

1. EXECUTIVE SUMMARY

The Library and Archives Master Plan will guide the development of Queen's Library and Archives facilities over the next twenty years, in the context of the University's strategic framework. The Library and Archives are at the core of the student learning experience, and are essential supports to, and measures of, the University's research and innovation capabilities.

The Library and Archives Master Plan has been developed in alignment with the Campus Master Plan, and has been driven by several factors:

- Unmet and growing demands for study and learning space in the libraries
- The proliferation of digital information resources, overcrowded collections spaces, and new opportunities for preserving and storing lesser used print collections
- The impact of technology on learning and research, and on the scope and delivery of library services
- Aging infrastructure and associated risks to collections and accessibility, particularly in Douglas Library and the Archives in Kathleen Ryan Hall
- Financial sustainability, both in terms of service costs and space costs

The strategies proposed in the Library and Archives Master Plan emerged through an extensive collaborative process with stakeholders, guided by a steering group that included student representatives and faculty members as well as Library, Archives, Queen's Learning Commons and Campus Planning representatives.

KEY PRINCIPLES

Based on the issues and themes explored through the process of discovery, analysis and stakeholder input, the following set of key principles was developed to guide the recommendations of the Plan.

Library and Archives Services

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

Collections

Develop a new collection paradigm that supports learning and research through improved accessibility, presentation, and preservation.

Technology

Integrate new technologies seamlessly into the delivery of services and the creation of dynamic learning and study space.

Learning and Study Spaces

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

Sense of Place

Restore, transform, and realize the potential of under-developed library and archives spaces to provide memorable places for social and intellectual encounters and discovery.

Accessibility

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

Diversity and Community

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

Facilities and Operations

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

VISION

The Library and Archives Master Plan outlines a planning framework that envisions over the next twenty years a transformed library system at Queen's built upon its solid foundation of superb services, collections and spaces. This intellectual network will inspire discovery and enable creativity, from its welcoming presence at the academic crossroads of Queen's to its intimate spaces across the campus and its virtual presence around the world. It will offer expanded and enhanced learning and study spaces, promote and preserve collections, leverage technology, embed and expand services into more open and accessible spaces, and evolve to meet the changing needs of the 21st century learner and researcher. When implemented, the Plan will significantly enrich the student learning experience and research at Queen's and expand the Library's reach to more fully engage Queen's broad and diverse community.

Guided by this vision, the Plan addresses the University's strategic framework as follows.

Student Learning Experience

- Substantially increase the amount of learning space in existing libraries, including numerous group study rooms and dedicated graduate student space, and expand exhibition, gallery and community gathering space
- Develop a network of inviting places for study, interactive learning and innovation, distributed in various key locations across campus and linked to information services and resources.
- Improve accessibility in every library

Research Prominence

- Enhance research opportunities and community engagement with the creation of inviting, technology-enabled, interdisciplinary spaces
- Solve the severe preservation and access issues of the Archives and the Jordan Special Collections and Music Library, where researchers rely upon irreplaceable resources such as the private papers of key figures across the disciplines, historic records, unique collections and rare books
- Support researchers' use of the Library and Archives entire collection, through a re-envisioned paradigm of enhanced access, presentation, and preservation, to provide the best stewardship of resources and sound guidelines for converting portions of stack space to other vital uses

Financial Sustainability

- Reduce overall Library and Archives space by 10%, primarily by relocating the Archives from Kathleen Ryan Hall
- Reinvest strategically in remaining facilities to increase their operational efficacy and life span
- Intensify the use of Douglas Library and Stauffer Library, prime sites in the centre of campus
- Repurpose existing spaces to accommodate new pedagogy and learning needs
- Provide a redevelopment opportunity at Kathleen Ryan Hall, which is adjacent to one of the few potential building sites on campus

SUMMARY OF RECOMMENDATIONS

The Plan recommends investing in the renovation and transformation of five existing libraries. The proposed changes should be considered as a high-level conceptual framework for an orderly, targeted approach to facility investments.

Douglas Library

- Transform Douglas Library, an exemplar of Queen's Collegiate Gothic heritage style and a pivotal place on campus, into a focal point of knowledge and research, to become a dynamic new Centre for Digital and Print Culture
- Relocate the Archives, whose collections and services are an invaluable asset for Queen's and the broader community, from Kathleen Ryan Hall, an inadequate building for the long-term future of the Archives. Join the Archives with Special Collections in Douglas Library in a research and exhibit facility that includes a preservation storage environment, a conservation lab, and a secure reading room
- Incorporate new partnerships, services, expanded study areas, and dedicated graduate research space
- Relocate the Engineering and Science Library and the Music portion of Jordan Library to the Stauffer Library

Stauffer Library

- Strengthen Stauffer Library's signature stature as a focus at Queen's for the student learning experience
- Leverage the distinguishing characteristics of the building to significantly expand and enhance learning and research services and study spaces, including robust technology, an expanded Queen's Learning Commons and dedicated graduate research space
- Reconfigure the lower level to be more open to daylight and include the potential to create a new accessible reading garden as a unique outdoor study space
- Provide new opportunities for the Library to expand its community outreach and partnerships with new exhibition and display spaces

Library Square

- Leverage the iconic value of the Douglas/Stauffer relationship and their pivotal location to develop a new, major, public open space on campus at the intersection of Union and University – Library Square – as an accessible and inviting place for social interaction and special campus events throughout the year

Library Information Network at Queen's (LINQ)

- Develop a new, more agile form of Library infrastructure virtually connected with the full range of library resources and services and physically located in a variety of buildings: smaller clusters of study space, or learning communities, woven into Queen's intellectual fabric and historical narrative and configured to respond more closely with the campus's social geography and the digital information paradigm

Law Library

- Retain and strengthen the Law Library as a laboratory for legal research and a valued sanctuary for study, with additional individual and group spaces and upgrades to the building's mechanical system
- Consolidate the Library from three floors to two, allowing the first floor to be repurposed to accommodate Faculty needs

Health Sciences Library

- Retain and strengthen the Health Sciences Library as a valued place for study and research in Botterell Hall, taking into account building assessments of the Campus Master Plan and Faculty space planning
- Reconfigure the main level to provide more effective programming of staff and service space
- Significantly improve the lower level by creating an area more open to daylight for individual and group study space, and allow a portion of space to be repurposed to accommodate Faculty needs

Education Library

- Create a more compelling ‘sense of place’ with a visible entry to the corridor on the ground floor and a more dynamic demonstration teaching space and atrium
- Incorporate more robust technology infrastructure to allow future teachers better access to 21st century digital teaching and learning tools
- Upgrade building infrastructure to include significant improvements to the HVAC system

The future of the Education Library is dependent, in part, on the Campus Master Plan’s vision for the west campus. The recommendations above assume that the Faculty of Education remains on the west campus. If the Campus Master Plan recommends the development of the west campus with additional academic and research programs, then the Education Library, even when transformed, would not be adequately sized or programmed to function as a major research facility.

IMPLEMENTATION

The Library and Archives Master Plan is a living document, with a formal review planned for every five years over the next twenty years. The highest priority projects, the relocation of the Archives and the transformations of Douglas Library and Stauffer Library, are interrelated and phasing options are provided in the Plan. Recommended changes to the libraries in Faculty buildings can be implemented as separate projects, as funding and other considerations permit. It is intended that the Library and Archives Master Plan will be operationalized through Queen’s ongoing planning processes.

There are a variety of risks associated with not proceeding expeditiously with the recommendations of the Library and Archives Master Plan. These include risks with very high probability and very high impact: permanent loss of valuable research materials, sharply increasing costs of aging infrastructure, a deteriorating student learning experience and loss of competitive research edge.

The Library and Archives Master Plan sets out a strategy, building upon considerable existing strengths, to create an innovative and remarkable network of tangible, digital and human resources that will ensure excellence in research and wonderfully enrich the student learning experience at Queen’s.