides additional space needed
- + Adds to institutional campus along E. 30th
- + Aligns with Central Choice Plan

- Need to investigate site acquisition
- Potential significant cost for new construction
- Need to investigate cost for staff/operations



2.1
Single

- + Convenient central neighborhood location
- + Provides additional space needed
- + Adds to institutional campus along E. 30th
- + Aligns with BBC's Central Master Plan

- Demolition of historic Sterling building
- Need to investigate potential to build w/ CMSD
- May restrict usage for certain age groups
- Significant cost for new construction



2.2
New Branch + Historic

- + Preserve Sterling historic building
- + Convenient central neighborhood location
- + Provides additional space needed
- + Adds to institutional campus along E. 30th
- + Would require smaller new addition than 2.1

- Need to investigate potential to build w/ CMSD
- May restrict usage for certain age groups
- Significant cost for new construction



3.1
Tri-C Center Only

- + Provides additional space needed
- + May provide adults with Tri-C resources
- + Aligns with Tri-C's mission

- Would not use historic Sterling building as library
- Location would not be children-focused
- Perceived campus barrier for residents
- Less convenient location on neighborhood's edge
- Ongoing costs for leasing space from Tri-C
- Lease may require larger space than necessary



3.2
Tri-C Center + Historic

- + Preserves historic Sterling building
- + Provides additional space needed
- + May provide adults with Tri-C resources
- + Aligns with Tri-C's mission

- Significant cost for operating two facilities
- Campus may not encourage residents to visit
- Less convenient location at edge of neighborhood
- Ongoing costs for leasing space from Tri-C
- Lease may require larger space than necessary



2.1
Single

Option 2.1 was extracted from the Central Master Plan led by Burten Bell Carr in 2014. The plan proposes a new library building attached to the Marion Sterling School, across E. 30th Street from the current Sterling library building.

E.30TH STREET/ CEDAR AVE. DEVELOPMENT

1. PHARMACY/ COMMERCIAL
2. URBAN GROCERY STORE/ COMMERCIAL
3. NEW MULTI- FAMILY RESIDENTIAL DEVELOPMENT
4. LIBRARY AND SCHOOL
NEW STERLING PUBLIC LIBRARY
NEW CMHA COMPUTER TRAINING LABS
5. COMMUNITY GARDEN

1. PHARMACY/ COMMERCIAL

3. MULTI- FAMILY RESIDENTIAL DEVELOPMENT

4. LIBRARY AND SCHOOL CONCEPT

5. COMMUNITY GARDEN

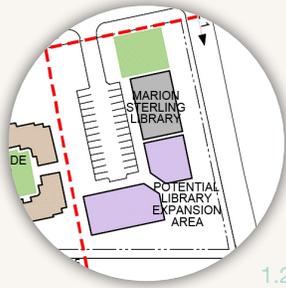
UBIQUITOUS DESIGN, LIMITED
ARCHITECTURE - PLANNING - HISTORIC PRESERVATION
INTERIORS - GRAPHICS



3.x
Tri-C Center

Options 3.1 and 3.2 were based on a recent proposal from Cuyahoga Community College (Tri-C) to include a CPL branch location inside the Tri-C Campus Center, currently slated for renovation. The image on the right shows a rendering of the new Campus Center facade along E. 30th St.





1.2
Existing Site
Expansion

The recommended Option 1.2 aligns closely with a proposal contained in the Central Choice Transformation Plan, completed in 2014. The plan shows a modern library expansion on the site of the current Sterling Branch library, extending the building facade to the corner of E. 30th St. and Central Ave.





STERLING

LIBRARY BUILDING



**library
building**

library
grounds

neighborhood

library
services

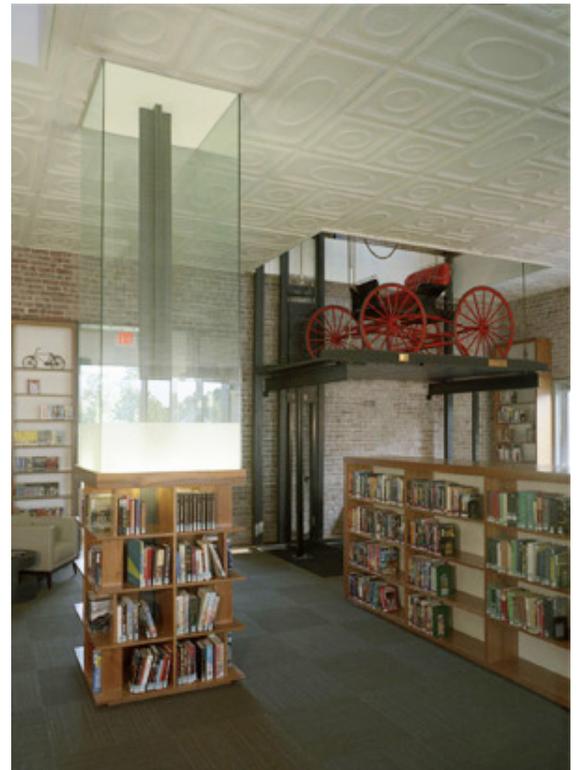
CPL Branch Experience



LIBRARY INTERIOR

Characterized by bright colors and bold graphic murals, the Sterling Branch's interior evokes a childlike playfulness. Although there are no ground level windows visible from the inside, the building has the potential for improved daylighting through creative renovations. The building's west side, which fronts on E. 30th St., has windows, which are currently blocked by restrooms and storage space. If these additional windows were opened to views from the street and daylighting, the Sterling Branch building's exterior would become significantly more welcoming.

The Gentry Public Library (see right) introduced more light into the center of its brick building through vertical glass lanterns. The conceptual rendering on the opposite page illustrates several strategies for creating a sense of openness and providing more daylighting inside the historic Sterling Branch library.



Interior view of the Gentry Public Library in Fayetteville, Arkansas, designed by Marlon Blackwell Architects.



- ① 2nd Floor removal to enhance spaciousness
 - ② Add more skylights for daylighting
 - ③ Use 2nd story clerestory windows
- ④ Add standing computer stations
 - ⑤ Wall bookshelves more storage
 - ⑥ Diffuse lighting at back

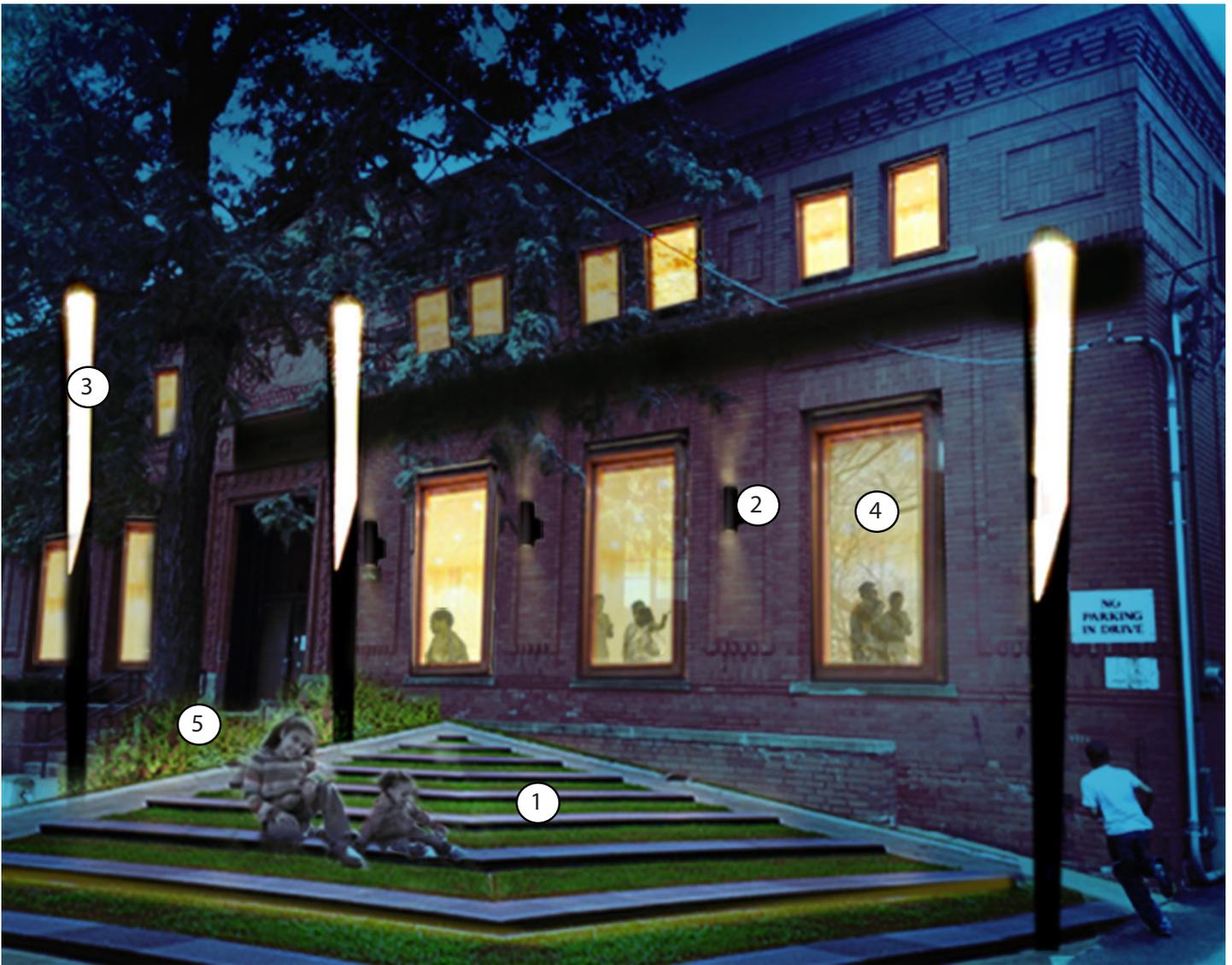


STERLING

LIBRARY GROUNDS



CPL Branch Experience



- ① Engaging Plaza space with sloped entry

② Wall sconce architectural lighting

③ New pedestrian scale street lighting
- ④ Relocate restrooms to show interior activity

⑤ New attractive, low maintenance plantings



STERLING BRANCH CASE STUDY

The exterior view (see left) of the Gentry Public Library illustrates one approach to updating a rectilinear brick building. Employing large glass panels at ground level and on upper floor windows, the library creates a compelling contrast of historic texture and modern transparency. Fayetteville, Arkansas, designed by Marlon Blackwell Architects.



- ① New Building Addition to the corner of Central Avenue with:
- strong sidewalk presence
 - transparent facade
 - flexible interior layout

- ② New attractive and low maintenance landscaping

LIBRARY EXTERIOR

Currently obscured by interior walls, the Sterling Branch’s west-facing windows could be reopened to allow daylight in and interior activities to animate the facade. This relocation of the interior restrooms could be planned with an addition to the library building. Through careful architectural design interventions, the library’s bunker-like feel could be transformed into an inviting and modern presence along E. 30th Street. The conceptual rendering on the top of the opposite page illustrates several design strategies that could enhance the building’s exterior, potentially attracting new and frequent visitors.

The rendering above illustrates a modern building addition on the historic Sterling library, creating an eye-catching contrast between new and old. A highly transparent facade, built to the sidewalk could create an attractive destination on the corner of E. 30th and Central Avenue. This library expansion option would align with the proposal shown in the Central Choice Plan, published in

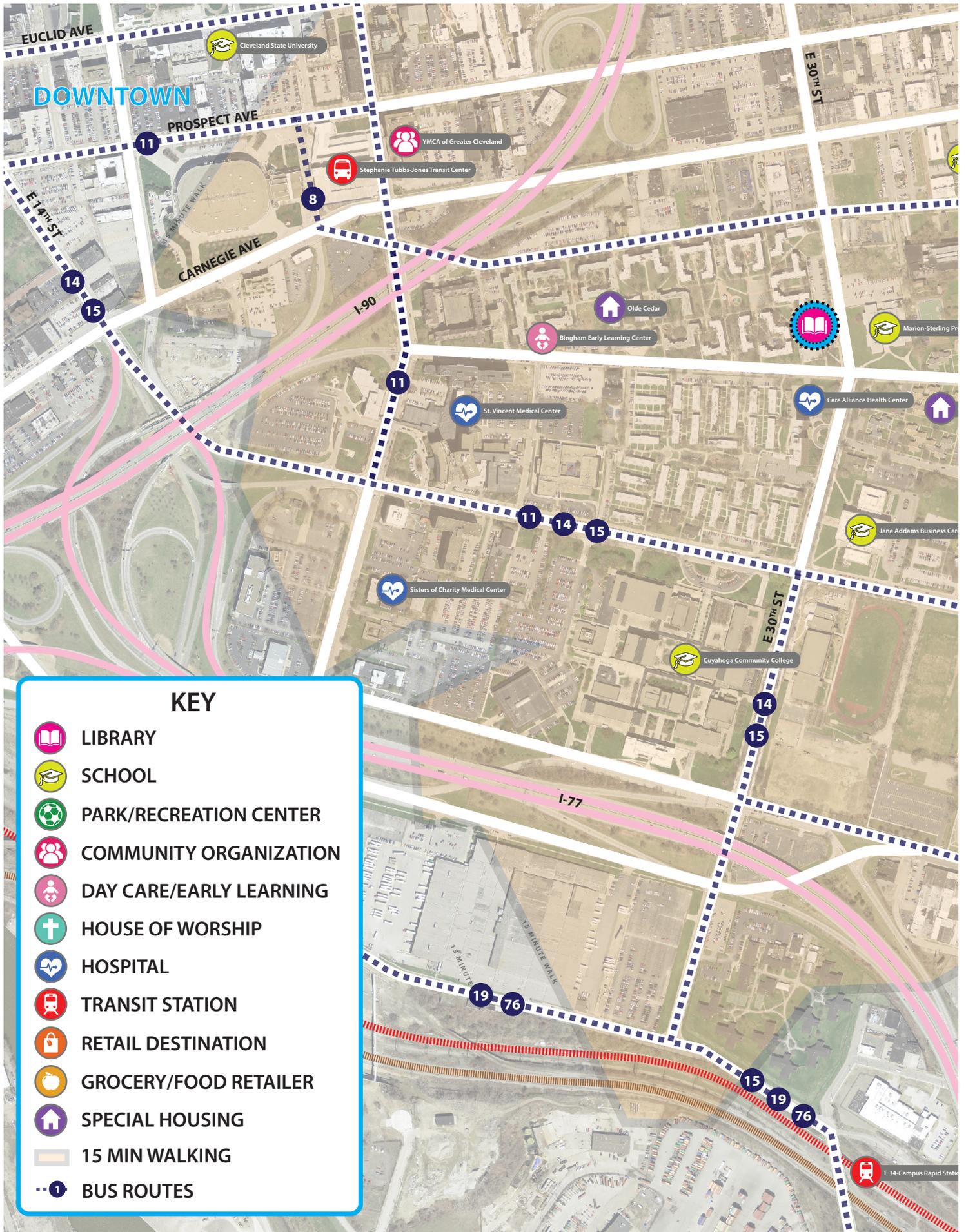


STERLING

NEIGHBORHOOD



CPL Branch Experience



KEY

-  LIBRARY
-  SCHOOL
-  PARK/RECREATION CENTER
-  COMMUNITY ORGANIZATION
-  DAY CARE/EARLY LEARNING
-  HOUSE OF WORSHIP
-  HOSPITAL
-  TRANSIT STATION
-  RETAIL DESTINATION
-  GROCERY/FOOD RETAILER
-  SPECIAL HOUSING
-  15 MIN WALKING
-  BUS ROUTES

STERLING

NEIGHBORHOOD

ASSET MAP



OUTSIDE Sterling Branch

Ideas for neighborhood



Misc.

E 30th Bathhouse is good for basketball

Expand the library



11.

■ Not Important
 ■ Somewhat
 ■ Moderately
 ■ Important
 ■ Very Important

11. How important is it to have ADDITIONAL LIGHTING ON E. 30th STREET?

EXTERNAL

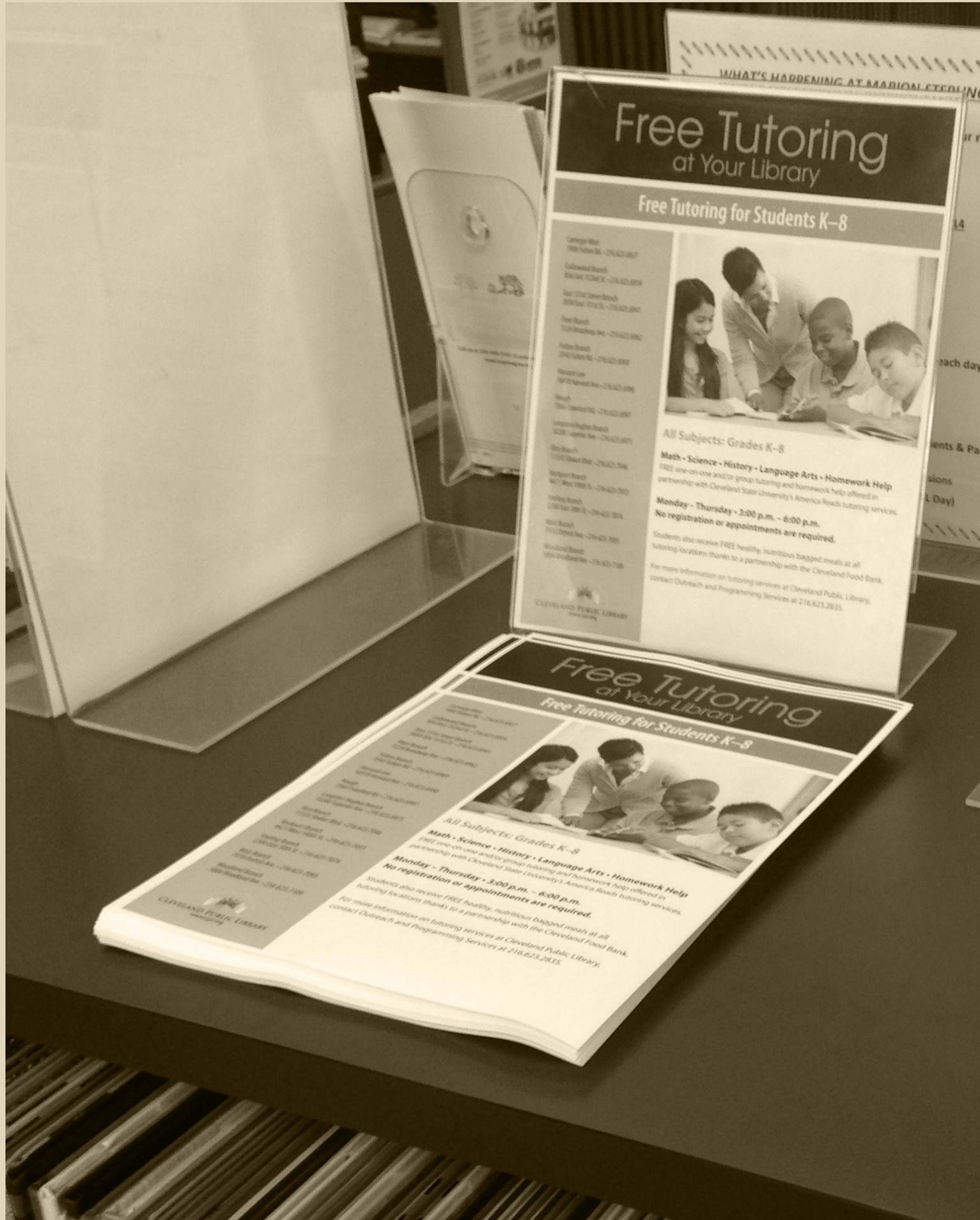
Kids and adults should be together to model appropriate adult behavior.

Observations

1. Significant crime and safety issues in the neighborhood
2. Hard to walk around after school without fights with local youth
3. Afraid to ride bikes because someone might steal it
4. Playground where people play basketball is dangerous
5. Community residents could use Tri-C library now, but don't
6. Tri-C doesn't feel convenient

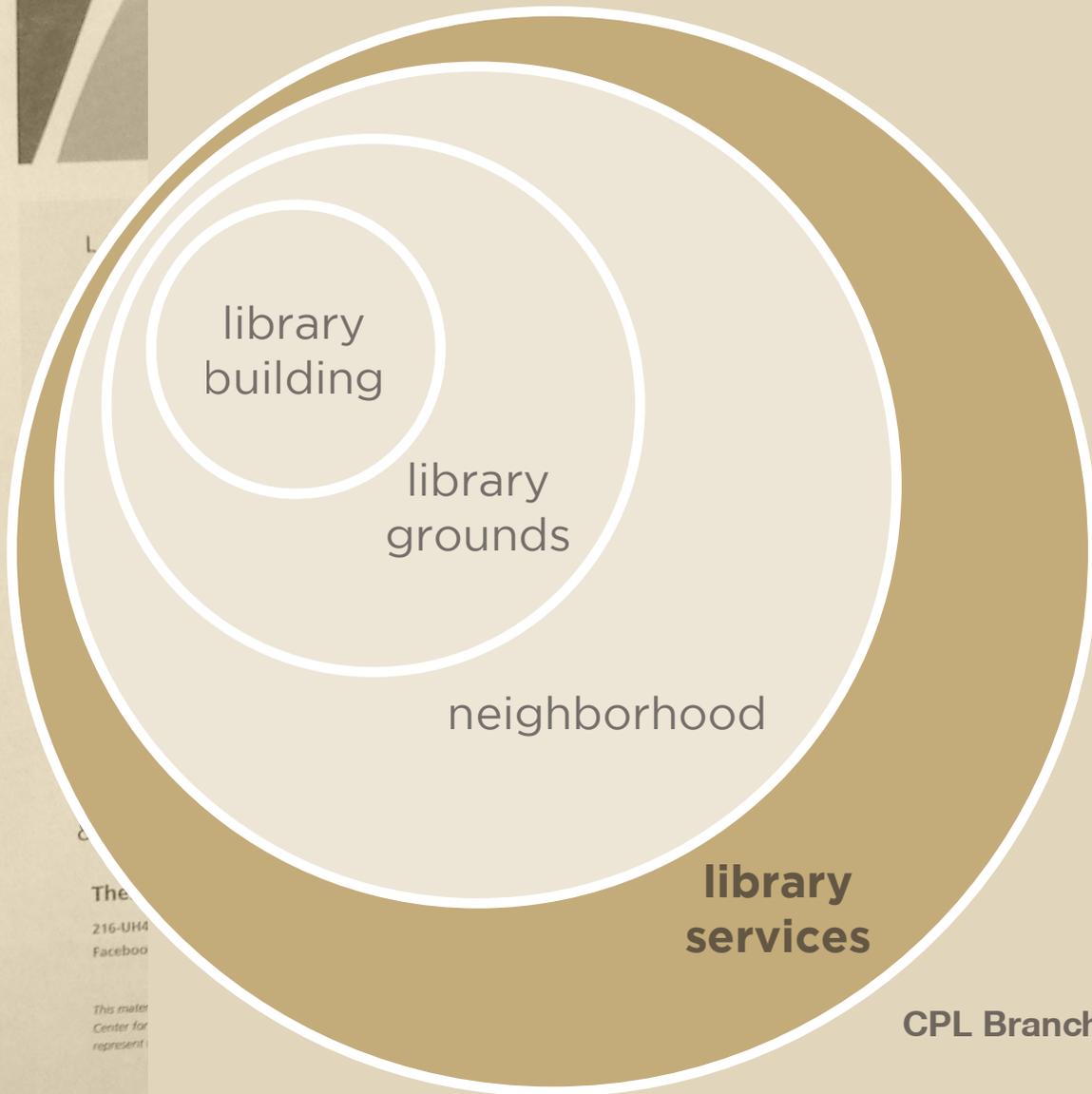
Desires

1. Want more police walking the beat in the neighborhood
2. Don't want to walk all the way to Tri-C
3. Would like Tri-C adult library location because kids aren't allowed to enter
4. Kids and adults should be together so kids see appropriate adult behavior
5. Need more security cameras for video surveillance
6. Like the example of connection between Harvey Rice and library
7. Would prefer an addition to current library building



STERLING

SERVICES



CPL Branch Experience

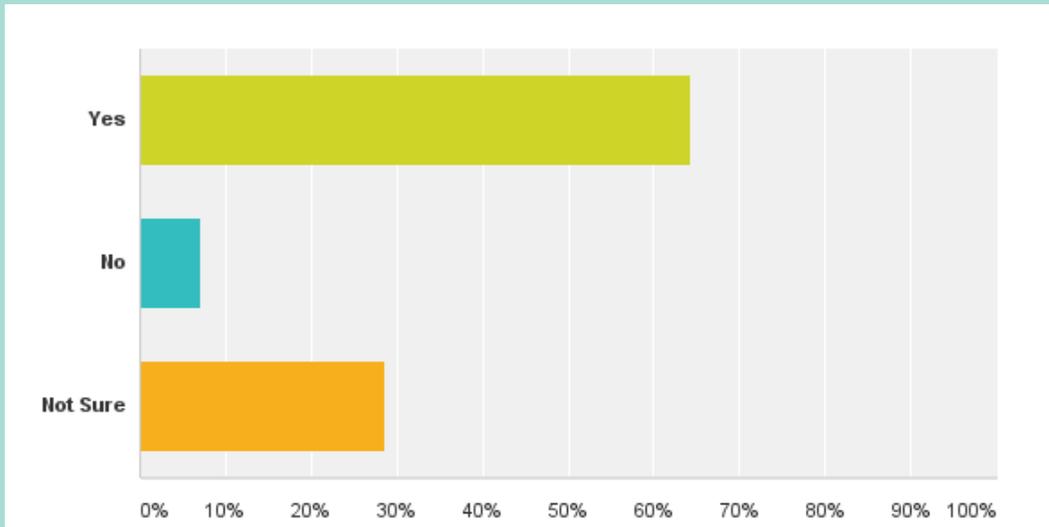
LIBRARY SERVICES

Current usage of the Sterling Branch library skews significantly towards a younger demographic. Based on feedback from the branch manager, public meeting attendees, and focus group sessions, many adults living in the neighborhood do not frequent the Sterling Branch. Rather, they often have to travel to the Main Library because it offers more adult materials. Based on this perceived focus on children at the Sterling Branch, many of the service-oriented comments focused on increasing the offerings for adult patrons.

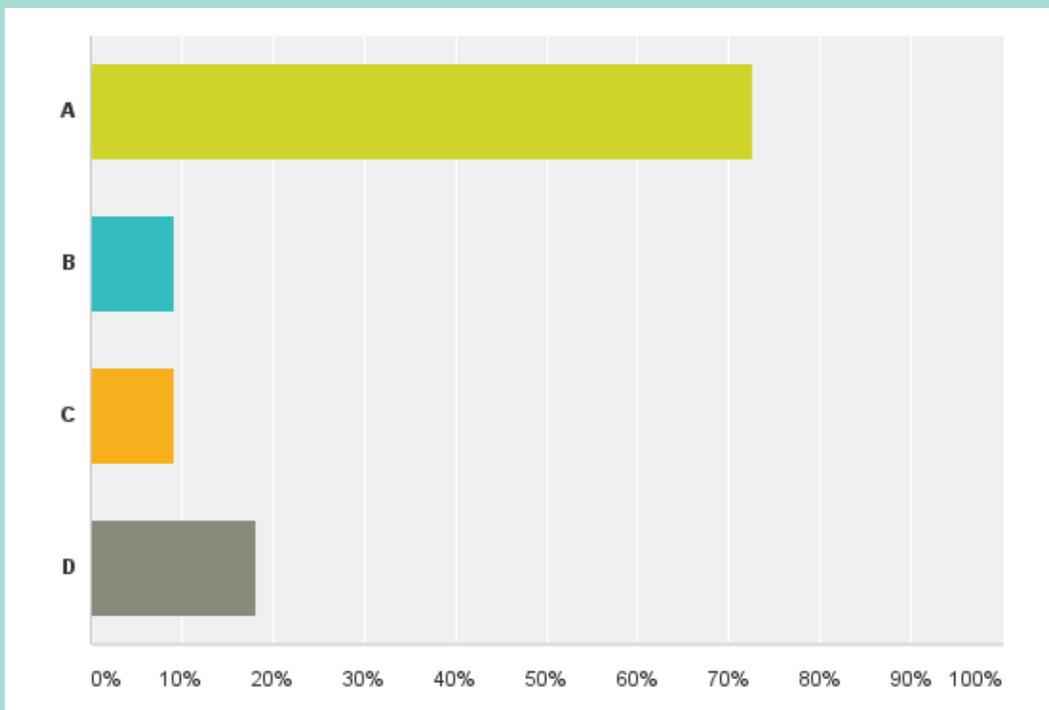
The chart below outlines the most frequent requests for additional resources. Many of the comments address services desired at the Sterling Branch. Although extending beyond the current hours of operation may be difficult, CPL should further investigate the potential to shift the current number of weekly hours to better align with adult patron desires. Based on public meeting feedback (see opposite page), patrons would prefer an earlier opening on a weekday.

What additional resource would you suggest for your local branch?

- keep children doing something
- programs and events
- more technology integration and instruction
- work with Marion Sterling school
- extended computer time for job-seekers
- later hours
- storytelling
- civic dialogue
- healthy snacks
- sell tote bags
- more computers for after school hours
- separate area for kids
- black history area increased
- separate area for adults
- hands on activities
- video games
- studio for teens
- felony employment program
- reading pillow
- art classes



Do you think library hours should be extended?



If library hours were extended, which option would you prefer?

- A. Open earlier on Mon, Tues, Wed, or Thur
- B. Open earlier on Fri or Sat
- C. Open later on Mon, Tues, Wed, or Thur
- D. Open later on Friday or Saturday

STERLING

IMPLEMENTATION MATRIX

Short Term = 1-2 Years | Mid Term = 2-4 Years (2019) | Long Term = 4+ Years

STERLING			
	ACTION	LEADERSHIP ROLES	TIMEFRAME
BUILDING	Create a separate and/or expanded area for children in library	CPL	Mid Term
	Add to the library square footage to provide more space for children and/or adults; build an addition to historic branch building	CPL	Mid Term
	Build private study rooms for quiet reading/study in branch	CPL	Long Term
	Improve appearance of restrooms, update fixtures	CPL	Mid Term
	Update furniture in building. Provide lounge seating and more reading environment options.	CPL	Short Term
	Coordinate indoor space usage to enable more community events/programming	CPL	Short Term
	Maximize sunlight access to brighten interior; add more perforation/translucency to the central interior wall	CPL	Mid Term
	Create space/room within branch building that is allocated for eating lunch and snacks	CPL	Mid Term
	GROUNDS	Support efforts for outdoor playground/play area for children at branch site	CPL/BBC/CMHA
Clarify location of the branch parking lot with signage		CPL	Short Term
Improve safety of fencing that surrounds the branch building		CPL/CMHA	Short Term

	ACTION	LEADERSHIP ROLES	TIMEFRAME
NEIGHBORHOOD	Improve pedestrian connections from branch to Marion Sterling school and the surrounding neighborhood; enhance crossings, pedestrian lighting, wayfinding signage, etc along E. 30th Street.	City of Cleveland/BBC/CPL	Mid Term
	Utilize green space surrounding Marion Sterling School for more children's activities + programming	CMSD/BBC/CPL	Short Term
	Investigate potential RTA neighborhood circulator service to the Central neighborhood	GCRTA/CPL/BBC/CDI	Short Term
	Build a playground or play area for young children in close proximity to Sterling Branch	CMHA/BBC	Mid Term
SERVICES	Collaborate on more events and programming in conjunction with Marion Sterling School	CPL/CMSD	Short Term
	Provide more technological resources in branch (computers, laptops, iPads, etc.); reduce wait time for computers	CPL	Mid Term
	Increase number of books and resources in branch collection that relate to black history	CPL	Mid Term
	Place vending machines that contain healthier food options in branch	CPL	Mid Term
	Increase number of branch staff	CPL	Mid Term
	Offer art classes for adult library patrons	CPL/Local Organizations	Mid Term
	Investigate possibility of adjusting branch hours to allow for a later closing time on weekday evenings, and to make room for Sunday hours	CPL	Short Term
	Create a more consistent security presence	CPL	Short Term



WOODLAND
BRANCH



WOODLAND

HISTORY

The first building on the present site of the Woodland Branch was a small Methodist chapel. At its inception, Woodland Library was described in the 1904 Annual Report as: “a one story colonial structure of brick, with stone trimmings, in a setting of green lawn, flowers, and shade trees.” The entrance opened into a wainscoted vestibule with a leaded glass partition. In 1957 the building burned down and was rebuilt to open in 1961. The new Woodland Branch is a low-slung modern one-story building. In addition to the public building facing Woodland Ave., this location also includes a large private facility for CPL operations.

WOODLAND

SUMMARY

INTERNAL

1. Leverage the garage and woodshop facilities for community training classes
2. Renovate interior spaces to provide more private study areas
3. Create a more visually appealing and weather protected building entry

EXTERNAL

1. Create safe and active outdoor spaces on the library's ample property
2. Support efforts to enhance crosswalks at nearby intersections along Woodland Ave.
3. Partner with local organizations and residents to install public art near library



Advisory Committee Members

9

Public Meeting 1 Attendees

10

Survey Responses (Woodland)

13

Woodland Branch Focus Group

6



The CUDC's Kristen Zeiber facilitates a round-table discussion at the first public meeting.

WOODLAND ADVISORY COMMITTEE MEMBERS

- | | |
|-----------------|-----------------------------------|
| Rena Baker | Woodland Library Branch Manager |
| Michelle Day | Woodland Cemetery Foundation |
| Priscella Fayne | Central Neighborhood Resident |
| Trevor Hunt | Cleveland City Planning |
| Herman Jackson | Lonnie Burten Rec Center |
| Gail Gwin | Central Neighborhood Resident |
| Jason Minter | Burten Bell Carr Development Corp |
| Ms. Whitaker | Friendly Inn Settlement Corp |
| Tammy Walker | Central Neighborhood Resident |



WOODLAND

LIBRARY BUILDING



**library
building**

library
grounds

neighborhood

library
services

CPL Branch Experience

We want more cultural activities and events.

BUILDING CHALLENGES

1. Crowded
2. No space for our own devices (laptops)
3. No 'digital flex space'
4. Not enough desktops
5. Desktops are too old
6. Not enough books
7. Meeting rooms underused
8. Loud after school
9. Space too small
10. No space for performing arts
11. Not enough AV equipment/opportunity
12. Existing neighborhood programs are not promoted; not obvious enough

BUILDING DESIRES

1. Excited about current plans for an on-site garden
2. Want anime and drawing classes to return
3. Want a larger kids area, with their own computers
4. Want more quiet spaces
5. Wish there were rules posted inside (ex. Don't talk loud on phone, etc.)
6. Want board inside library with upcoming neighborhood events
7. Want the library to open until 8pm on some days in the summer
8. Would like to see "real cops" in the library sometimes; Police Station across the street
9. Interest in a wood-working shop or classes (ex. MakerSpace)
10. Picnic tables and grill occasionally brought into the backyard
11. Study rooms
12. Want cool furniture, couch with tables

Assets & Challenges | Public Mtg 1 Feedback

INSIDE Woodland Branch Ideas for facility + services



Misc.

Hearing impaired/
deaf



WOODLAND

LIBRARY GROUNDS



CPL Branch Experience



1.



2.



3.

BUILDING SCREEN

Several participants in the public meetings and focus group sessions shared their desires to see the Woodland Branch exterior enhanced. Stakeholders were clear that they did not want to see the entire building change significantly, because the building is one of the only anchors that has remained over the decades. But they did want to see a more attractive entry, something “eye-catching.”

In addition to a desire for an aesthetic enhancement, regular patrons and CPL staff want to see a more weather protected space under the entry canopy. Currently, visitors often arrive before the library opens, which can be a cold wait during winter.

The conceptual renderings on the opposite page propose a few options for an artistic screen built

onto the existing facade along Woodland Ave. Option 1. shows a colorful, abstract graphic, which could be generated by a local artist. Option 2 proposes wood slats, with vegetation growing on it from the ground. Option 3 also employs wood slats, but creates a more complex system of opening within the screen.

All of the screen options must provide clear visibility for safety reasons, while maximizing wind buffering benefits. If a metal screen is used, the mesh should be considerably diaphanous to permit a high level of visibility. All options also include new signage above the roof line, simply stating “LIBRARY,” which could be used in other similarly designed buildings in the CPL system.



Example of a screen facade added to an existing building, which creates a strong visual presence while retaining visibility. Lutheran Metropolitan Ministries HQ, designed by Studio Techne Architects.



1.



2.

FRONT YARD

The library's small outdoor space along Woodland Avenue offers a big opportunity to create a more welcoming environment for visitors. Stakeholders were offered two landscape options, shown above. Option 1 illustrates a low ground cover in a dynamic pattern. Option 2 shows a landscaped rain garden, which could capture runoff from the nearby downspout.

Feedback from the Advisory Committee revealed a preference for Option 2. The rain garden could be a project constructed by local volunteers, with support from the Northeast Ohio Sewer District. The Jefferson Branch library in Tremont offers a well-maintained and well-loved example of attractive rain garden landscaping.



BACKYARD

The Woodland Branch has the largest property of all the Group 1 branches. The rear yard is particularly expansive. It includes a wide driveway for van and truck access to the on-site garage and maintenance facilities. This outdoor space could become a key feature of the Woodland Library in the mid to long term.

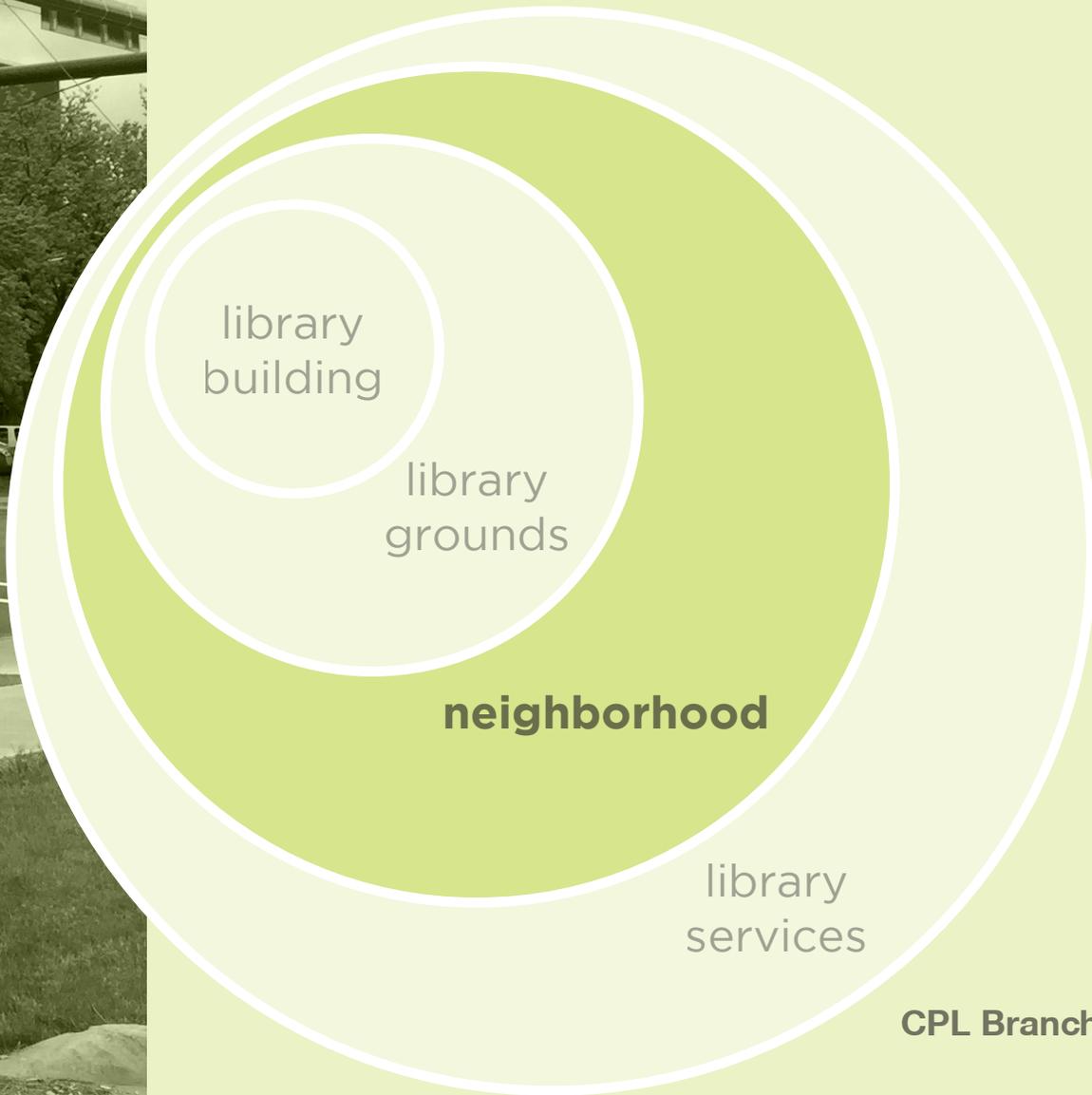
A first step in the direction of creating a large outdoor space was already taken by CPL employee Reba Clardy. She has organized volunteers to start the Feel Good Garden in the rear lot of the Woodland Branch (see flyer to the right). The project can serve as a useful experiment to test the viability of a green space at the library and potentially grow community involvement over time.



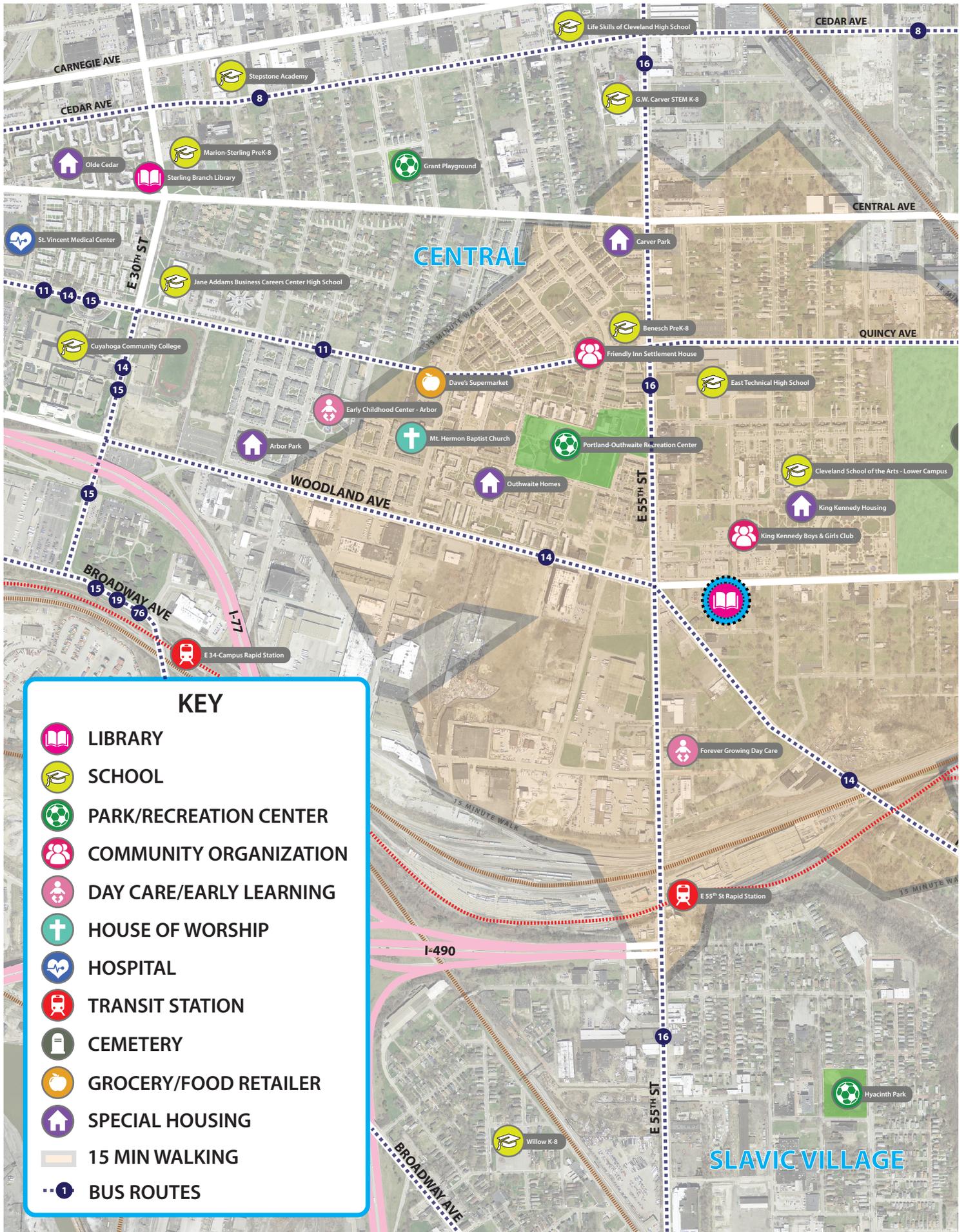


WOODLAND

NEIGHBORHOOD



CPL Branch Experience



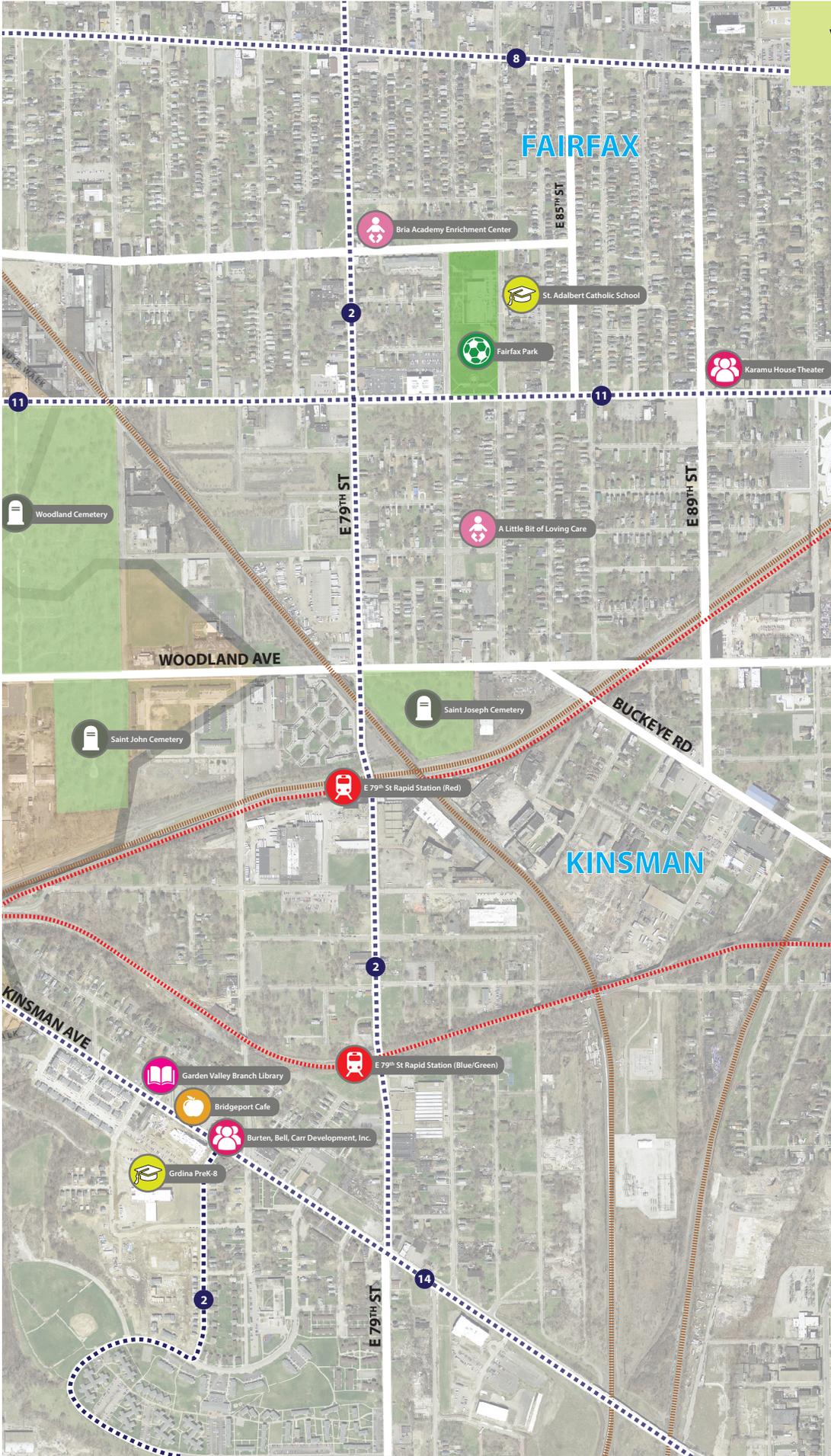
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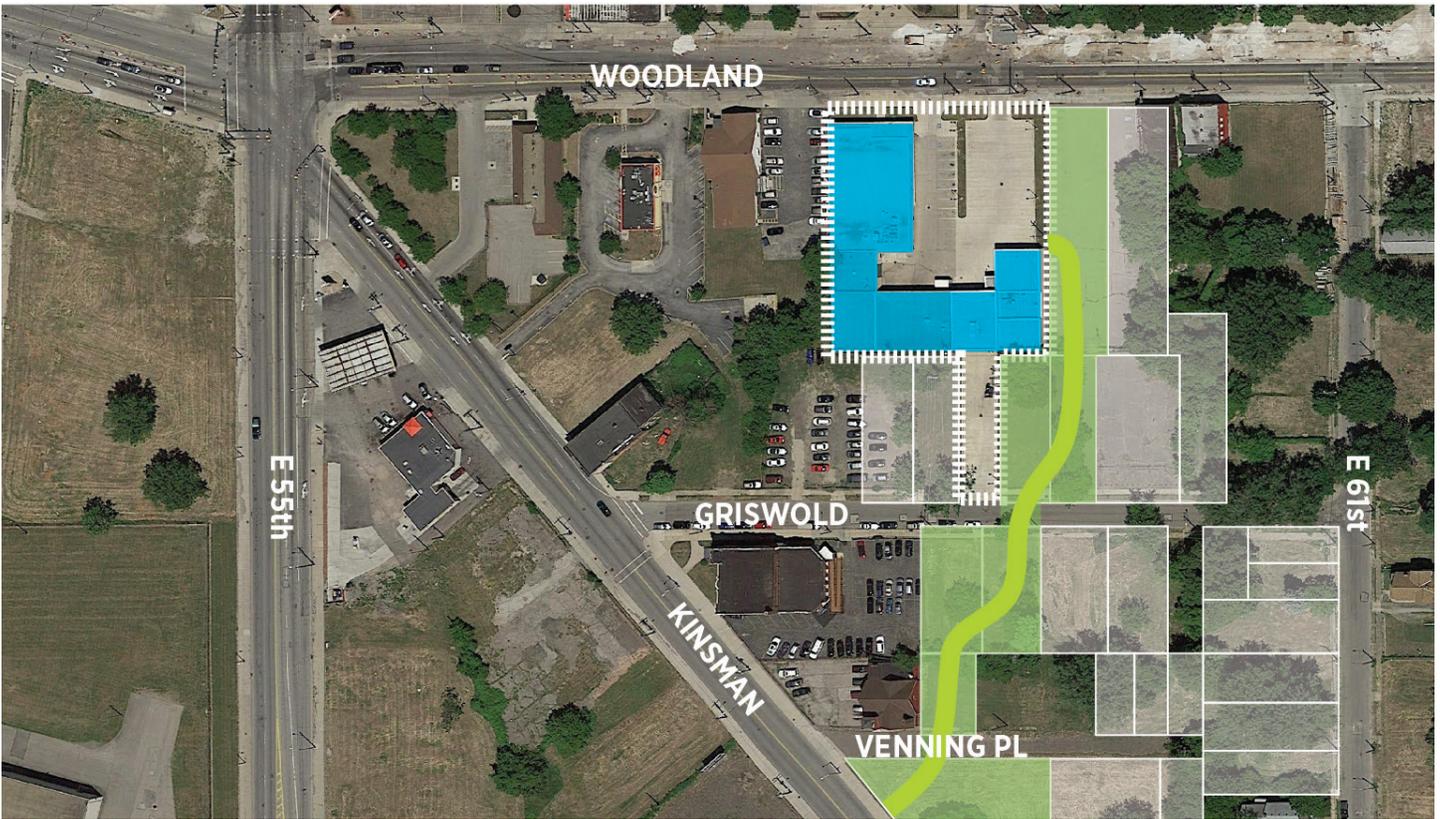
-  LIBRARY
-  SCHOOL
-  PARK/RECREATION CENTER
-  COMMUNITY ORGANIZATION
-  DAY CARE/EARLY LEARNING
-  HOUSE OF WORSHIP
-  HOSPITAL
-  TRANSIT STATION
-  CEMETERY
-  GROCERY/FOOD RETAILER
-  SPECIAL HOUSING
-  15 MIN WALKING
-  BUS ROUTES

WOODLAND

NEIGHBORHOOD

ASSET MAP





NEIGHBORHOOD TRAIL

An outdoor green space at the library could provide a valuable asset on-site, but also serve as an important link connecting neighborhoods. The diagonal orientation of Kinsman Avenue creates a very long block for pedestrians to walk around to get to the library and Woodland Avenue. Attendees of at the focus groups shared their frustrations walking from the 14 bus line stop on Kinsman. Parents and children often cut through private property and unsafe vacant lots to efficiently access the library.

The design team created the map above, which shows the Woodland Branch building (blue), library property (dotted white line), and lots owned by the City of Cleveland (green fill). This string of City owned lots could be transformed into a safe and attractive neighborhood trail for pedestrians and cyclists. The trail would connect the Urban Agriculture Innovation Zone, Green City Growers, NEORS green infrastructure park, and Opportunity Corridor bikeway along Kinsman Ave. to the library and Woodland Avenue.



ENHANCED INTERSECTION

The renderings on the opposite page illustrate three concepts for enhanced crosswalks at the intersection of Woodland Ave. and E. 59th St. Many stakeholders shared their safety concerns crossing Woodland Ave. at this intersection and at E. 55th St. Based on the feedback received, patrons preferred the Abstract & Bold Option 3.



Option 1
Dark & Simple



Option 2
Bright & Natural



Option 3
Abstract & Bold



WOODLAND

SERVICES



CPL Branch Experience



HANDS-ON LEARNING SERVICES

The Woodland Branch is clearly a hub of the local community. Many patrons remember coming to the same library since they were children. Woodland is a welcoming and safe home for many people. But additional services should be provided to leverage the potential of the Woodland Branch's prime location.



The intersection of E. 55th and Woodland, nearby the library building, will increase its importance in the neighborhood as the Opportunity Corridor develops and planned green space projects become implemented over the next few years. The increased activity and attention to the area offers exciting opportunities for the Woodland Branch to host more community events and classes. In particular, the unique garage and wood shop facilities on-site should be opened to community use through training workshops or as a "maker space." As The People's University initiative evolves its scope, the Woodland Branch Library offers a prime location for community learning pilot projects.

What additional resource would you suggest for your local branch?

- family support and academics
- more computers
- more programs for adults as well as children
- senior outreach
- adult quiet reading rooms
- business department

SERVICES

We want more cultural activities & events held at the library.

Observations

1. Much of the surrounding property is unused, many opportunities
2. People would volunteer to clean up backyard (Y-Haven community service)
3. No place to sit-down and eat in the area. Even fast food is take-out only.

Desires

1. Library building should be more visible & eye-catching from the street
2. We want more cultural activities and events held at the library
3. Need more lighting behind library. People cut through from Kinsman bus.
4. Fencing around backyard garden
5. Lit sign outside showing upcoming events at the library
6. A sit-down restaurant or diner nearby (ex.The Double Nickel)
7. The area is loaded with programs nearby because of CMHA
8. Many people don't know about the services available in the area

WOODLAND

IMPLEMENTATION MATRIX

Short Term = 1-2 Years | **Mid Term** = 2-4 Years (2019) | **Long Term** = 4+ Years

WOODLAND			
	ACTION	LEADERSHIP ROLES	TIMEFRAME
BUILDING	Add attractive facade element to create brighter & friendlier Woodland Ave entrance	CPL	Short Term
	Expand children's area to include more area for reading, socializing, books, and technology	CPL	Mid Term
	Create quiet study/reading areas in the former office space in southern portion of building	CPL	Short Term
	Add more abundant + comfortable furniture for reading/studying	CPL	Short Term
	Investigate potential use of garage and wood shop space for classes	CPL	Mid Term
GROUNDS	Create more attractive landscaping with low-lying plants and shrubs in the front lawn of building	CPL/Patron volunteers	Short Term
	Create enclosed reading garden in open space at rear of building	CPL	Short Term
	Lit/digital sign in front of branch showing events, programs, classes, etc., making branch more visible to passers-by	CPL/BBC	Short Term

	ACTION	LEADERSHIP ROLES	TIMEFRAME
NEIGHBORHOOD	Enhance crosswalk in front of branch building (Woodland Ave & E 59th St.) with defined crosswalks and possible public art piece	City of Cleveland/BBC	Mid Term
	Better define connections to transit and neighborhood assets through lighting, pathways, etc.	City of Cleveland/BBC/CPL	Mid Term
	Incentivize a sit-down restaurant or diner nearby	BBC	Long Term
SERVICES	Bring back drawing classes	CPL	Short Term
	Provide more computers, for both adults and children	CPL	Short Term
	Advertise library events and classes more broadly and effectively	CPL/BBC/Local Orgs	Short Term
	Investigate possibility of shifting branch hours to include more open time in evenings and on weekends	CPL	Mid Term
	Host more cultural activities/events at branch	CPL/BBC	Short Term
	Host more outreach events for local seniors	BBC/CMHA	Short Term
	Form better relationships/programming opportunities with nearby organizations	CPL	Short Term