

# University of Waterloo Libraries Strategic Space Plan





The University of Waterloo Libraries respectfully acknowledge that we are located on the traditional territory of the Neutral, Anishinaabeg, and Haudenosaunee peoples. The space we occupy is within the Haldimand Tract, the land granted to the Six Nations of the Grand River, which is also home to Mississaugas of the Credit First Nation.

As spaces dedicated to knowledge, memory, and access to information, the Libraries recognize our responsibility to uphold Indigenous sovereignty, support Indigenous scholarship, and contribute to truth, reconciliation, and decolonization in meaningful and ongoing ways.

We honour the enduring presence, knowledge systems, languages, and cultural practices of Indigenous peoples, and we commit to fostering respectful relationships and equitable access to knowledge for present and future generations.

## University of Waterloo: Strategic Directions

The University of Waterloo's long-term strategic directions are grounded in its bold founding in 1957, when it reimagined the relationship between higher education, industry and society through pioneering cooperative education and a deeply entrepreneurial academic culture.

In the decades since, Waterloo has rapidly developed to become one of Canada's foremost research-intensive universities earning strong international recognition in fields that shape the future—engineering, computer science, and innovation—reflected in consistently competitive global rankings. Against this backdrop, Waterloo at 100 articulates an ambitious vision for the University's 100th anniversary in 2057: a commitment to shaping an equitable, sustainable and technologically advanced future by cultivating interdisciplinary problem solvers, global citizens and transformative research environments. This vision aligns with Waterloo's Global Futures interdisciplinary program, which mobilizes institutional strengths across five interconnected futures—Societal, Health, Sustainable, Technological, and Economic—to respond to the world's most pressing challenges with purpose, creativity and impact.

Waterloo's renewed Campus Plan reinforces these aspirations by envisioning a connected, sustainable, accessible and future-ready physical environment that accelerates discovery, collaboration, and community engagement. It prioritizes adaptable interdisciplinary hubs; modern, inclusive learning and research spaces; and design principles that reflect the University's commitments to Indigenization, equity, and environmental stewardship. Together, these initiatives form a powerful, institution-wide mandate: to build environments that inspire innovation, enable bold scholarship, and strengthen Waterloo's global leadership.

The development of a long-term strategic space plan for the University of Waterloo Libraries comes at a pivotal moment in the University's evolution. As Waterloo advances the ambitious goals of Waterloo at 100, the Global Futures framework, and a comprehensive new Campus Plan, the Libraries stand at the intersection of these institutional priorities—where research, learning, innovation, and community converge.

In this context, the Libraries' 15-year strategic space plan is not simply a renewal of physical facilities—it is a transformational investment in Waterloo's academic core. Modernized, flexible and technologically advanced library spaces will expand opportunities for interdisciplinary research, digital scholarship, experiential learning, Indigenous engagement and community partnerships.

These revitalized environments will anchor Waterloo's commitment to innovation and provide inspiring, accessible spaces where ideas can take shape and global leaders are formed. For senior leaders and donors alike, supporting this vision represents an opportunity to strengthen the intellectual heart of the University and to shape the learning and research landscape for generations to come.



**Beth Namachchivaya**  
University Librarian

### **University Librarian's Message:**

The development of a long-term strategic space plan for the University of Waterloo Libraries comes at a defining moment in the institution's evolution. Waterloo's two anchor libraries—Dana Porter Library, constructed in the early 1970s and named for a Canadian national leader who played a foundational role in establishing the University, and the Davis Centre Library, completed in the late 1980s—reflect bold investments in the University's academic future. Dana Porter signaled Waterloo's commitment to creating the intellectual infrastructure necessary for a research-intensive institution, while the Davis Centre embodied an early aspiration toward the digital library of the future. Both, however, were built on the premise that print collections, and individual study spaces, would remain the dominant assets of a research library. This premise no longer reflects the actual role of today's research library in advancing learning and knowledge creation in the context of today's academic realities of research, teaching, and community engagement

In the context of Waterloo at 100, the Global Futures framework, and the renewed Campus Plan, the Libraries now stand poised to become highly interactive, interdisciplinary collision spaces central to advancing learning and research across all fields. These future-ready environments must support Indigenous engagement and reconciliation, foster belonging, and reflect the University's commitments to equity and inclusive design. Modernized library spaces will enable scholars, students, and library professionals to collaborate deeply—cocreating new ideas, advancing digital scholarship, expanding access to knowledge, and accelerating innovation. Investing in this transformation is an opportunity to strengthen the intellectual heart of the University and empower generations of learners and researchers.

# **01.**

# **Executive Summary**

# Executive Summary

The University of Waterloo Libraries' Strategic Space Plan establishes a long-term vision for the renewal and evolution of Dana Porter Library and Davis Centre Library over a 15-year planning horizon. Initiated in March 2024 under the direction of the Provost, and co-led by the Libraries and the Office of the Provost, the project responds to changing patterns of learning, teaching, research, and campus life while addressing the physical and functional constraints of the University's existing library infrastructure.

Together, Dana Porter and Davis Centre Libraries form the academic heart of the University of Waterloo's main campus library system. While both buildings remain heavily used and deeply valued, they were designed in different eras and for different models of library use. Today, they face shared challenges including aging building systems, limited flexibility, accessibility gaps, and a spatial distribution that no longer reflects contemporary student needs or institutional priorities. With no near-term plans for new library construction, this Strategic Space Plan focuses on optimizing existing assets through thoughtful renewal, reprogramming, and phased investment.



(1) Dana Porter Library,  
University of Waterloo.  
(2) Davis Centre Library,  
University of Waterloo.



(1) Typical study floor, levels 5–8, Dana Porter Library. Rendering.  
 (2) Event space, level 2, Dana Porter Library. Rendering.  
 (3) Library Accessibility Commons Davis Centre Library. Rendering.

## Vision and Mission

The Libraries' Strategic Space Plan envisions the Dana Porter and Davis Libraries as **vibrant intellectual and social hubs** that will celebrate and advance UW's unique academic and research culture. The libraries are imagined as inclusive student-centred destinations that will support **academic excellence, experiential learning, a focus on innovation, and community connection.**

The plan provides a clear framework for the transformation of Dana Porter and Davis Centre Libraries in order to orient phased interventions towards long-term priorities. These include aligning library spaces and programs with Waterloo's academic mission; integrating tools and resources that will advance Waterloo's scholarly contributions; advancing Indigeneity, equity and accessibility in these key campus spaces; considering both physical and digital resources; and ensuring that investments in space and infrastructure are strategic, sustainable, and adaptable to future needs.

The result will be two libraries that foster **discovery, collaboration, innovation, and belonging** while continuing to support **rigorous scholarship and research, reflecting Waterloo's unique culture of learning and innovation.**

## Guiding Principles

The Strategic Space Plan is grounded in four guiding principles, developed by the Libraries' Strategic Space Plan Steering Committee at the outset of the project, that have shaped the exploration, vision, and implementation of the final plan:



### Intellectual Centre

Strengthen the Libraries' role as the intellectual centre of campus by supporting deep study, interdisciplinary inquiry, and academic exchange.



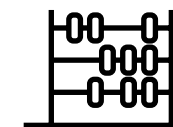
### Common Good Space

Position the libraries as shared, welcoming spaces that serve the entire University community and reinforce the Libraries' role as a public academic resource.



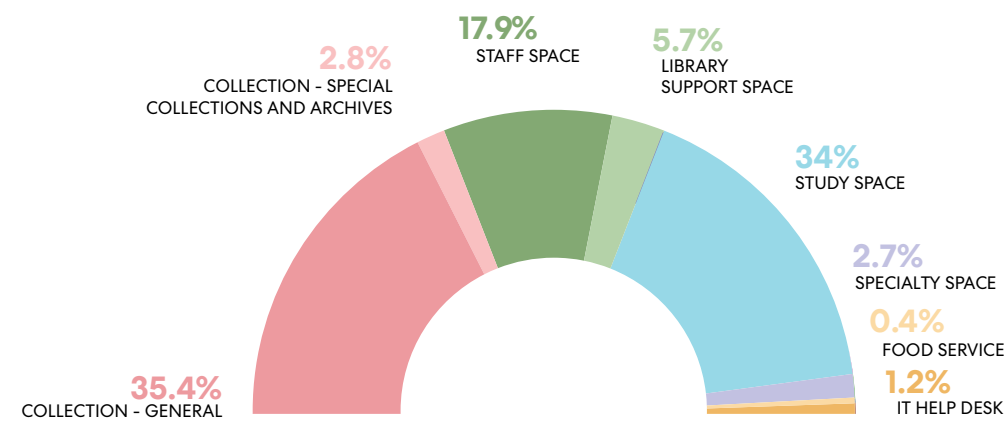
### Experiential Learning

Enable hands-on, experiential learning through flexible spaces that support collaboration, innovation, digital scholarship, and emerging pedagogies.



### Welcoming and Inclusive

Create accessible, inclusive environments that reflect the University's commitments to Indigeneity, equity, diversity, and belonging, and that support multiple ways of learning and knowing.



## Planning Approach and Engagement

The Strategic Space Plan has been informed by extensive engagement conducted between August and October 2025, involving approximately 1,000 participants including students, faculty, staff, Indigenous community members, and equity-deserving groups. Engagement activities included workshops, open houses, pop-ups, leadership sessions, and surveys, ensuring that the plan reflects a shared understanding of needs, aspirations, and priorities across the University community.

This input was synthesized into actionable themes and detailed observations that guided the development of the functional program, planning principles, spatial strategies, and in some cases, detailed planning.

The plan also aligns with broader University initiatives, including *Waterloo at 100*, the *Indigenous Strategic Plan*, accessibility commitments, and sustainability goals.

## Planning and Design

The design concept builds on the inherent strengths of each library while addressing limitations and constraints.

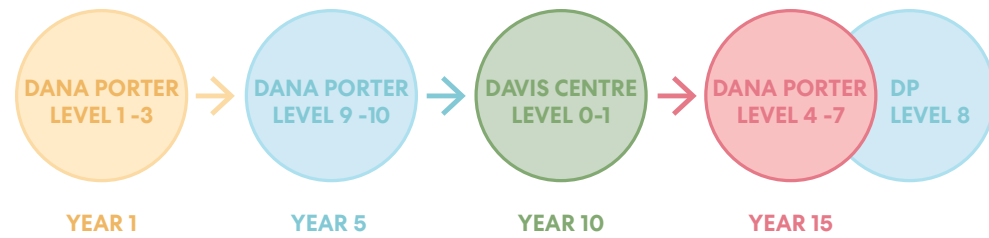
At Dana Porter, the approach respects the building’s architectural legacy as a landmark of 1960s Canadian institutional modernism, working within its structural logic to introduce more daylight, improve wayfinding, enhance accessibility, and create welcoming destination spaces. A strategic reduction and reconfiguration of physical collections frees up significant floor area to support new student-centred programs, including a centralized Learning Commons, digital scholarship and technology-enabled spaces, flexible event and presentation areas, expanded quiet and collaborative study environments, and dedicated Indigenous Learning Centre that invite broader campus engagement.

At the Davis Centre, the plan undertakes a comprehensive reworking of the library interior, moving away from a uniform “sea of carrels” toward a more dynamic and differentiated learning environment. A reduced collections footprint enables the introduction of new programs such as a Library

Accessibility Common and the Ignite Lab, a technology-rich e-sports-ready space for teaching and research. The space plan intentionally reorganizes functions to create an active, collaborative learning zone at level 1, while consolidating quiet and silent study areas in the basement to improve acoustic separation, clarity, and student choice.

Across both libraries, the planning approach prioritizes user experience, with an emphasis on offering choice and variety among a range of healthier, more comfortable, and more supportive environments. Learning, wellness, and community-focused functions enjoy priority spaces with good access to daylight and views. Clear program zoning balances active and quiet uses—making wayfinding more intuitive, improving acoustic comfort and functionality, offering clearly differentiated spaces for different modes of learning, and advancing accessibility and inclusivity.

This strategic reallocation of space allows the introduction of high-impact programs such as the Learning Commons while maintaining the Libraries’ core academic, research, and service functions.



## Phasing and Implementation Strategy

Recognizing the scale, complexity, and potential cost of revitalizing aging and occupied buildings, the Strategic Space Plan proposes a 15-year phased implementation approach. This high-level approach will support incremental transformation over time—allowing Waterloo to align capital investments with funding availability; integrating key deferred maintenance items; and ensuring that sequential interventions add up to an integrated final product. Phases are structured to address short-, medium-, and long-term priorities while maintaining Waterloo’s flexibility to respond to evolving academic needs, funding availability, and operational constraints. Beyond the cost benefits associated with undertaking these transformations over a series of phases, this approach has also been considered to allow each library to remain operational through construction, reducing impact on the campus community and maintaining access to these critical campus resources.

## Conclusion

The University of Waterloo Libraries’ Strategic Space Plan provides a clear and adaptable roadmap for the future of Dana Porter and Davis Centre Libraries. By balancing respect for architectural heritage with contemporary learning needs, and by grounding design decisions in engagement, data, and long-term planning, the plan positions the Libraries to remain central to campus life for decades to come. It affirms the Libraries’ role not only as places to study, but as inclusive hubs that support learning, innovation, connection, and scholarship.



(1) Learning Commons and Indigineous Learning Centre. Rendering.

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# Introduction

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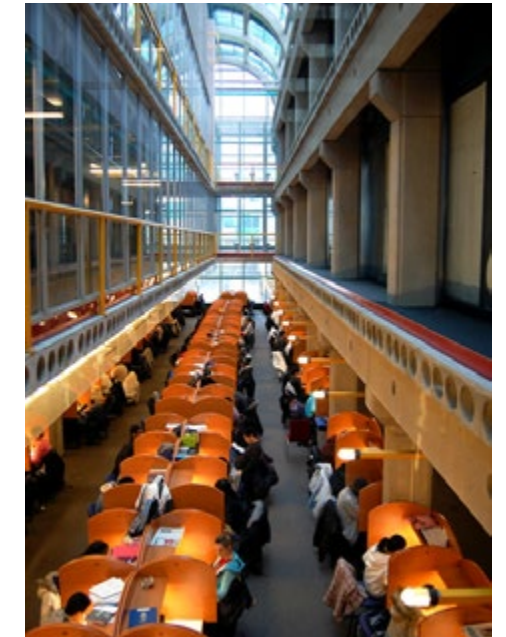
# Project Background & Context

The University of Waterloo Libraries' Strategic Space Planning project began in March 2024, when the Provost commissioned the Libraries' Strategic Space Planning Steering Committee, co-led by the Libraries and the Office of the Provost. This initiative reflects the University's long-term commitment to aligning its physical environments with its academic mission, institutional values, and evolving modes of teaching, learning, and research. The resulting Strategic Space Plan represents the culmination of the strategic planning phase and establishes a comprehensive 15-year framework for the renewal of Dana Porter Library and Davis Centre Library.

At the core of this work is Waterloo's distinctive emphasis on experiential learning, innovation, and emphasis on experiential learning and innovation. As an institution globally recognized for its co-operative education model, entrepreneurial culture, and strong integration between theory and practice, Waterloo places a high value on spaces that enable experimentation, collaboration, and interdisciplinary exchange. Libraries at Waterloo are not conceived solely as repositories of information, but as active learning ecosystems that support making, testing, collaboration, reflection, and discovery. This cultural context fundamentally shapes the vision for the future of the library system.

The Strategic Space Plan defines a service, programming, and design vision for the Dana Porter and Davis Libraries over the next 15 years that responds to the University's academic trajectory and student experience goals. It articulates a functional program capable of supporting evolving pedagogies, research practices, and modes of study, while reinforcing the library's role as a shared civic and intellectual commons on campus. The plan identifies guiding planning and design principles that prioritize flexibility, adaptability, inclusivity, and clarity, ensuring that library spaces can evolve alongside changing institutional needs. High-level architectural strategies are proposed to illustrate how these principles may be spatially realized within the existing buildings, while respecting their architectural character and campus significance.

Recognizing the scale and complexity of renewal, the plan outlines an incremental approach to implementation through a series of sequential renovations and capital projects. This phased strategy enables the University to align investments with academic priorities, minimize disruption, and respond to emerging opportunities over time. The planning framework is informed by engineering analysis and building condition assessments, ensuring that spatial aspirations are grounded in technical feasibility. High-level cost estimates for both the full plan and potential phases support long-term capital planning and align the library renewal strategy with broader campus asset management initiatives.



(1) Exterior, Dana Porter Library. Photograph. (2) Interior, Davis Centre Library. Photograph.

## Libraries Context

The University of Waterloo library system plays a central role in the academic and social life of the campus, supporting a diverse population of undergraduate students, graduate students, faculty, researchers, and staff. Dana Porter Library and Davis Centre Library are the two primary library buildings addressed in this plan, each occupying a strategic location within the academic core of campus and serving distinct yet complementary roles.

Dana Porter Library, one of the University's earliest major academic buildings, holds a prominent symbolic and geographic position at the heart of campus. Davis Centre Library, integrated within a multi-use academic complex, reflects Waterloo's later evolution toward interdisciplinary learning environments and technology-driven study. Together, these libraries anchor the University's learning landscape and provide critical infrastructure for academic success, community building, and innovation. The Strategic Space Plan positions both libraries to continue supporting Waterloo's culture of experimentation, collaboration, and future-oriented education for the next generation.

# Strategic Commitments and Guiding Principles

## Strategic commitments

The University of Waterloo's unique character calls for a library that is agile and builds partnerships to continuously transform approaches to the creation, discovery, use, sharing, and preservation of information that is open and equitably accessible.

The Libraries commits to making progress in the following areas from 2026 to 2028 and beyond:

- Research Services
- Learning, Access and Inclusion
- Space, Activities and Partnerships
- Organizational Transitions

The Libraries is uniquely positioned to realize these outcomes. Through our unparalleled services, research collections, deep expertise, and indispensable teaching of critical information appraisal, we equip scholars and students to find, assess, and integrate data and scholarship into ground-breaking solutions to real-world problems.

## Vision

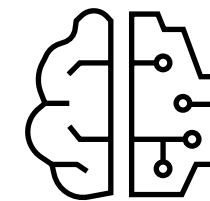
Your partner in learning, research and innovation.

We are bold in our services and expertise while focused on our mission and commitment to quality. Wherever your ideas may lead you, we are your partner in learning, research and innovation.

## Mission

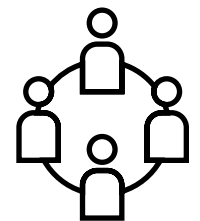
The Libraries advances the creation, discovery, sharing and use of knowledge through research, teaching and community collaborations that complement the stewardship of distinctive collections, services and spaces.

## Guiding Principles



### Intellectual Centre:

Foster Libraries' place as the intellectual centre of campus



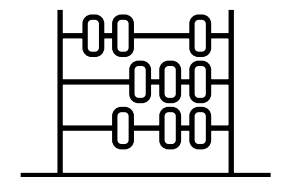
### Common Good Space

Advance the Libraries as a 'common good' space in the one university model



### Experiential Learning

Creating transformative experiential learning spaces to support Waterloo's academic mission.



### Welcoming & Inclusive

Provide welcoming, inclusive, and accessible spaces that reflect Waterloo's commitment to Indigeneity, equity, diversity and belonging.

# Project Team



## University of Waterloo Libraries' Strategic Steering Committee

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University Librarian

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**Julia Hansen**  
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**Vennice de Guzman**  
Project Architect



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(1) Dana Porter Library, Phase 2 construction. Photograph.  
 (2) Davis Centre, historic image. Photograph.  
 (3) Campus plan. Diagram.

# Campus Context



## Dana Porter

Dana Porter Library sits at the centre of the University of Waterloo campus, intentionally positioned between major academic buildings so it could function as a shared resource for the entire University. Rather than facing outward as a public landmark, its location reinforces its role as an internal academic anchor, closely tied to daily student and faculty life. The building was designed by Shore and Moffat and Partners and constructed in a series of phases between 1963 and 1969, responding to the rapid growth of the University in its early years. The first phase established the building's base and footprint, with later phases adding upper levels as collections and study needs expanded. This incremental approach shaped the library's compact, stacked form. Despite being built over several stages, the design remains cohesive, with a consistent use of exposed concrete, a clear structural grid, and a massing that continues to define this part of the campus today.



## Davis Centre

The Davis Centre is located along Ring Road in the north-central area of the University of Waterloo's main campus, close to several core academic buildings, pedestrian pathways, and major transit stops. Its location reinforces its role as a highly accessible, campus-oriented building that supports day-to-day academic activity and strong connections to surrounding facilities. Completed in the early 1980s and designed by IKOY Partnership as the William G. Davis Computer Research Centre, the building reflects a shift in architectural thinking from the monumentality of the 1960s toward a more flexible, performance-driven approach. The architecture is characterized by a lighter, modular structure with large floor plates and clearly organized systems, expressing a neo-modern style where efficiency, adaptability, and building performance take precedence over symbolic mass.

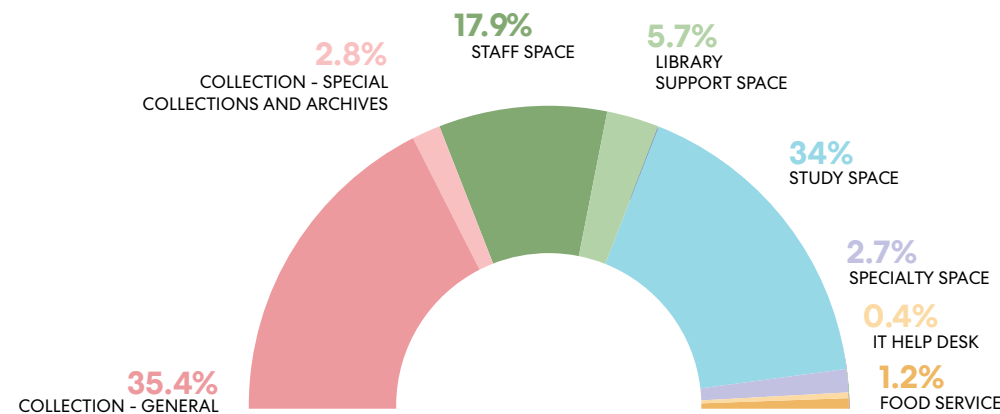
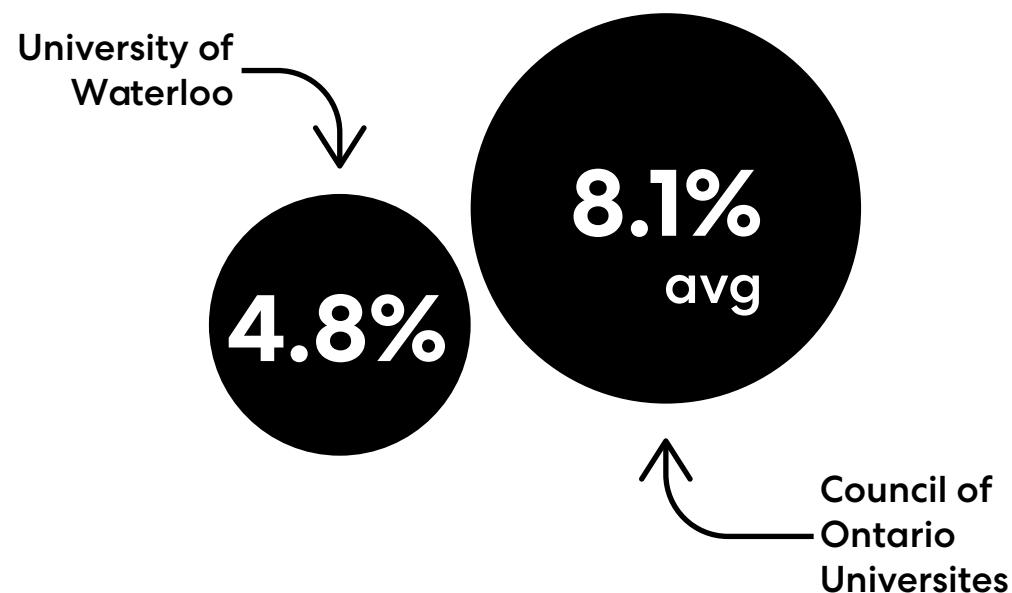


## Campus Plan

Brook McIlroy is the Prime Consultant for the University of Waterloo's campus plan, responsible for setting the long-term vision and planning framework that guides campus growth, public realm improvements, and overall spatial cohesion. Their work establishes the broader principles for land use, circulation, landscape, and placemaking across campus. As the Library Design Consultant, Perkins and Will's role is to complement and align with this campus-wide vision by translating these principles into thoughtful, site-specific design strategies for the libraries. Perkins and Will met with the Brook McIlroy team on October 16, 2025 to receive an overview of their campus planning work, helping ensure that the proposed libraries' improvements support the larger campus plan while responding to the libraries' evolving academic and social role within the University of Waterloo.

# Current Program

The Dana Porter and Davis Centre Libraries serve as the primary libraries on the University of Waterloo's main campus. Together, library space accounts for approximately 4.8% of the University's total campus area. By comparison, the provincial average for library space is 8.1%, according to the Council of Ontario Universities' 2022-23 Inventory of Physical Facilities, with many peer institutions dedicating a significantly higher proportion of space to their libraries. In the absence of near-term plans to expand the University's library footprint, it is critical that existing library spaces are used in the most effective, intentional, and strategic way to meet current and future academic needs.



## Overall Library Space

Type of Space	OVERALL		
	SF	SM	% of total
General Collections	47,923	4,452.2	35.4%
Special Collections & Archives	3,756	348.9	2.8%
Staff Area	24,278	2,255.5	17.9%
Library Support Space	7,719	717.1	5.7%
Study Space	46,061	4,279.2	34.0%
Specialty space	3,658	339.8	2.7%
Food Service	556	51.7	0.4%
IT Helpdesk	1,595	148.2	1.2%
	135,546	12,592.5	100%

## Dana Porter Library

Type of Space	DANA PORTER LIBRARY		
	SF	SM	% of total
General Collections	31,022	2,882.0	35.3%
Special Collections & Archives	3,756	348.9	4.3%
Staff Area	19,984	1,856.6	22.7%
Library Support Space	4,498	417.9	5.1%
Study Space	24,181	2,246.5	27.5%
Specialty space	3,658	339.8	4.2%
Food Service	556	51.7	0.6%
IT Helpdesk	274	25.5	0.3%
	87,929	8,168.8	100%

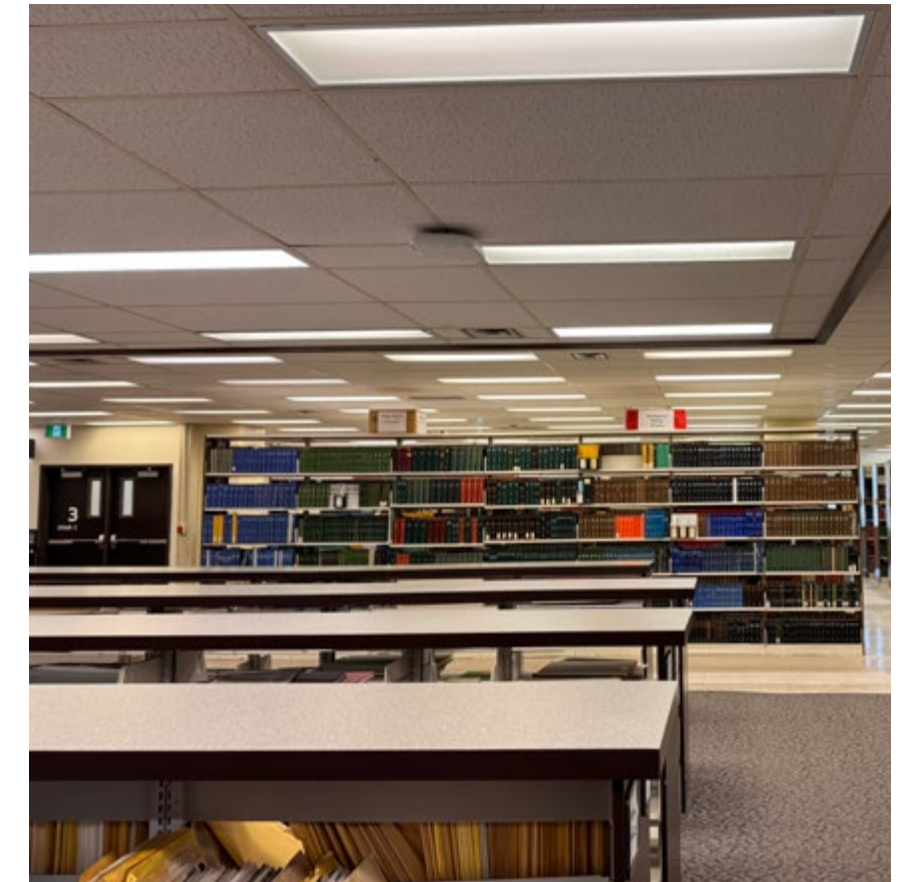
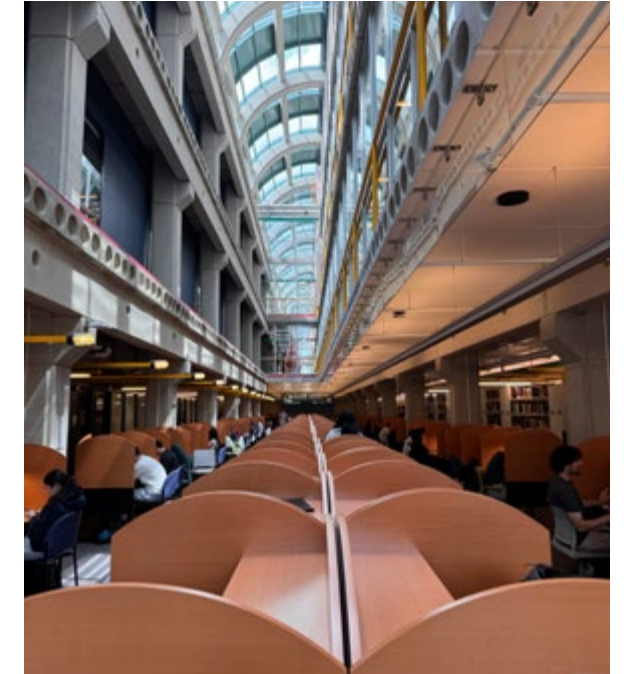
## Davis Centre Library

Type of Space	DAVIS CENTRE LIBRARY		
	SF	SM	% of total
General Collections	16,901	1,570.1	35.5%
Staff Area	4,294	398.9	9.0%
Library Support Space	3,221	299.2	6.8%
Study Space	21,880	2,032.7	45.9%
IT Helpdesk	1,321	122.7	2.8%
	47,617	4,423.7	100%

# Study Space

Study spaces account for approximately 35% of the total usable library area, or just over 49,000 square feet (4,600 square metres). These spaces are predominantly configured for individual study, with 86% of all study seating dedicated to solo use. Limited group study options are provided through open group tables in the Davis Centre Library and enclosed group study rooms in both the Davis Centre and Dana Porter Libraries. In total, the Davis Centre Library provides approximately 700 study seats, while Dana Porter Library offers study spaces for approximately 1,800 users.

Overall, there is limited diversity in seating types, with most individual study occurring at study carrels or small tables. The Libraries uses Occuspace to track utilization and occupancy across library study spaces. Data indicates that the Davis Centre Library experiences consistently higher occupancy levels and longer average dwell times than Dana Porter Library. At peak periods during the academic term, occupancy at the Davis Centre Library frequently approaches or exceeds 100%, while Dana Porter Library generally exhibits lower occupancy and less dense use. This pattern is influenced by both campus location and building configuration, including Dana Porter's ten-storey vertical layout. To support wayfinding and user choice, both libraries provide real-time occupancy displays in their main lobby areas, allowing students to identify available study areas across floors.



Study spaces: (1) Basement of Davis Centre; (2) Level 1 of Davis Centre; (3) Level 8 of Dana Porter Library; (4) Level 3 of Dana Porter Library. Photographs.

# Collections

## General Collections

Over 35% of the existing library-controlled space, approximately 48,000 sf/4,500m<sup>2</sup> is being used for general collections throughout the two libraries. Most of this collection is accessed via stationary shelving on each level of the library. The existing stacks do not meet current accessibility requirements with aisles that are too narrow, and shelf heights that exceed reach. Within the general collections, there are certain types of collections (eg: microfiche, government publications) that occupy space that exceeds their demand from patrons.

## Special Collections & Archives

Located on level 1 of the Dana Porter Library, the Special Collections & Archives (SCA) area includes compact shelving, traditional shelving, and specialized storage for items with special requirements for storage and preservation (eg. refrigerators and freezers). The collection area is inadequate for the extent of the special collections and archives. Within SCA, there is a room designed for collections display and exploration that can also serve as an instructional space, where students interact with materials from SCA. The existing classroom is tucked away, limited in adaptability, and unable to comfortably accommodate a capacity of 30 students. The SCA area is somewhat hidden from view and is located outside of primary circulation routes within the library. As a result, it functions more as a destination program rather than being readily discovered. The team supporting SCA is embedded within the SCA area, as they require proximity to the collection they support.



Collections: (1) Dana Porter general collections; (2) Dana Porter Special Collections Archives; (3) Davis Centre collections. Photographs.

# Support Spaces

## Specialized Areas

The Dana Porter Library includes a couple of specialized learning spaces: The Adaptive Technology Centre (ATC), the Geospatial Centre and the Tech Sandbox. The ATC is a small suite on level 2 in Dana Porter with open and private study areas, assistive technology and staff to support the Centre's operations. The Geospatial Centre is an access-controlled space that includes the geographic information system services and collections and is located on level 3. The Tech Sandbox is a repurposed space on level 3, complete with educational technologies and used for training and exploration, and accessible to students when not booked for programming.

## Staff Area

Staff office space occupies 18% of total usable library space, with staff office locations in both the Davis Centre Library on level 1 and at Dana Porter on levels 1, 2, 3, 4, and 5, with full occupancy of levels 4 and 5.

## Library Support Space

Includes library support spaces such as service desks and back-of-house areas, accounting for 6% of the overall usable space within library-controlled areas, or just under 8,000 sf (720 m<sup>2</sup>).

## Non-Library Space

Within both Davis Centre and Dana Porter Libraries, there are non-library spaces for patron support. There is an IST helpdesk where students can seek IT assistance, and borrow technology. At Dana Porter Library, there is a café on the main level, level 2. The Davis Centre Library food service needs are supported by a Tim Horton's outlet just outside of the library.

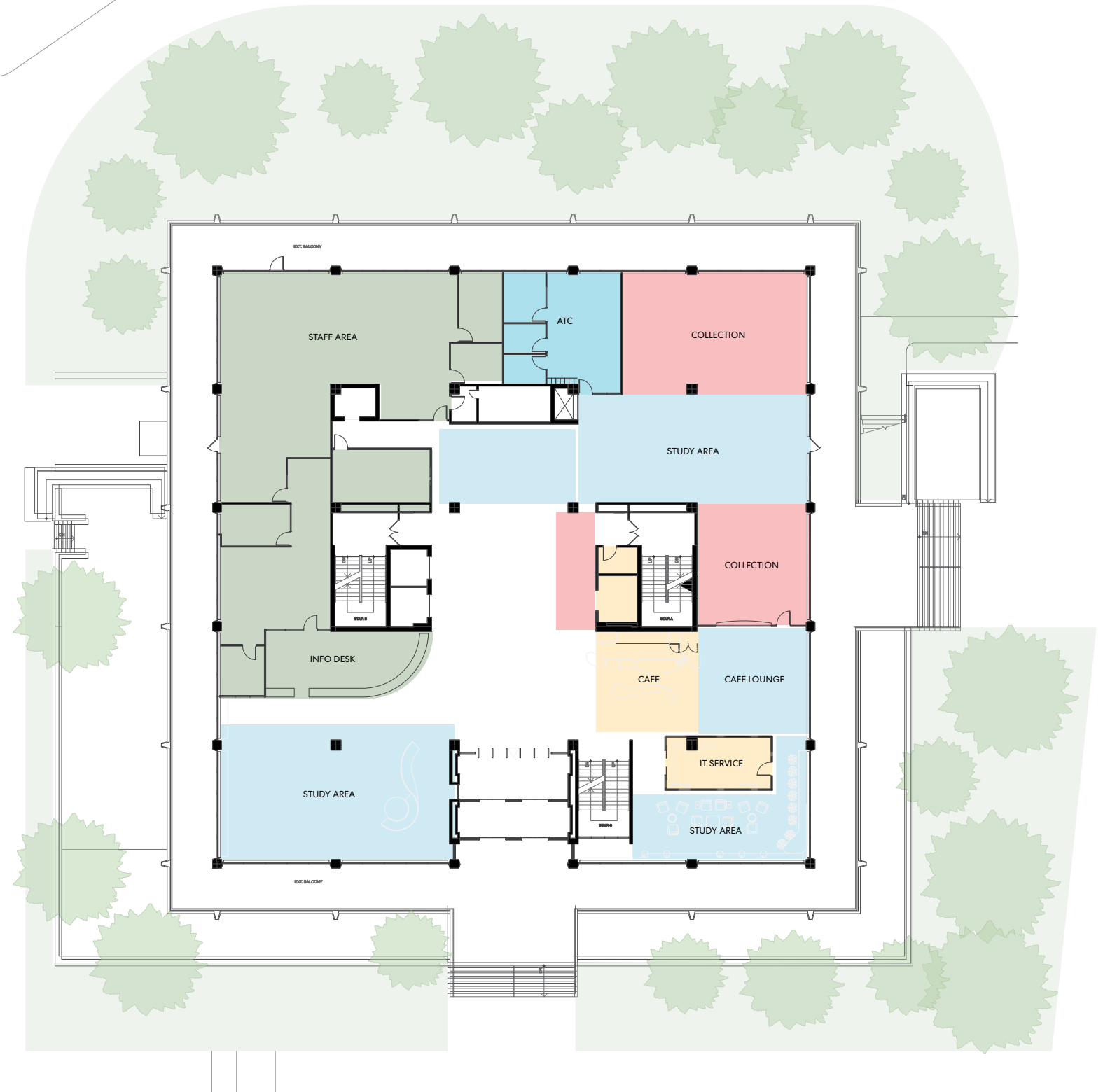


Support spaces: (1) Davis Centre classroom; (2) Lounge; (3) library services desk. Photographs.

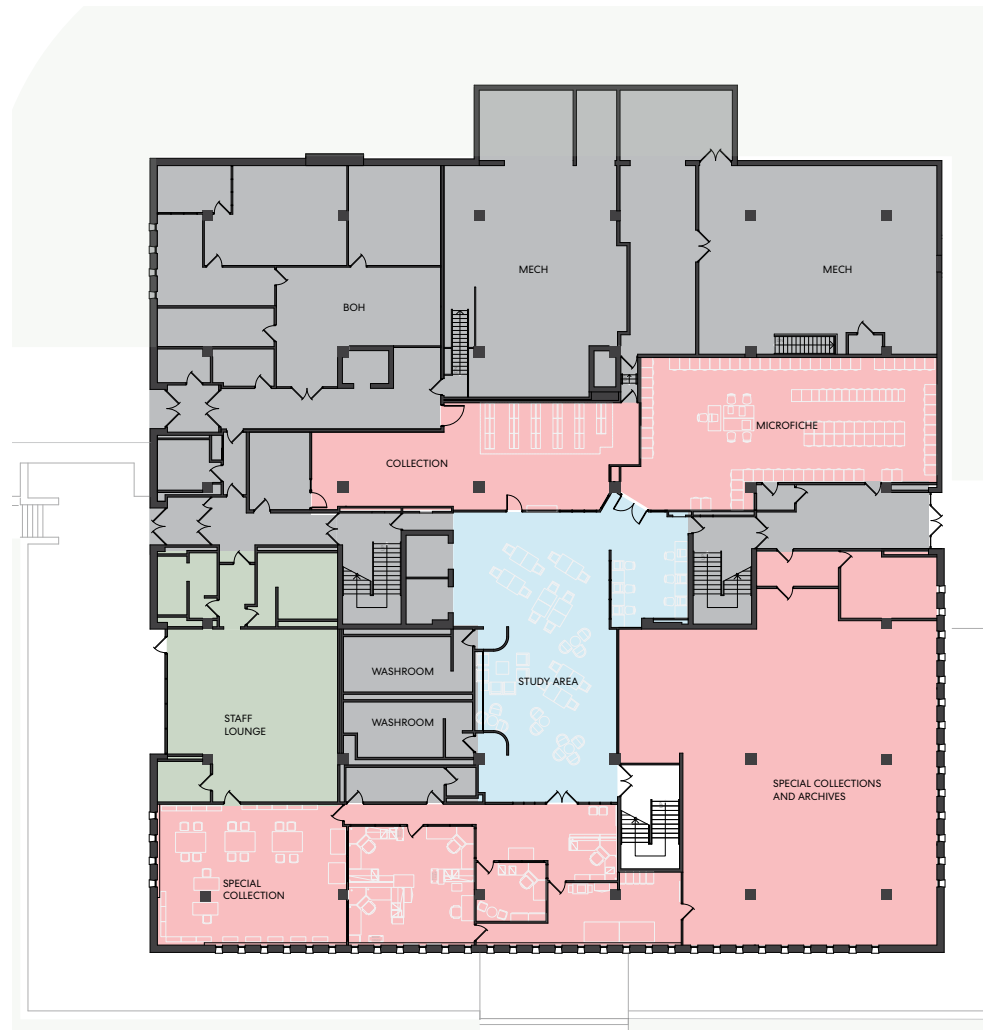
# Dana Porter - Existing Plan

## Dana Porter - Level 2

The main floor of Dana Porter Library serves as a vibrant hub for study, services, and student interaction at the University of Waterloo. On arrival, students encounter the Browsers Café, where they can grab coffee, snacks, and light refreshments to fuel study sessions without leaving the building. Centrally located is the Library Help Desk and Reception area, offering circulation support and research assistance. Just beyond this core zone is the Adaptive Technology Centre (ATC), a dedicated accessible learning space with assistive software and quiet workstations that support diverse learning needs. Staff workspaces and IT services are integrated near the service desks, ensuring ready support. Surrounding these key services, library collections and open study zones create a dynamic environment that balances social study, academic support, and independent research.



# Dana Porter Library - Existing Plans



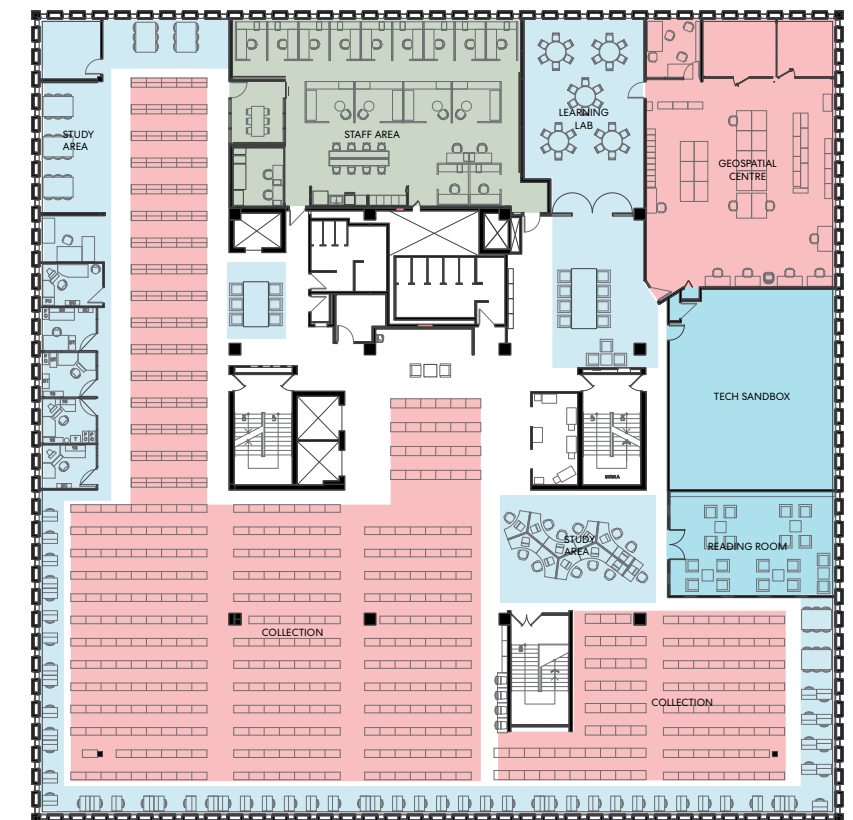
## Dana Porter - Level 1

The lower level of Dana Porter Library is primarily a back-of-house area dedicated to building operations and support functions. It contains major mechanical and building service equipment, Special Collections & Archives, and collection storage areas designed for long-term preservation. A staff lounge is also located on this level, providing support space for library staff.



## Dana Porter - Level 2

The main floor of Dana Porter Library functions as a vibrant hub for study, services, and student life at the University of Waterloo. Upon arrival, students encounter Browsers Café for coffee and light refreshments, alongside the centrally located Library Help Desk and Reception, the nearby Adaptive Technology Centre with assistive technologies and quiet workstations, integrated staff and IT support areas, and surrounding collections and open study zones that together create a dynamic environment balancing social learning, academic support, and independent research.



## Dana Porter - Level 3

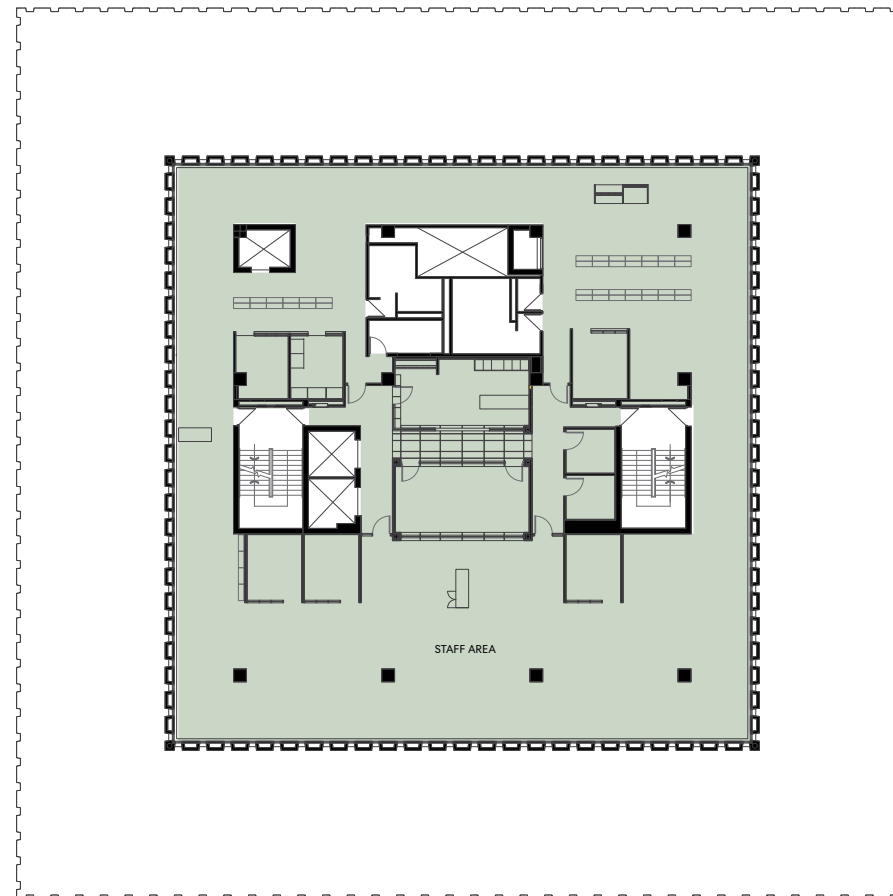
Level 3 of Dana Porter Library is primarily dedicated to collections, supported by staff work areas, individual study spaces, enclosed group study rooms, and a Reading Room. In addition to stack and study areas, the floor includes specialized learning, research, and instructional environments such as the Geospatial Centre, Tech Sandbox, and Learning Lab, supporting both focused scholarship and technology-enabled teaching and research.

# Dana Porter Library - Existing Plans



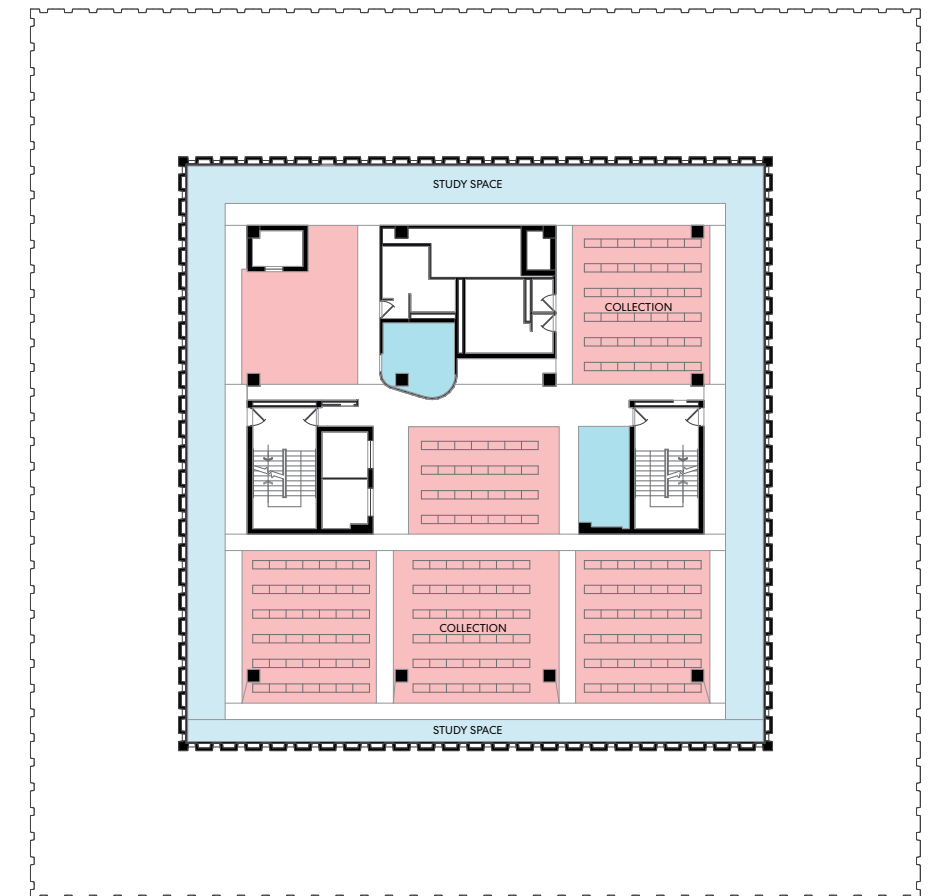
## Dana Porter - Level 4

Level 4 of Dana Porter Library currently accommodates major mechanical equipment alongside dedicated office space for library leadership, including the university librarian, as well as public meeting rooms.



## Dana Porter - Level 5

Level 5 of Dana Porter Library is dedicated to staff use and includes staff offices, a kitchen, and a series of group meeting rooms.



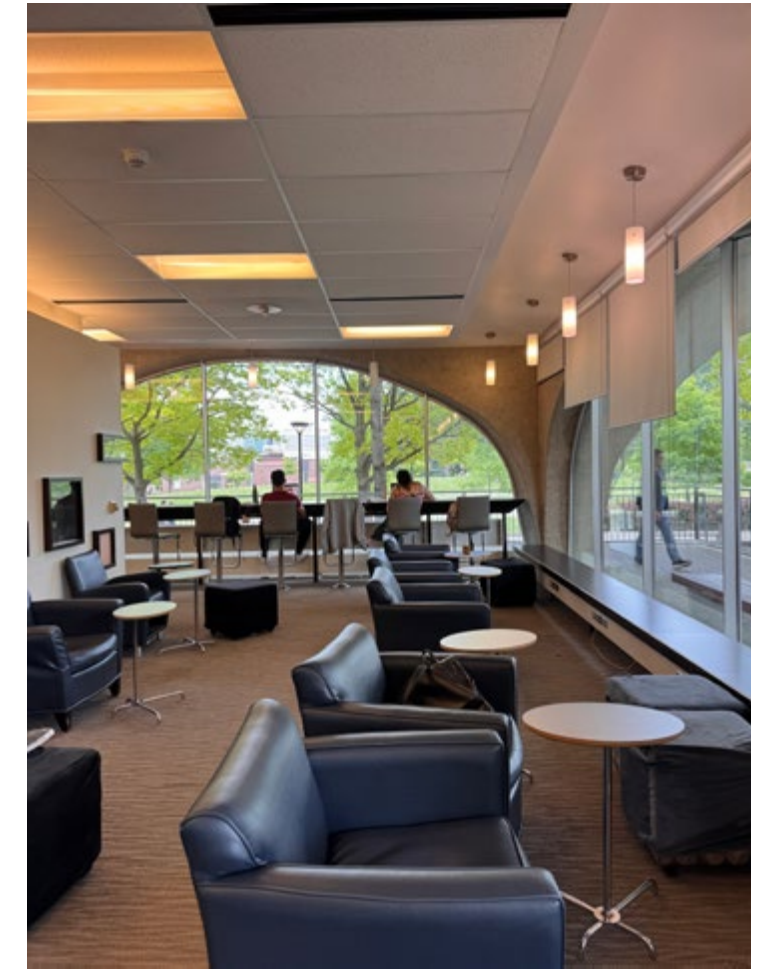
## Dana Porter - Level 6-10

Levels 6 through 10 of Dana Porter Library are primarily organized around the building's structural constraints, with collections concentrated at the centre of each floor where load capacity can be accommodated. Study tables and seating are distributed throughout, varying by floor, with the perimeter consistently dedicated to study tables and chairs.

# Dana Porter Library Architectural Report Summary

Dana Porter Library is a defining example of 1960s Canadian institutional modernism and remains a central academic anchor on the University of Waterloo campus. Designed with a strong emphasis on permanence, structural clarity, and material honesty, the building's exposed concrete frame, compact massing, and vertically stacked organization express durability and long-term institutional investment. Its planning logic is closely tied to the structural system, with heavy collections concentrated at the centre of the floor plates and study and support spaces arranged around them.

While this architectural clarity reinforces Dana Porter's identity and heritage value, it also introduces constraints. Limited daylight penetration, fixed structural loading zones, centralized servicing, and vertically segregated programs reduce flexibility for large-scale reconfiguration. Accessibility upgrades and contemporary library uses must therefore work carefully within the building's original structural and spatial logic. Future interventions will need to balance preservation of character-defining elements with selective, minimally invasive upgrades that improve user experience, accessibility, and adaptability while respecting the building's architectural intent.



*Dana Porter Library spaces: (1) Archives; (2) individual study space; (3) main Level 1 lounge. Photographs.*

# Dana Porter Library Engineering's Report Summary

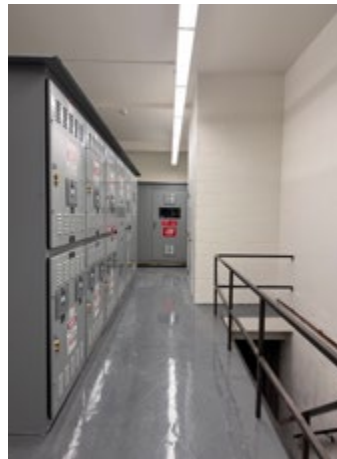
## MECHANICAL & ELECTRICAL

The Building Condition Assessment for the Dana Porter Library summarizes the current state of the building's mechanical, electrical, plumbing, fire protection, and control systems. Originally constructed in the mid-1960s with expansions in the early 1970s, the library continues to rely on a significant amount of original infrastructure that has exceeded its typical service life. Most mechanical and plumbing systems remain operational but are generally in fair to poor condition due to age. Key components, including primary air handling units, pumps, baseboard heaters, and distribution piping, are approaching the end of their service life and are recommended for replacement or refurbishment in the near term. Original piping systems show signs of leakage and ongoing water loss, warranting further investigation.

Electrical and fire alarm systems are generally in fair to good condition and have benefited from more recent upgrades; however, the building's electrical distribution was not designed to support contemporary patterns of technology use. There is a limited availability of electrical outlets throughout study areas, which constrains flexibility, reduces usability, and impacts the overall student experience. Targeted near-term investment will be required to address these infrastructure limitations, reduce operational risk, and support the library's long-term use and future renovations.

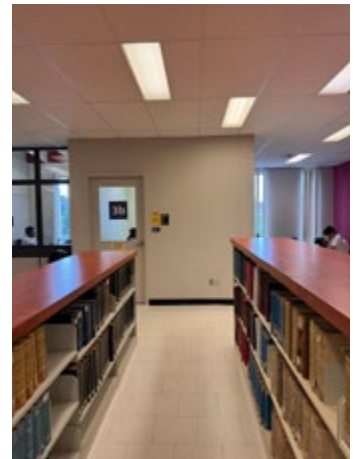
## STRUCTURAL

The Dana Porter Library structure was reviewed as part of the University of Waterloo's Libraries' Strategic Space Plan. Constructed in multiple phases between the mid-1960s with expansions in the early 1970s, the building is primarily composed of cast-in-place and prestressed concrete, with a steel-framed mechanical penthouse. Overall, the structure is in good condition, with no major deficiencies observed during the visual assessment. Minor cracking, spalling, and areas of localized water-related deterioration were noted in select locations, including exterior slabs and areaway elements, and are recommended for monitoring and targeted repair. The building's two-way waffle slab system generally performs well but presents limitations for new openings and added loads, which should be carefully considered during future renovations and program changes.



## ACOUSTIC

The acoustic review of the Dana Porter Library identified a range of learning and study environments with varying acoustic performance. Open study areas and office spaces rely primarily on acoustic ceiling treatments, which provide limited sound absorption and allow noise to travel between adjacent spaces. Enclosed rooms, including learning labs and meeting spaces, exhibit sound leakage due to gaps at doors and limited acoustic separation. Quiet zones such as the Reading Room rely more on administrative controls than physical acoustic separation. Overall, targeted improvements to partitions, doors, and absorptive finishes would support clearer zoning and improved acoustic comfort.



# Dana Porter Library Key Assets

## Iconic Presence and Campus Connectivity

The Library's prominent location at a major campus intersection presents a unique opportunity to build on its iconic identity and evolve into a vibrant academic and social destination.

## Access to Light, Views, and Nature

Libraries of this age, and libraries that were constructed in the decades that followed, are often very constrained by limited access to natural light and limited access to outdoor space. At Dana Porter, the combination of small floorplates and regular windows in the tower, more generous glazing on lower levels, and the presence of the elevated walkway at level 2 all create the possibility of well-lit, well-connected interior spaces.

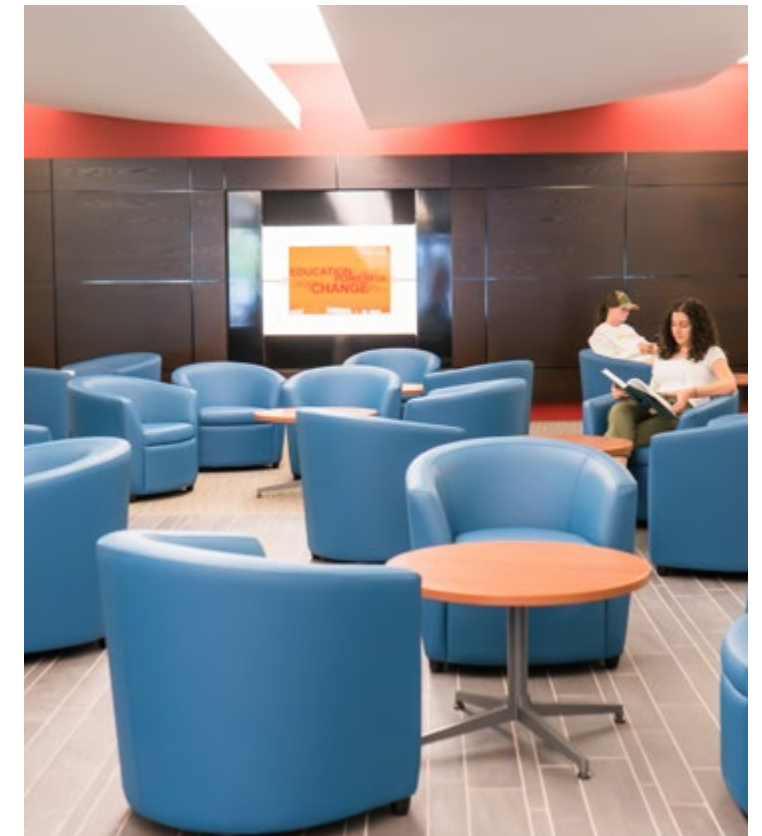
## Clarity in Plan and Section

Planning is both rigorous and flexible, establishing a resilient framework for future interventions. At the lower levels, variation in the plans creates opportunities for diverse and engaging public experiences. The more repetitive and ordered tower layout supports clear wayfinding and enables more efficient service upgrades. Zoned mechanical systems further allow targeted renewal efforts without requiring upgrades to the entire building at once.

## High Quality Space and Materials

Precast cladding, waffle-slab floors and terrazzo stairs create a handsome and highly-durable palette that will be able to graciously accommodate a range of new interventions. Spatial generosity in staircases naturally encourages active travel.

*Dana Porter Library key assets: (1) Exterior view; (2) staff lounge; (3) exterior walkway; (4) main entrance lounge. Photographs.*



# Dana Porter Library

## Key Needs

### Greater Variety of Space Types and Programs

The Library is currently dominated by general collections, limiting the range of programs and environments available to users. As a result, the existing mix of spaces does not fully reflect the diverse ways students study, learn, and collaborate today. There is limited support for different learning modes, including quiet focus, group work, technology-enabled study, and informal collaboration, highlighting the need for a broader and more balanced range of space types.

### More Intentional Programming and Planning

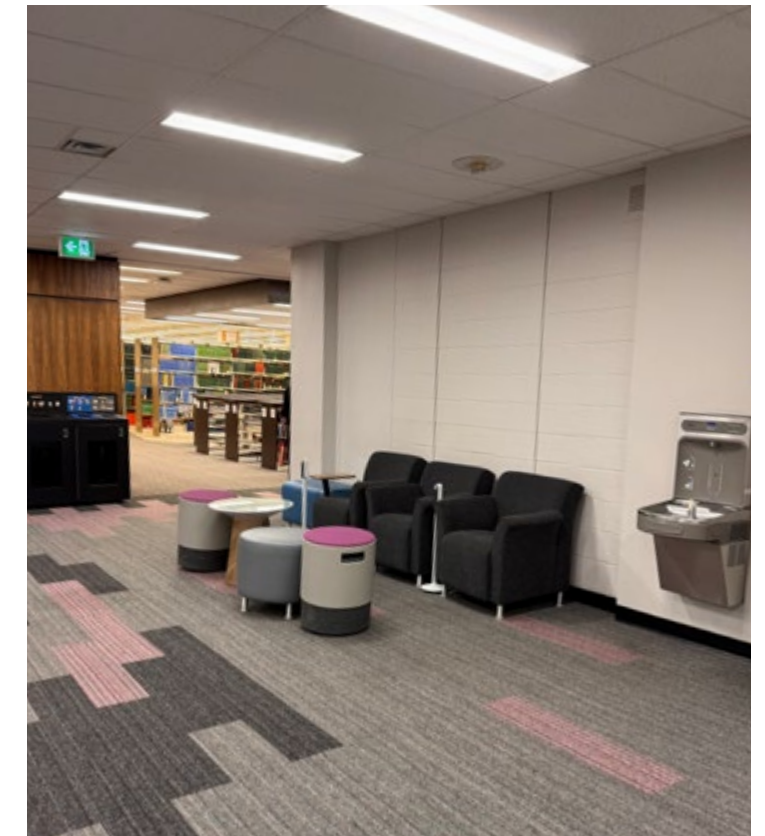
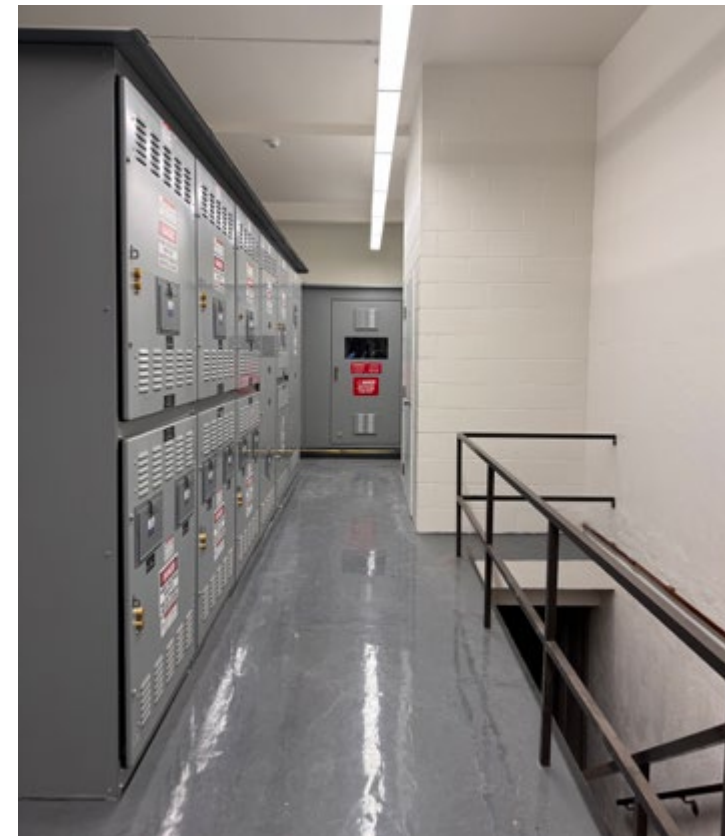
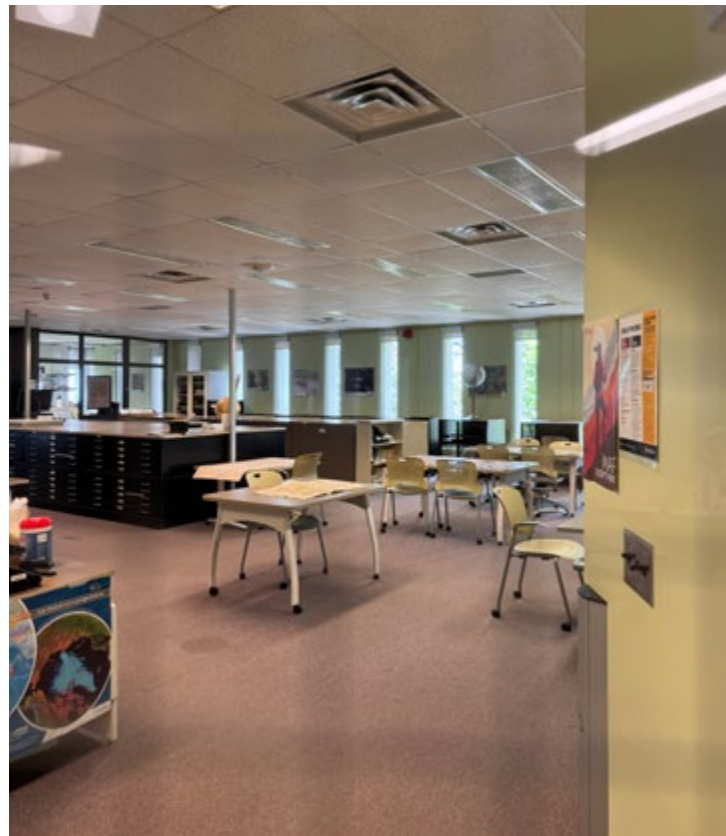
Incremental upgrades over time have resulted in spaces that are not always aligned with user needs or optimally located. The mixing of public and private functions, dispersed staff work areas, and the fully private level 5 staff floor create challenges for spatial clarity, program visibility, and wayfinding. Several heavily used spaces are also not fully fit for purpose, limiting their overall impact, particularly the learning labs, where fixed furniture and highly specialized tables restrict flexibility and constrain broader use.

### Technical Improvements

End-of-life systems, which were not sized to reflect the building's current occupant load, tend to make the building uncomfortable and inefficient. There is a need to bring things up to current performance and code standards.

### A Sense of Destination

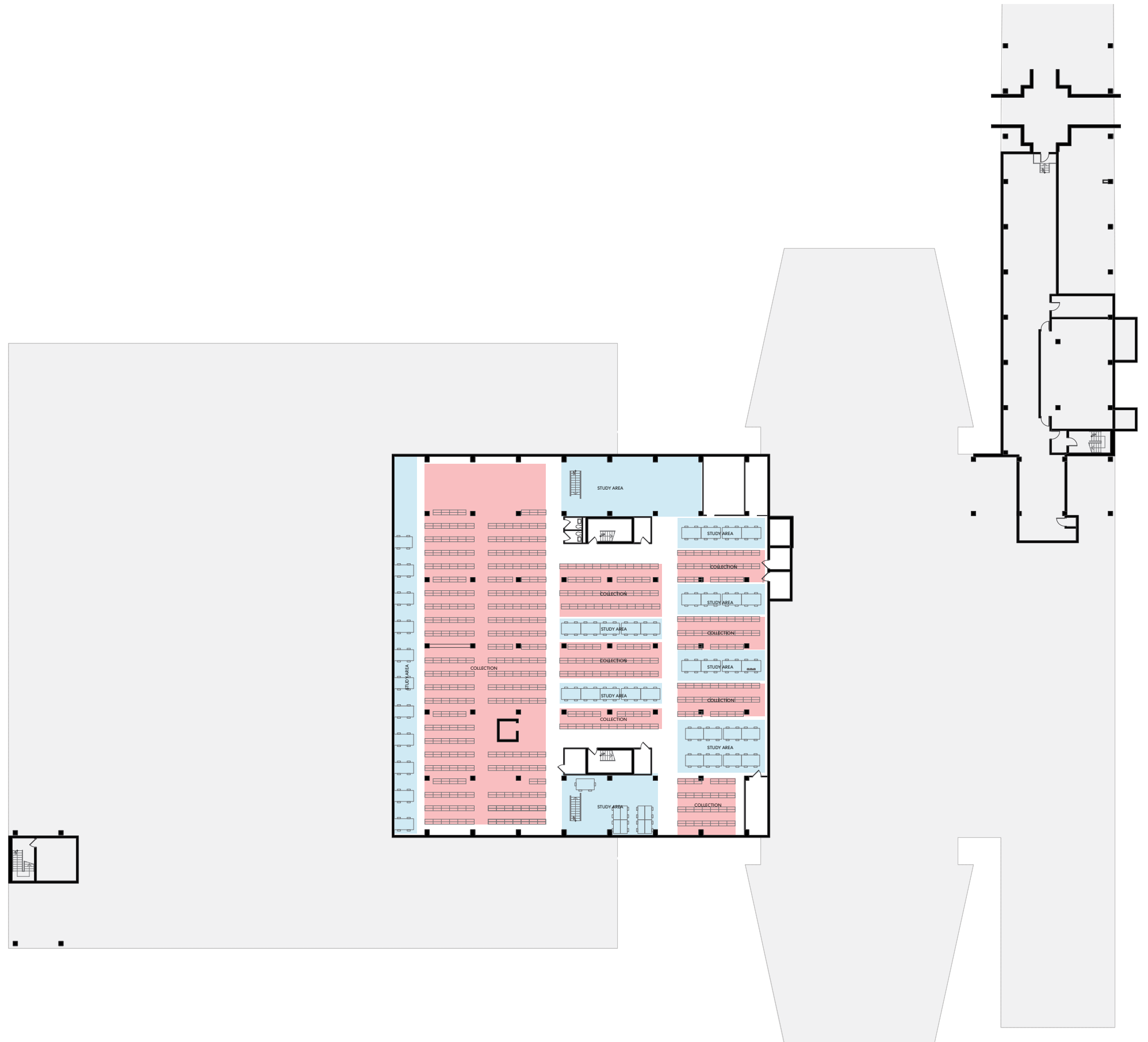
Dana Porter Library reads as a destination on campus, and an iconic building within the fabric of the University, but planning and programming don't necessarily live up to this status. The building can re-embrace its role as a focal point for academic life, a hub for students, faculty, and researchers to explore new ideas and learn together, and a demonstration of Waterloo's commitment to academic excellence.



# Davis Centre Library Existing Plans

## Davis Centre - Basement

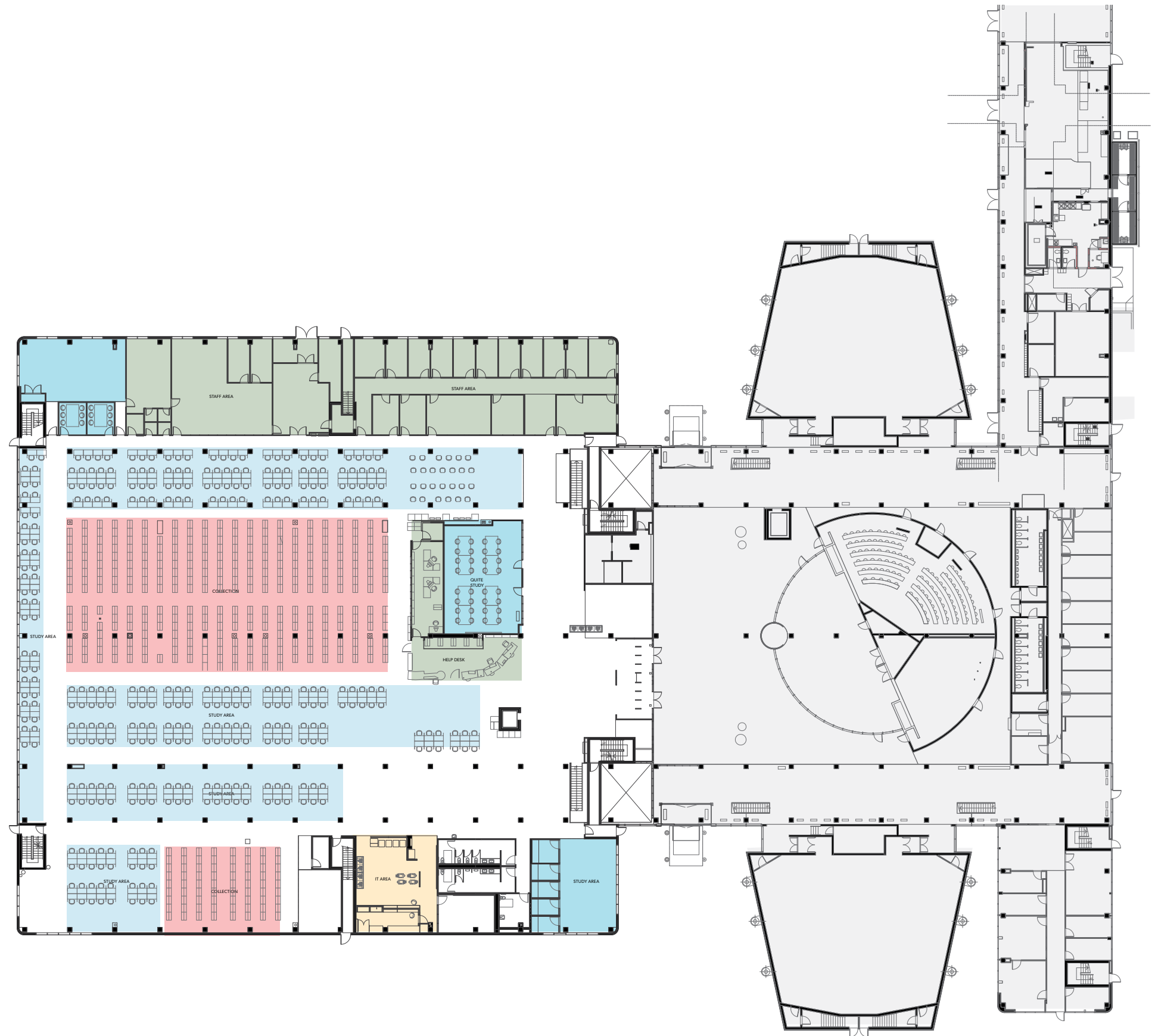
The Davis Centre basement is located at the lower level of the building and is accessible via the main elevator or by staircases located at both ends of the library. Upon entering the main library, these stairs are found to the left and right, providing direct access to the basement level. Currently, this area primarily accommodates compact shelving, library collections, and rows of group study tables. Despite its below-grade location, the basement functions as one of the most active learning environments on campus. It is heavily used by students throughout the day and evening for group work, collaborative study, and informal academic activity. The high level of occupancy reflects both the demand for shared learning spaces and the central role the Davis Centre Library plays in supporting student life and academic culture at the University of Waterloo.



# Davis Centre Library Existing Plans

## Davis Centre - Level 01

Level 1 of the Davis Centre Library serves as the main entry and central study floor, welcoming a steady flow of students throughout the day. As soon as you enter, washrooms are located to the left, but provision is limited relative to the number of users. The left side of the floor is lined with a row of single study carrels, offering focused individual workspaces. Across the central area, library collections and shelving are interspersed with additional seating. The right bay is partially occupied by staff spaces, including service desks that support circulation and student inquiries. A reception desk sits near the entrance, and a designated silent study room provides a strictly quiet zone. Finishes throughout are primarily carpeted, and a classroom occupies a corner of the floor, reinforcing the Library's active academic role.

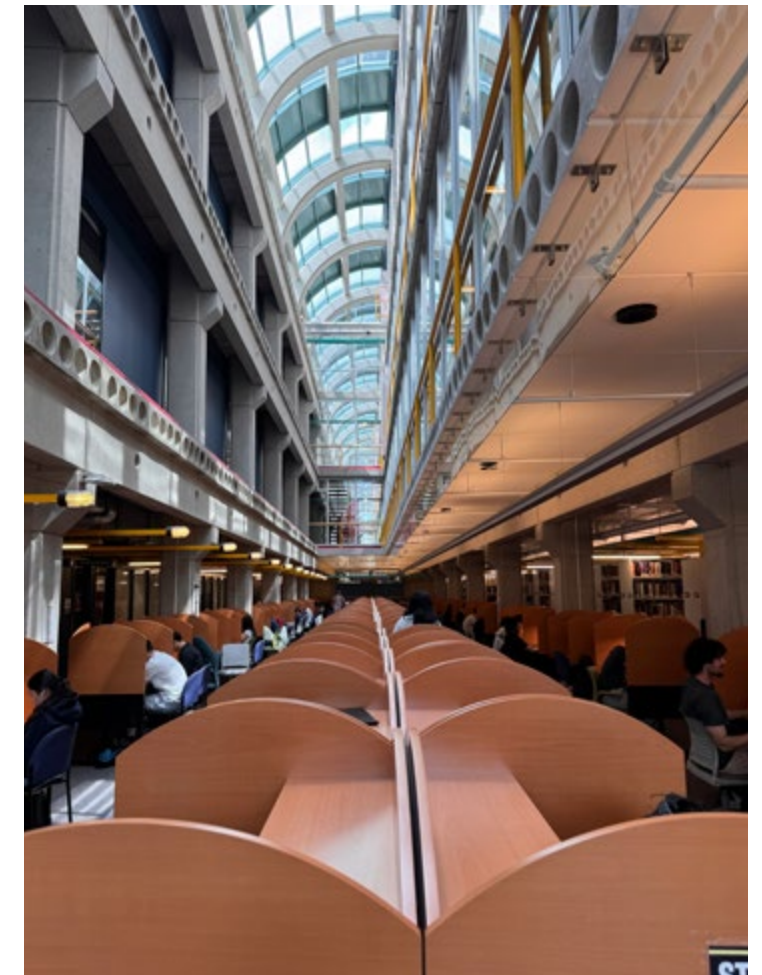
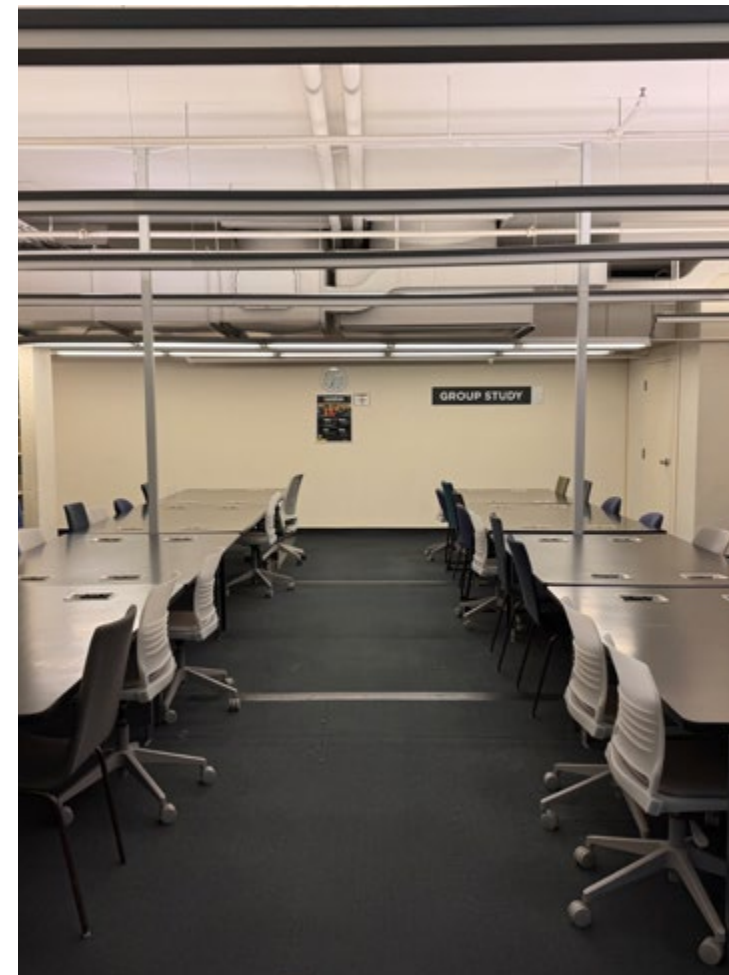


# Davis Centre Library Architectural Report Summary

(1) General collections; (2) enclosed group study room;  
(3) Individual study hall. Photographs.

The Davis Centre Library reflects the neo-modern architectural principles of the late 1970s and 1980s, prioritizing performance, adaptability, and systems integration over monumentality. Embedded within the larger Davis Centre building, the Library is defined more by its interior organization than by exterior expression. Broad floor plates, exposed services, and a modular structural framework support flexibility and incremental change, aligning with the evolving needs of a technology-focused academic environment.

The Library's organization emphasizes individual study and centrally located collections, with group study and active learning spaces extending into the basement. While the building's inherent flexibility offers advantages for future adaptation, challenges remain related to daylight distribution, wayfinding clarity, and limited access to washrooms and universally accessible facilities within the immediate library area. Future improvements can leverage the building's systems-oriented design to enhance user experience and spatial clarity, focusing on targeted upgrades rather than major structural intervention.



# Davis Centre Library Engineering's Report Summary

## MECHANICAL & ELECTRICAL

This Building Condition Assessment provides an overview of the Davis Centre Library's primary mechanical, electrical, plumbing, and fire protection systems. The library occupies a portion of the first floor of the four-storey Davis Centre building, constructed in 1988. The assessment is based on a visual review of systems serving the library and discussions with operations staff to university operations staff, with an emphasis on identifying major capital needs over a ten-year horizon.

Mechanical systems include eight air handling units, VAV boxes, hydronic baseboard heaters, and associated distribution systems supplied from the campus central plant. Most equipment is original and operating beyond its typical service life. While generally functional, systems are in fair condition and would benefit from near-term replacement or refurbishment, including upgrades from pneumatic to digital controls. In some areas, aging mechanical infrastructure and limited system performance contribute to inconsistent ventilation and poor indoor air quality, which impacts occupant comfort.

Plumbing systems are largely original and functional but warrant further investigation. Electrical systems are in fair to good condition, though portions will require refurbishment in the medium term. Overall, targeted capital investment will be required to address system performance issues, improve indoor environmental quality, and support the continued operation and long-term use of the library.

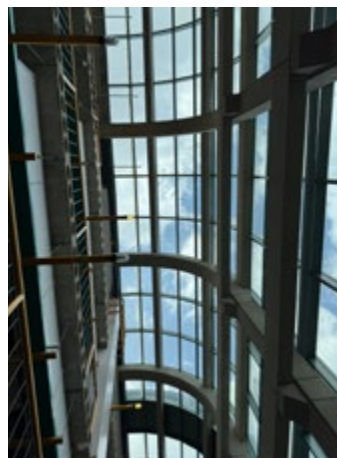
## STRUCTURAL

The Davis Centre Library, constructed beginning in the mid-1980s, is predominantly a precast concrete structure with steel-framed penthouse elements. The structural systems were found to be in good condition overall, with no significant concerns identified during the visual review. Localized water damage was observed beneath portions of the first-floor suspended slab near the east entrance, though no immediate structural risk was identified. The building's precast hollow-core floor and roof systems perform as intended but impose constraints on future modifications, particularly new penetrations and increased loading. Any proposed changes involving new openings, mechanical equipment, or changes in use will require careful coordination to avoid extensive structural intervention and maintain long-term performance.



## ACOUSTIC

The Davis Centre Library exhibits similar acoustic challenges, particularly in open study and collaborative areas where noise transmission is not well controlled. Acoustic ceilings are present but are insufficient on their own to manage sound in busier zones. Enclosed spaces show opportunities for improvement at doors and glazed partitions, where gaps and detailing reduce sound isolation. While quieter spaces generally function as intended, the overall acoustic environment would benefit from clearer separation between quiet and collaborative uses, supported by enhanced door seals, partitions, and additional absorptive materials.



# Davis Centre Library Key Assets

## Campus location

The Davis Centre Library occupies a highly central and connected location on campus, adjacent to major academic buildings and the primary transit hub. This accessibility makes it one of the busiest libraries, reinforcing its role as a vibrant, campus-oriented destination and informal crossroads for student life, teaching, and collaboration across disciplines.

## Spatial flexibility

The Davis Centre Library features a large, open floorplate with exterior walls on three sides, offering strong access to daylight, views, and clear spatial organization. This configuration supports flexible planning, shared daylight across programs, and adaptability to evolving learning needs.

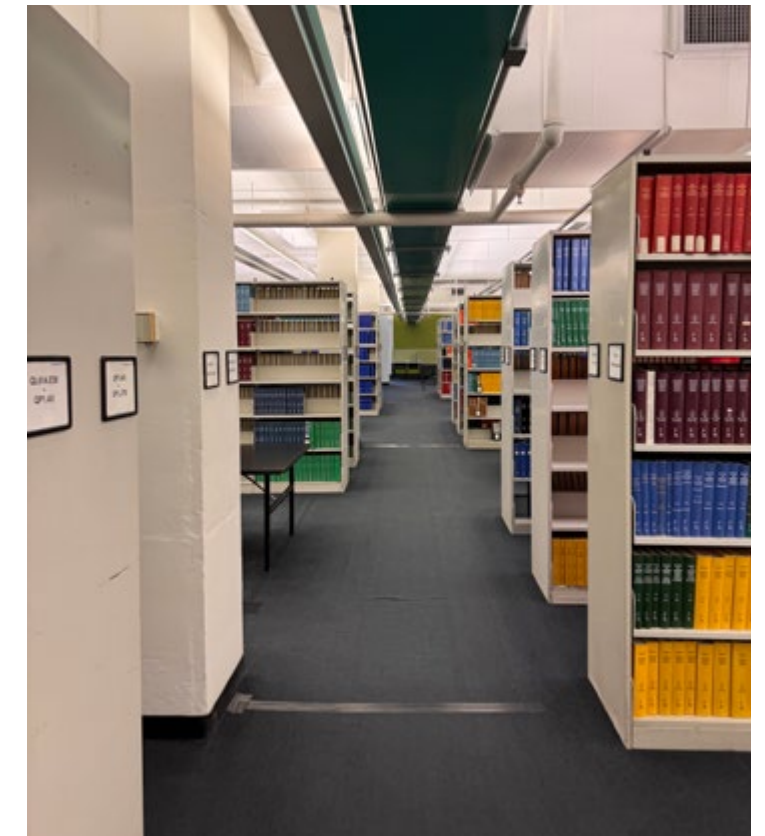
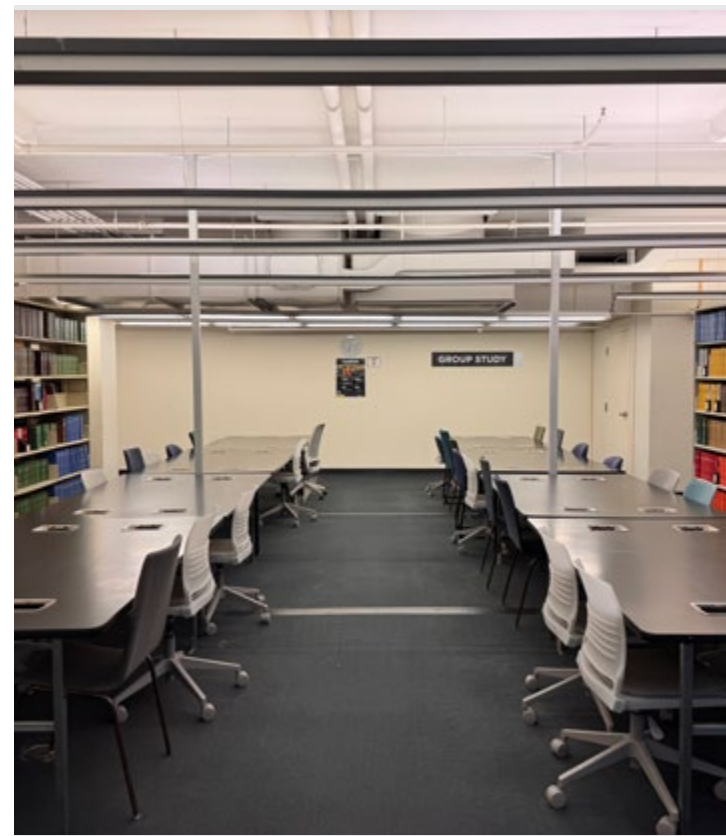
## Exposed services

The building's high-tech architectural character, with exposed systems and services, provides clear visibility into building infrastructure. This transparency makes system routing easier to understand and simplifies planning, coordination, and implementation of future interventions. It supports flexibility, reduces uncertainty during renovations, and enables more efficient upgrades over time.

## Exciting architectural language

The building's expressive and playful architectural character supports a wide range of interventions without compromising its identity. This flexibility allows for creative and varied design responses and creates opportunities to introduce distinct, dramatic, and engaging spaces that enhance the student experience and support evolving modes of learning.

*(1) Exterior view and campus location; (2) group study space; (3) exposed building services and compact shelving; (4) general collections and architectural interior language. Photographs.*



# Davis Centre Library Key Needs

## Greater variety of space types and programs

The Library today is dominated by two major elements: general collections and staff workspace. The library's programming doesn't reflect the full range of needs and aspirations of its users, nor does it provide sufficient space for different types of studying and learning that today's student needs.

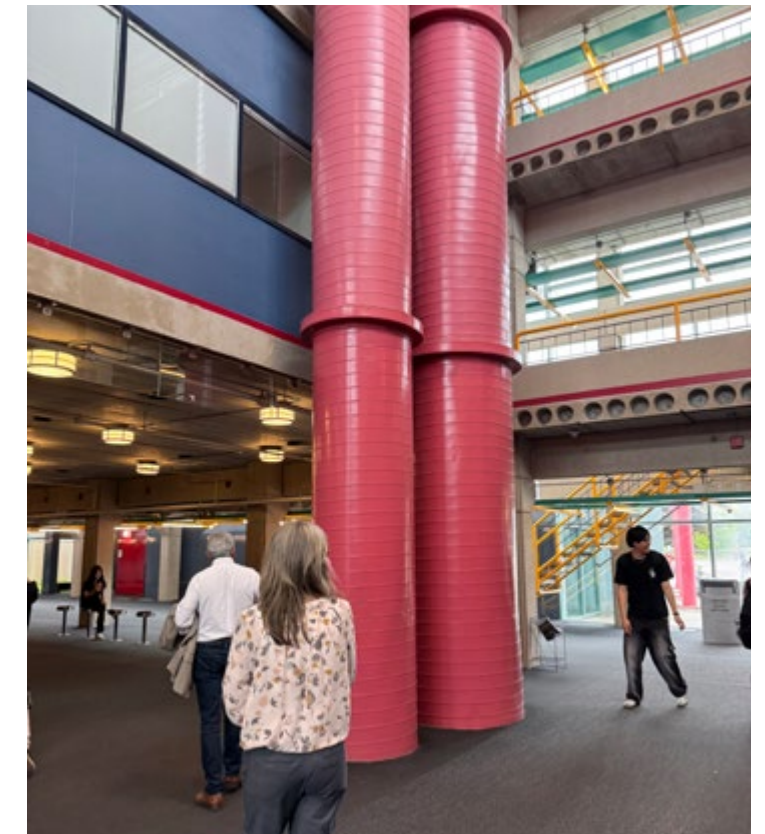
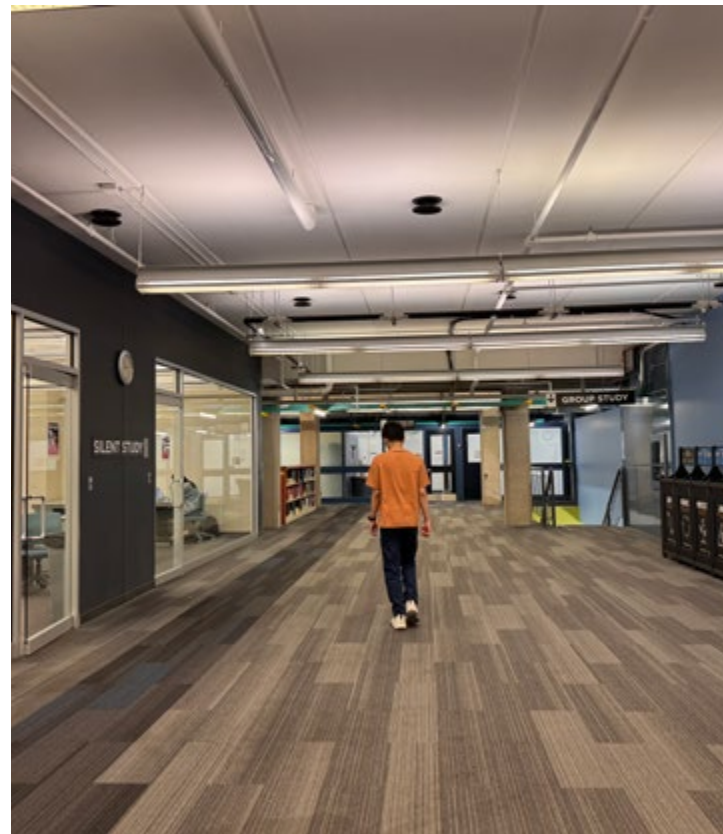
## Scale and variety

Big open floorplans, dominated by repetitive furniture, don't support the range of activities that students want to engage in. They also make the library feel relentless and repetitive, rather than inviting.

*(1) Main corridor and student services zone; (2) general collections stacks; (3) atrium and exposed building systems. Photographs.*

## Technical improvements

End-of-life systems reduce comfort and efficiency. The Library's location within a larger aging building creates other challenges and constraints—for instance, with upper-level leaks impacting library floor space. These technical challenges relate to the base building, and are beyond the scope of the Library's own strategic space plan, but should be addressed to ensure the longevity of library space and programs (and of the building as a whole).



# 04.

# Engagement

## **Contents**

Engagement Overview

Engagement Process

Engagement Outcome

# Engagement Overview

The engagement phase ran from August to the end of October 2025 and included a combination of workshops, open houses, and leadership sessions held both virtually and in person. These engagements were critical to informing the design process by listening directly to stakeholders, testing emerging ideas, and understanding current needs, challenges, and aspirations across the University community. In total, the team engaged with approximately **1,000 participants**.

Staff Observational Report (August 8, 2025)

Visioning Session with Steering Committee (August 21, 2025)

## Workshops

Library Staff (Workshop 1a / 1b / 1c) (August 21, 2025)

Executive Council (September 4, 2025)

Student Government (October 2, 2025)

Equity-Deserving & Accessibility Community (October 2, 2025)

Indigenous Community (October 2, 2025)

Faculty Representatives (October 23, 2025)

Academic Support Units (October 23, 2025)

Library Staff (Workshop 8a / 8b) (October 23, 2025)

## Open Houses

Open House and Student Pop-Ups (September 17, 2025)

Open House #2 (October 30, 2025)

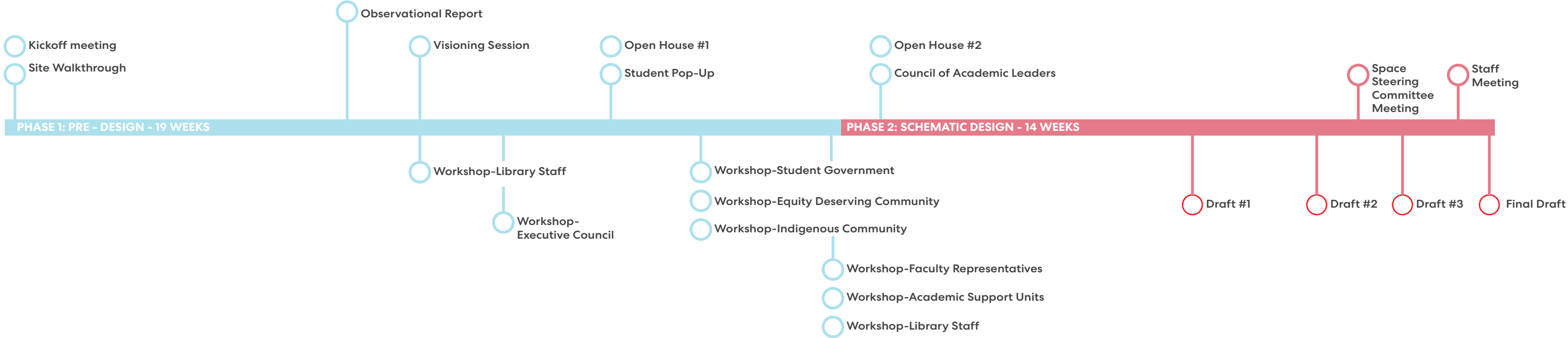
## Presentation

Presentation to Council of Academic Leaders (October 30, 2025)

*Details about each engagement session can be found in Appendix A*



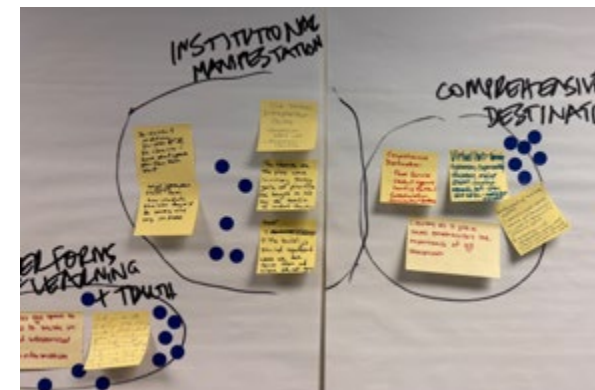
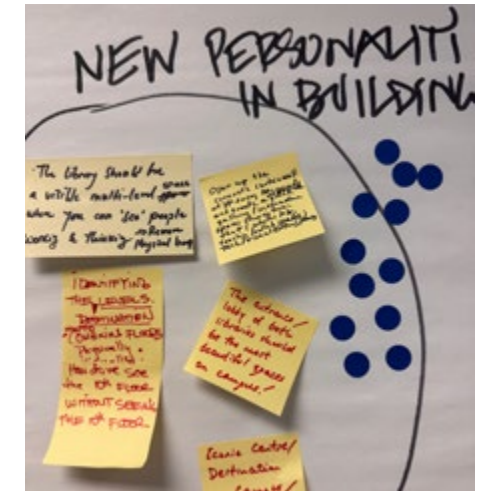
# Project Timeline



# Engagement Process

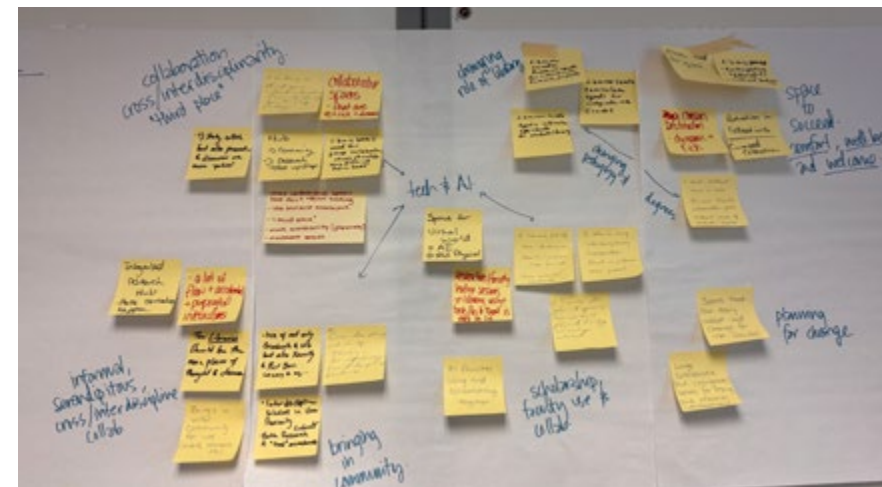
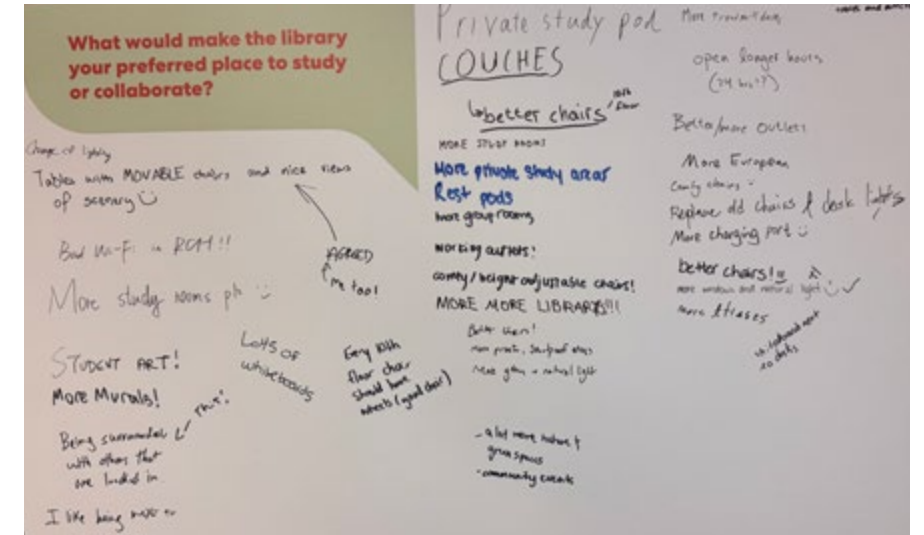
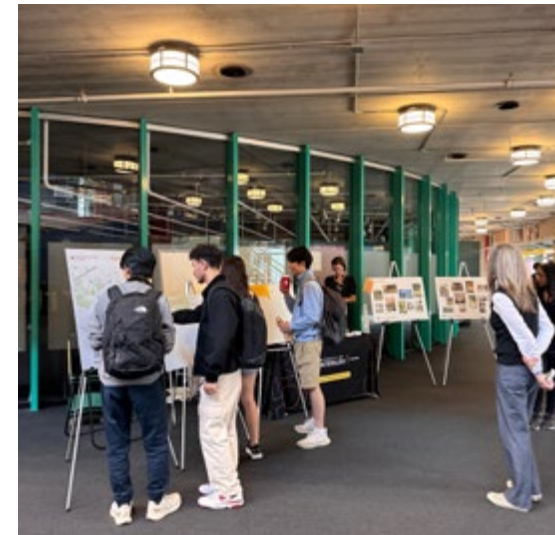
The PW team reviewed, coded, and analyzed the input gathered through the engagement sessions to identify recurring patterns, priorities, and areas of alignment across stakeholder groups. This process focused on distilling a wide range of perspectives into clear, actionable insights that could meaningfully inform planning and decision-making. Through this analysis, common themes and supporting subthemes emerged, reflecting shared needs, challenges, and aspirations for the future of the Libraries. The themes and subthemes outlined below synthesize this feedback and have directly informed the development of the functional program and the strategic direction of the project.

**“Library as the space to gain access to truth in an age of weaponized mis/disinformation.”**



**“The library shouldn’t be study-driven, but improving-yourself driven.”**

**“The library stands out as the place where equity-deserving students have the same access as everyone else on campus.”**



# Engagement Outcome

The PW team reviewed and coded the inputs from the engagement sessions and sought to find common themes and subthemes to capture the most actionable outcomes. The themes and subthemes reflect the input and have informed the development of the functional program.

The Strategic Space Planning exercise began with a detailed phase of getting to know the library's existing spaces, programs, and utilization, and the final plan incorporates the input and ideas of stakeholders from across the Libraries' and the University, representing a compelling shared vision and goals for the future of University of Waterloo Davis Centre and Dana Porter Libraries.

## Creating a Destination for Learning and Discovery

- Providing space for collaboration and communication
- Fostering cross/inter/transdisciplinary inquiry
- Meeting the needs of many types of users (students, faculty, staff, researchers, community members)
- Leveraging strategic partnerships

## Being Future-Ready

- Integrating new technologies & tech rich spaces
- Providing flexibility in space and infrastructure
- Designing for sustainability and resilience

## Fostering Community

- Providing space for outreach and engagement
- Celebrating identity and creating a sense of belonging
- Integrating many ways of knowing
- Providing inclusive spaces, technologies, and experiences

## Enabling Service and Stewardship

- Increasing access and discovery for collections
- Integrating physical and digital resources
- Right-sizing collections footprints
- Offering supportive and adaptive work environments

## Improving Spatial Experience

- Designing for holistic comfort and health
- Offering variety and choice
- Increasing connection to nature
- Creating a space of inspiration

## Elevating the Global Role of a Library

- Fostering information integrity and critical thinking in a global context

# 05.

# Functional Program

## **Contents**

Key Program Goals

Functional Program

Key Components

# KEY PROGRAM GOALS

Guided by the University of Waterloo's Strategic Plan: Waterloo at 100 and future academic and research trajectories, the project establishes a set of long-term Program Goals to guide library transformation over the next 15 years. These goals reflect Waterloo's commitment to experiential learning, innovation, interdisciplinary collaboration, and student-centred environments.

The Program Goals balance aspiration with practicality. They articulate a clear vision for how the Libraries can evolve to support emerging modes of learning, research, and community engagement, while remaining responsive to changing institutional needs, technologies, and pedagogies over time.

## **Elevate the Libraries as a Central, People-Driven Campus Resource**

~ fostering engagement, inclusivity, and academic exchange

## **Provide Flexible and Adaptable Spaces for Learning and Research**

~ supporting a range of study modes, teaching formats, and evolving academic needs

## **Enhance Accessibility and Unlock New Opportunities for Use**

~ ensuring the library supports a wide range of users and activities

## **Strengthen the Libraries' Role as a Campus and Community Hub**

~ supporting connection, programming, and shared academic life

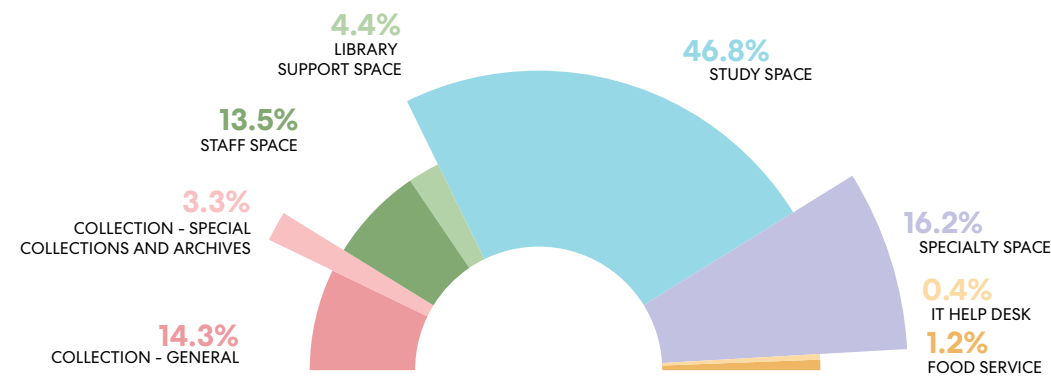
## **Broaden Access to Specialized Campus Resources**

~ ensuring equitable use by a wide range of students and users

## **Provide Functional Staff Spaces to Support Library Services**

~ strengthening operational effectiveness and user support

# Functional Program



Looking to the future of the University of Waterloo Libraries, the project team considered both existing conditions and the input gathered during the engagement phase to inform the development of the new functional program. The program takes a comprehensive approach to re-evaluating the balance between collections, staff spaces, and study environments across both Dana Porter and Davis Centre Libraries. A key objective is to repurpose underutilized areas, particularly portions of the physical collections, to better support contemporary learning needs.

Engagement findings and utilization data clearly demonstrate a growing demand for study spaces, confirming that the current provision and diversity of study environments do not fully align with the needs of the university community. In response, the new functional program proposes a 14% increase in study space, prioritizing people over on-site collections and supporting a wider range of learning and study modes. This shift is enabled through a 21% reduction in collection spaces, reflecting changing patterns of use and the evolving role of physical collections within the library system.

Equally important is the goal of improving access and equity within the libraries. The functional program seeks to democratize library spaces by enabling meaningful access to every floor, addressing existing barriers that limit visibility, accessibility, or perceived availability of certain areas. Through a more intentional and inclusive planning approach, the program aims to create vibrant, active learning environments that are flexible, accessible, and aligned with the academic and social needs of the University of Waterloo community.

## Overall Library Space

Type of Space	Overall			Current			Proposed		
	SF	SM	% of total	SF	SM	% of total	SF	SM	% of total
General Collections	47,923	4,452.2	35.4%	19,285	1,791.6	14.3%	19,285	1,791.6	14.3%
Special Collections & Archives	3,756	348.9	2.8%	4,500	418.1	3.3%	4,500	418.1	3.3%
Staff Area	24,278	2,255.5	17.9%	18,195	1,690.4	13.5%	18,195	1,690.4	13.5%
Library Support Space	7,719	717.1	5.7%	5,898	547.9	4.4%	5,898	547.9	4.4%
Study Space	46,061	4,279.2	34.0%	63,300	5,880.7	46.8%	63,300	5,880.7	46.8%
Specialty space	3,658	339.8	2.7%	21,933	2,037.6	16.2%	21,933	2,037.6	16.2%
Food Service	556	51.7	0.4%	556	51.7	0.4%	556	51.7	0.4%
IT Helpdesk	1,595	148.2	1.2%	1,595	148.2	1.2%	1,595	148.2	1.2%

## Dana Porter

Type of Space	Overall			Current			Proposed		
	SF	SM	% of total	SF	SM	% of total	SF	SM	% of total
General Collections	31,022	2,882.0	35.3%	14,504	1,347.5	16.6%	14,504	1,347.5	16.6%
Special Collections & Archives	3,756	348.9	4.3%	4,500	418.1	5.1%	4,500	418.1	5.1%
Staff Area	19,984	1,856.6	22.7%	16,275	1,512.0	18.6%	16,275	1,512.0	18.6%
Library Support Space	4,498	417.9	5.1%	3,706	344.3	4.2%	3,706	344.3	4.2%
Study Space	24,181	2,246.5	27.5%	31,100	2,889.3	35.5%	31,100	2,889.3	35.5%
Specialty space	3,658	339.8	0.6%	16,718.7	1,553.2	0.6%	16,718.7	1,553.2	0.6%
Food Service	556	51.7	0.6%	556	51.7	0.6%	556	51.7	0.6%
IT Helpdesk	274	25.5	0.3%	274	25.5	0.3%	274	25.5	0.3%

## Davis Centre

Type of Space	Overall			Current			Proposed		
	SF	SM	% of total	SF	SM	% of total	SF	SM	% of total
General Collections	16,901	1,570.1	35.5%	4,781	444.2	10.0%	4,781	444.2	10.0%
Staff Area	4,294	398.9	9.0%	1,920	178.4	4.0%	1,920	178.4	4.0%
Library Support Space	3,221	299.2	6.8%	2,192	203.6	4.6%	2,192	203.6	4.6%
Study Space	21,880	2,032.7	45.9%	32,200	2,991.5	67.6%	32,200	2,991.5	67.6%
Specialty space	-	-	0.0%	5,214	484.4	2.8%	5,214	484.4	2.8%
IT Helpdesk	1,321	122.7	2.8%	1,321	122.7	2.8%	1,321	122.7	2.8%

# Collections

## General Collections Space

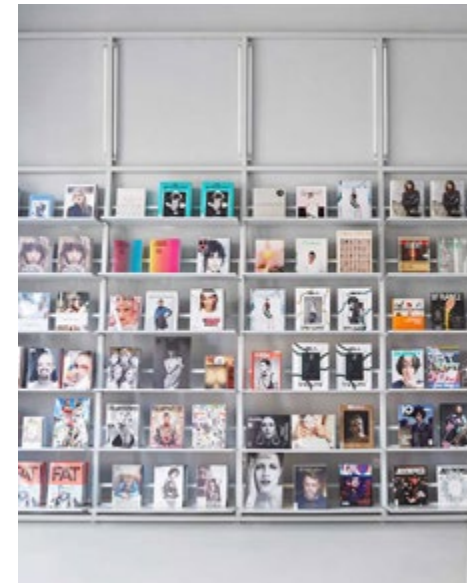
The plan relies upon the reduction of physical collections in both libraries with the following strategies:

1. Reduce general collections holdings by 60 % and phase out all print periodicals over time.
2. Reduce government publications as needed to accommodate new program areas.
3. Reduced microfiche collection and include in the Special Collections & Archives collection area.
4. Reduce Reference Materials footprint.
5. All other collection types (Waterloo Reads / board games, etc.) remain.
6. Place geospatial collection (maps, etc) in proximity to the Special Collections & Archives area.
7. Make all publicly accessed collection areas AODA compliant.

The current footprint of the general collections area is 47,900 sf / 4,452 SM overall for both libraries. The anticipated future footprint of the general collections area is 19,285 sf / 1,792 SM, reflecting a significant 60% reduction in area occupied by the collection.

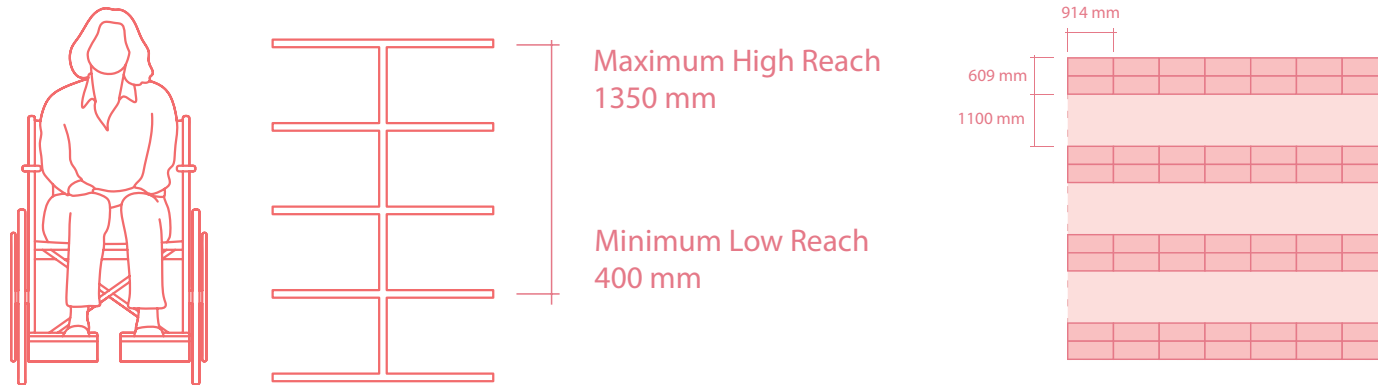
## Special Collections & Archives

The functional program for the Special Collections & Archives space increases collection storage by 20 % and introduces an improved, flexible, and more visible Primary Source Classroom within the suite. Replacing the existing classroom, the new Primary Source Classroom will accommodate up to 30 students and support direct interaction with the collection in an instructional setting, complemented by integrated display cabinets to showcase SCA materials.



(1) SODA. Berlin Bookshop, (2) Viby Library & Culture House  
(3) Helsinki Central Library, (4) Fyyri - Kirkkonummi Library

# Collections



To support equitable access and universal usability, the Libraries should aim to make its collections accessible within recommended reach ranges and aisle clearances. Wherever feasible, materials should be located within a maximum high reach of 1350 mm and a minimum low reach of 400 mm to accommodate a broad range of users, including those using mobility devices. In addition, aisle widths should provide a minimum clear width of 1100 mm to allow comfortable maneuverability and independent access.

While it may not be practical to implement these standards across all collections immediately, the Libraries should incorporate this objective into its 15-year plan. Over time, as areas are renovated or reconfigured, collections can be progressively adjusted to align with these accessibility targets, reinforcing the Libraries commitment to inclusive and barrier-free access.

Collection Type	Floor	Current Area (SF)	Future Area	Difference
Davis Centre General Collections	01	7,340	3,412	3,928
General Collections Total		7,340	3,412	3,928
Periodicals		4,790	-	4,790
Reference Materials		629	314	314
Government Publications		4,142	-	4,142
		16,902	3,726	13,175
Dana Porter General Collections	01-10	4,155	2,475	1,680
General Collections Total		20,094	11,725	8,369
Microfiche		1,754	-	1,754
Periodicals		5,154	-	5,154
Reference Materials		1,114	557	557
Special Collections		3,756	4,508	(751)
Waterloo Reads / Board Games		216	216	-
Government Publications		1,246	623	623
Geospatial Collections		1,445	1,445	-
		34,779	19,074	15,705
<b>Total</b>		<b>51,680</b>	<b>22,800</b>	<b>28,881</b>

# Staff Space

## Staff Area

Staff Area includes the workplace environment for the library staff, including workstation or office, meeting room(s), workrooms, kitchenette/lounge and storage areas. The Library Strategic Space Plan for the library will impact the staff areas in both libraries, and is based on the following assumptions:

1. Current state headcount for library staff of 123 is the 15-year/ 2040 target.
2. New programmatic elements will be supported by library staff, but no net new positions are planned for the 2040 planning horizon.
3. Most library staff will be located at Dana Porter Library, with 111 staff. 12 staff members will be located at Davis Centre Library.
4. Every staff headcount is equivalent to a full time equivalent (FTE) and is assigned a dedicated workplace/desk.

The current footprint of the staff area is just over 24,000 sf / 2,200 SM (4,000 sf /390 SM at Davis Centre, 20,000 sf /1,800 SM at Dana Porter). The functional program updates this to just under 19,000 sf / 1,800 SM overall, with 1,920 sf /178 SM at the Davis Centre library, and 16,600 sf / 1,550 SM at the Dana Porter library, reflecting a 23.5% reduction in staff space in the libraries.

## Library Support Space

Library Support Space includes library service desks, as well as back-of-house areas including receiving, storage, etc. The Strategic Space Plan makes proposed changes to locations of some of these functions, but this category of space is largely untouched, and the functional program anticipates a small reduction to this type of space.



(1) Escola Lumen, Elementary School II (2) Escola Lumen, Elementary School II  
(3) wework Seaport Office, (4) Princeton University Julian Street Library



### Food Service

The functional program assumes that while the location may change for the café, the function continues to be required, and the space allocation in the Dana Porter Library currently is anticipated in future. Ready access to food and drink in the library is viewed as an important amenity.



### IT Service

The functional program assumes this function will remain, with IT services maintaining their current space allocation, though the location may shift to accommodate other program areas.



### Non-Assignable

Within both library spaces, there are many 'non-assignable' spaces. Many of these non-assignable spaces are fixed and will not be affected by the functional program (such as elevator shafts, stairways, mechanical and electrical rooms). Other 'non-assignable' areas, such as washrooms, are expected to grow as the population of the library grows, with additional places for people. The functional program anticipates the addition of multiple universal washroom facilities in both libraries. Other aspects of the 'non-assignable' spaces are open corridors within other areas (eg: circulation within the open stacks on the tower floors of the Dana Porter Library). These areas are expected to shrink and be reassigned as study spaces within each floor.

# Study Spaces



## Study Space

The functional program increases all types of study space and introduces new and dynamic specialized study spaces. In addition to increasing individual and group study spaces, the functional program adds the following specialized spaces to both libraries:



## Silent Study Room

As collaborative programming within the library increases, the need for acoustically-separated, dedicated areas for quiet or silent study will increase as well. The functional program allows for a dedicated silent study room in each library location, with proper acoustic separation from the adjacent library space.



## Rest Areas

Students overwhelmingly indicated that having a place to rest in the library was a need. The functional program indicates an area in each library be furnished in a manner conducive to rest. These locations are meant to be open areas, with lounge/soft furnishings together with other environmental cues indicate that this area is to be used for the purpose of rest.

# Study Spaces



## Intellectual Centre/Learning Commons

Both Davis Centre and Dana Porter Libraries will add an Intellectual Centre/ Learning Commons that will serve as the academic and social heart of the library — a flexible, student-centred environment designed to support collaboration, creativity, and academic success. Featuring a mix of open study areas, technology-enabled collaboration rooms, flexible support zones (e.g. tutoring, writing support, etc), and librarian presence, this space would offer choice and variety to support a range of learning styles and activities. Students would be able to access academic resources, peer support, and digital tools in an integrated setting, fostering connections across disciplines and supporting both independent and group work. This area can also act as a gateway to other specialized programs. The Learning Commons is envisioned with a variety of furniture options that include open tables, group tables and soft seating. Enclosed spaces can be used for group study, consultation rooms, co-op interview rooms, staff touchdown, or office space.

## Late Night / After Hours

As part of improving accessibility, the Libraries are exploring extended access to level 2 at Dana Porter outside of regular operating hours. This is especially important during exam periods, when students are actively seeking additional study space.

Expanding access to level 2 is not simply about keeping the space open longer. It also involves ensuring that the appropriate resources and amenities are in place to support students during extended hours. This includes the addition of new washrooms on this level, as there are currently no washroom facilities available on level 2.

# Specialty Spaces



## Library Accessibility Commons (formerly ATC)

Both libraries will include a Library Accessibility Commons (LAC). The LAC will better support students requiring assistance and access to technology, offering larger hubs than the current ATC with a mix of open and enclosed spaces for study, student wellness, adaptive technology, and different modes of learning.



## Digital Scholarship Lab

This area will serve as a hub for digital scholarship at Waterloo, and a focal point for teaching and research focused on digital technologies and techniques. The lab will provide access to advanced technologies, specialized software, focused expertise, and a community of similarly-focused practitioners. It could include a maker space for (clean) rapid fabrication; large-scale data visualization; spaces to engage with augmented or virtual reality; and space for workshops, consultations, and other events; and space to showcase innovative research outputs.

This new space is envisioned on level 1 of the Dana Porter library.



## Idea to Impact Hub

The Idea to Impact Hub will function as a dynamic learning and technology space for library instruction at the main level of the Davis Centre Library, providing a flexible, technology-rich environment that supports hands-on instruction, workshops, and collaborative inquiry. The space may also be used by campus partners to advance digital scholarship, entrepreneurship, information literacy, and community engagement, maximizing its adaptable and high-impact use.

# Specialty Spaces



## Media Production Studio

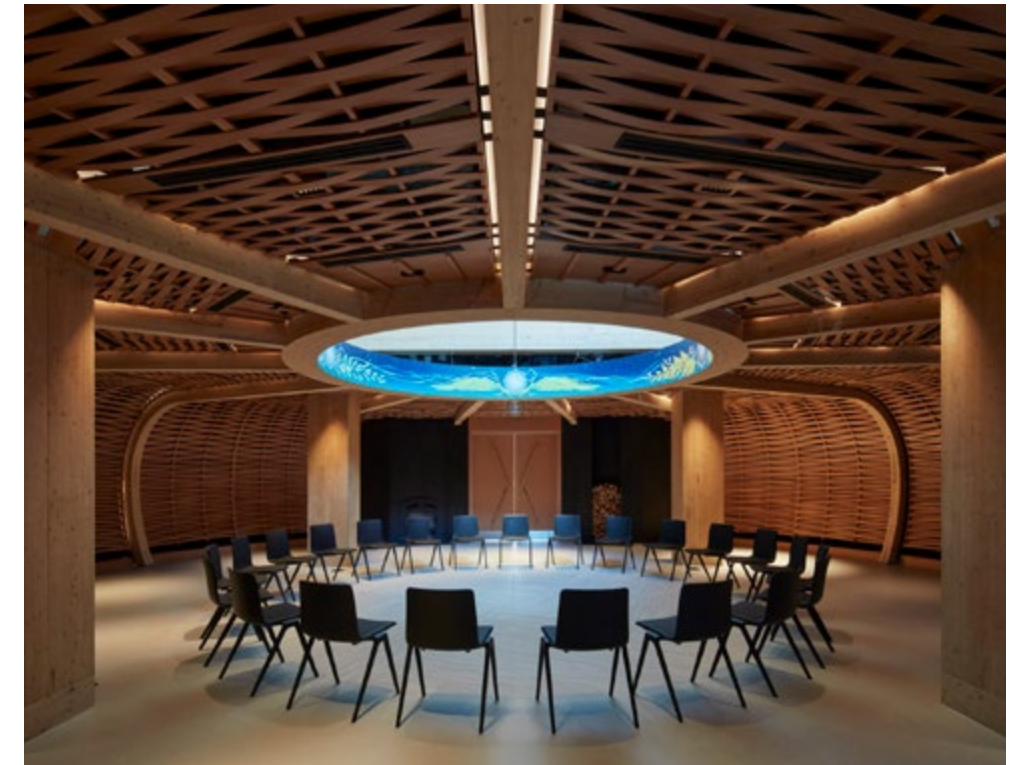
The media production studio will be a production environment within the library that supports the creation of high-quality audio and video content for teaching, research, and storytelling. Equipped with soundproof recording booths, green screen capabilities, lighting rigs, and digital editing suites, the studio will enable users to produce podcasts, instructional videos, interviews, live-streamed events, and promotional media.

This new space is envisioned on level 3 of the Dana Porter library, near the Intellectual Centre/Learning Commons.



## IGNITE lab

(Innovation Gateway for Next-gen Interactions, Technologies, and E-Sports) is envisioned as a dedicated facility that would support recreational and competitive gaming and well as teaching and research around game design, the gaming industry, and specific topics such as UI/UX design.



## Indigenous Learning Centre

The functional program proposes an Indigenous Learning Centre; a prioritized or dedicated area within the library that honors Indigenous ways of knowing, learning, and gathering. Designed in collaboration with the Indigenous campus community, this centre would provide a welcoming environment for students, faculty, and staff to deeply engage with and learn from Elders and Knowledge Keepers to support academic and personal learning and meaningful cultural exchange. Natural materials, circular seating, and connections to land and light would support events such as sharing circles, workshops, and celebration. This space will also house the Indigenous collection for increased access.

# Specialty Spaces



## Event Space

The functional program proposes the addition of a new event spaces at the Dana Porter Library: a Event Space on the library's main level to serve as a welcoming and adaptable venue for academic, cultural, and community engagement.

Designed with modular furniture and presentation-quality AV/IT, the event space would seamlessly transition from lectures, workshops, and panel discussions to exhibitions, showcases, informal gatherings, or additional study space. Its central location within the library would make it an accessible hub for interdisciplinary exchange — a place where students, faculty, and partners can come together to share ideas, celebrate achievements, and spark collaboration.

# 06.

# Design Concept

## **Contents**

Design Overview

Planning Principles

Dana Porter Planning Approach

Dana Porter Plans

Davis Centre Planning Approach

Davis Centre Plans

# Design Overview

The proposed design concept acknowledges that the University of Waterloo is served by two library anchor facilities with distinct architectural characteristics, Dana Porter Library and the Davis Centre Library. Each building has its own history, scale, and relationship to campus. The intent of this work is not to make the libraries the same, but to create a sense of one library system for the University of Waterloo, supported by two complementary buildings.

The functional programming re-examines existing library programs while introducing new spaces and uses that emerged through workshops and engagement with library stakeholders. The approach builds on what already works within each building and strengthens connections between programs through clear adjacencies and shared planning logic. While Dana Porter and the Davis Centre respond differently due to their architecture, the programming framework aligns the two libraries so users experience them as parts of a single, coherent academic environment.

A consistent set of planning principles guides both libraries. Higher intensity and social spaces are located closer to building entries, with quieter and more focused areas positioned deeper within the floor plates. Clear circulation routes, intuitive wayfinding, and strong visual connections support ease of navigation. Shared access to daylight, defined focal points, and well-proportioned rooms contribute to spatial clarity and comfort. Programs are clustered to improve efficiency and encourage activity, while variation in scale, furniture, and space type provides users with choice and flexibility.

The architectural recommendations respect the historic significance and distinct character of both Dana Porter and the Davis Centre, ensuring interventions feel authentically Waterloo rather than imposed. The overall programming strategy remains intact, with design moves positioned as complementary, value-added enhancements. Flexibility is prioritized throughout, allowing spaces to adapt over time and ensuring the libraries remain resilient, relevant, and reflective of Waterloo's forward-looking academic mission.



# Planning Principles

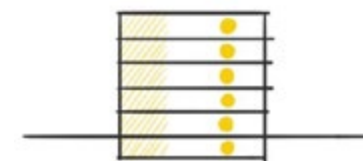
Planning for each library begins with a set of overarching planning principles. These principles combine established best practices in spatial legibility, flexibility, integrity, and quality with specific observations about the character, performance, and potential of both Dana Porter and Davis Centre Libraries. Together, they provide a clear framework for decision-making that responds to the unique conditions of each building while maintaining a consistent planning approach.

These principles underpin the plans that follow and serve as the foundational “DNA” of the Libraries Strategic Space Plan. They establish a coherent logic for spatial organization and guide future growth or adaptation, allowing the plan to evolve over time without compromising architectural clarity, intent, or impact.



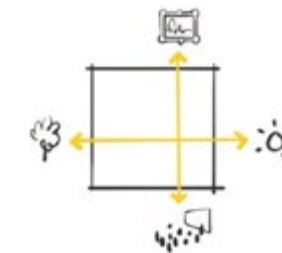
**Gradient of experience**

Higher-intensity spaces near entries, higher-focus spaces more removed



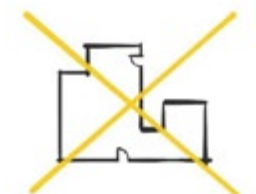
**Intuitive wayfinding**

Consistent elements located consistently



**Views and Focal Points**

Clear, axial circulation routes, animated by natural light, exterior views, and interior focal points



**Spatial Integrity**

Creating clear, intentional, well-proportioned rooms and spaces



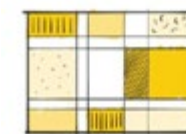
**Shared daylight**

Prioritize shared access to daylight and views



**1+1=3**

Clustering related or supportive programs to maximize efficiency and enhance activity



**Scale, Variety, and Choice**

Use variation in programs, spaces, and furniture to create definition in large floor areas. Leverage collections to structure open spaces, encouraging browsing and discovery.



**Invitation and Engagement**

Identify key locations or 'landing pads' where the breadth of library programming is made evident



**Flexibility**

Loose fit, long life. Avoid creating spaces that are single-use or overly prescriptive in their planning; anticipate and embrace changing needs over time

# Dana Porter Planning Approach

## Reinforce the Library as a Campus Destination and Crossroads

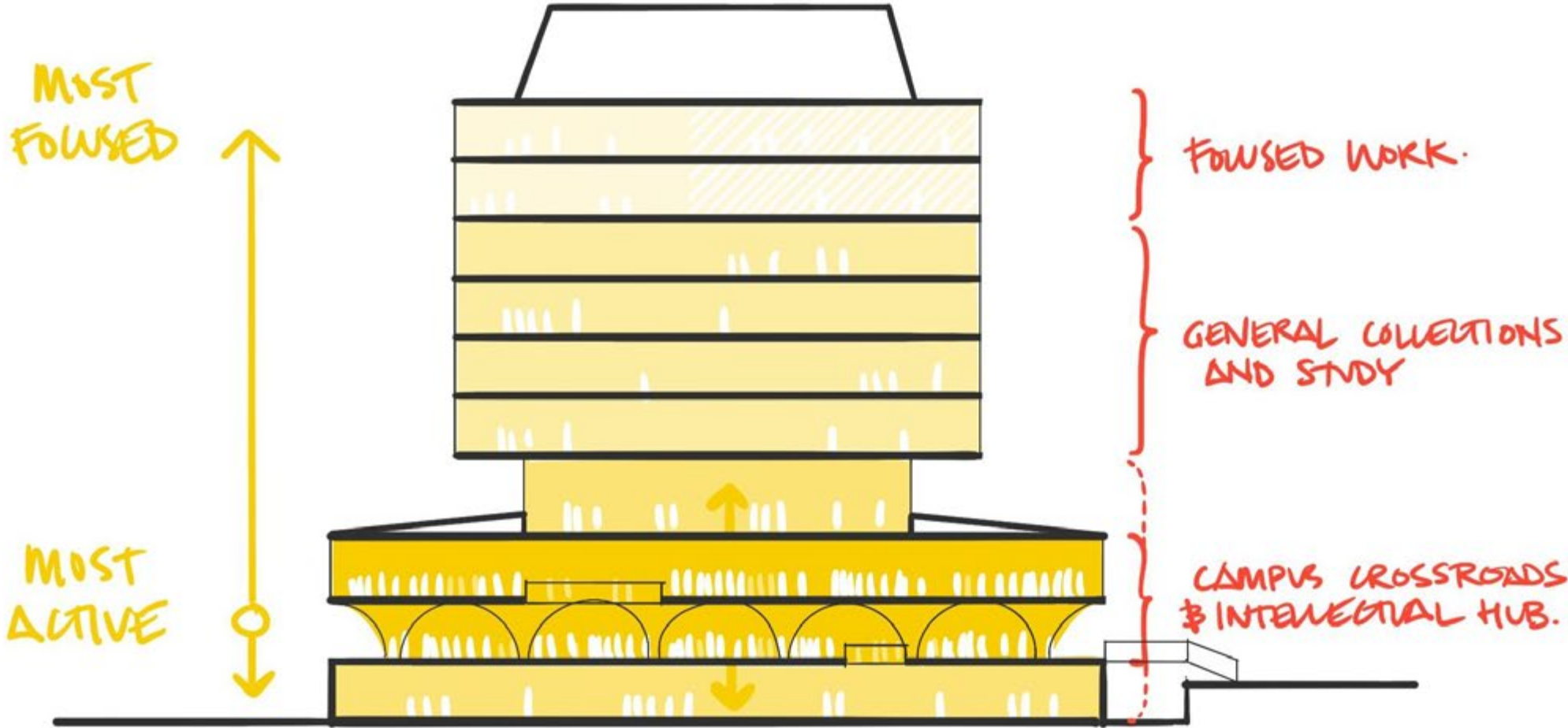
Reassert the library's role as a central gathering place and intellectual hub, strengthening its presence as a point of connection across campus.

## Strengthen the Relationship to the Two Row Path

Enhance physical and visual connections to the Two Row Path, reinforcing Indigenous place-making and improving the library's engagement with its surrounding landscape and campus movement networks.

## Establish a Clear Gradient of Activity

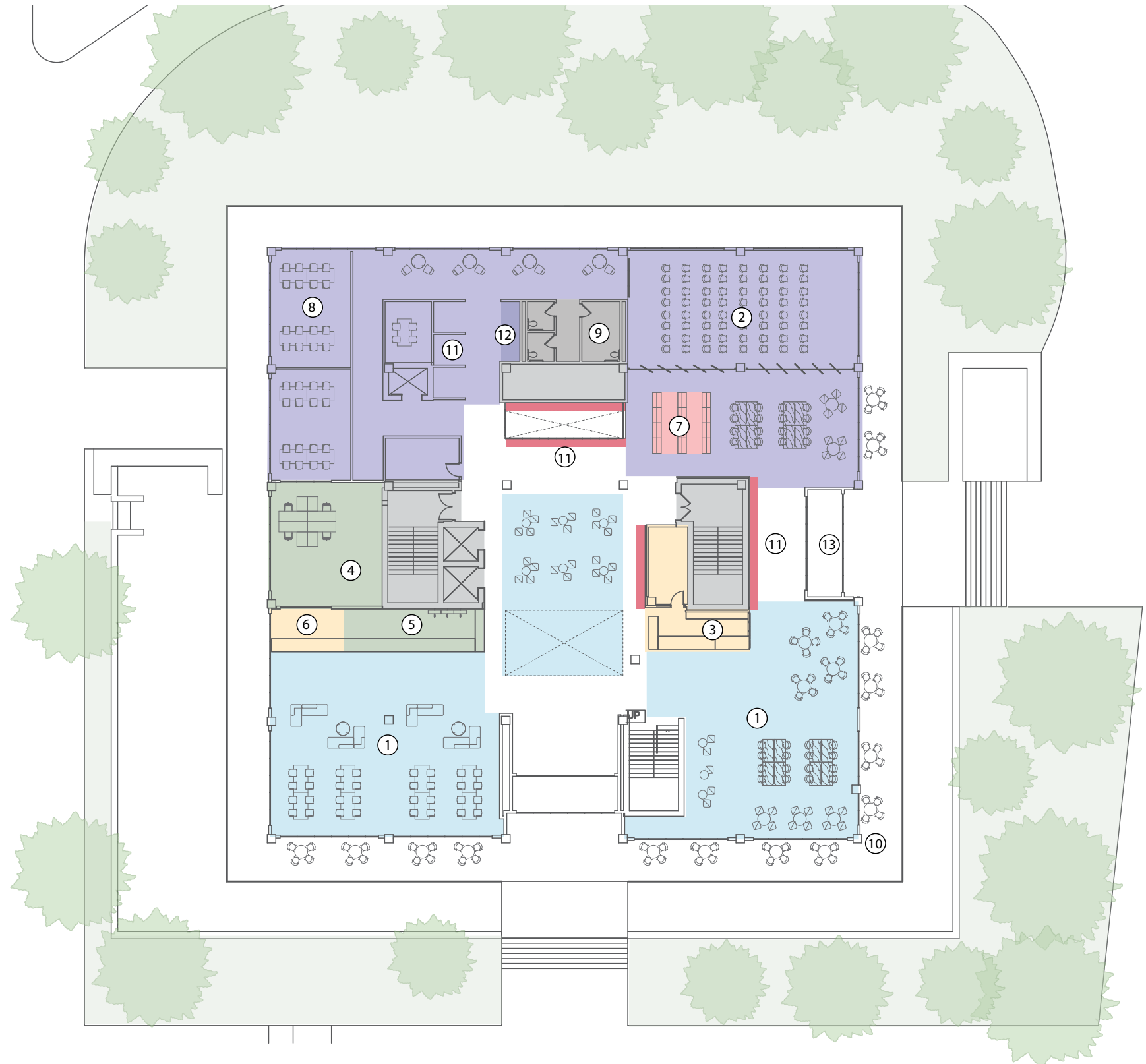
Organize the library vertically to create a legible progression of use, from active, collaborative learning and engagement spaces at the lower levels, to a diverse mix of study and collections in the middle floors, and more quiet, focused environments for students and staff at the upper levels.



# Dana Porter - Main Level

## Dana Porter - Level 2

Level 2 is the main entry point to the library and sits directly along Two Row Path, one of the busiest pedestrian routes on campus. Keeping the café and service desk on this floor supports its role as an active, welcoming space that people naturally pass through. The addition of event spaces makes sense here, where activities can be visible and easy to access from the main campus path. New washrooms allow this floor to operate independently as a 24-hour level within the library network, giving users access to key amenities without opening the entire building. A new entrance strengthens this setup by improving flow from campus, supporting after-hours access, and making level 2 a clear and convenient front door to the library at all times.



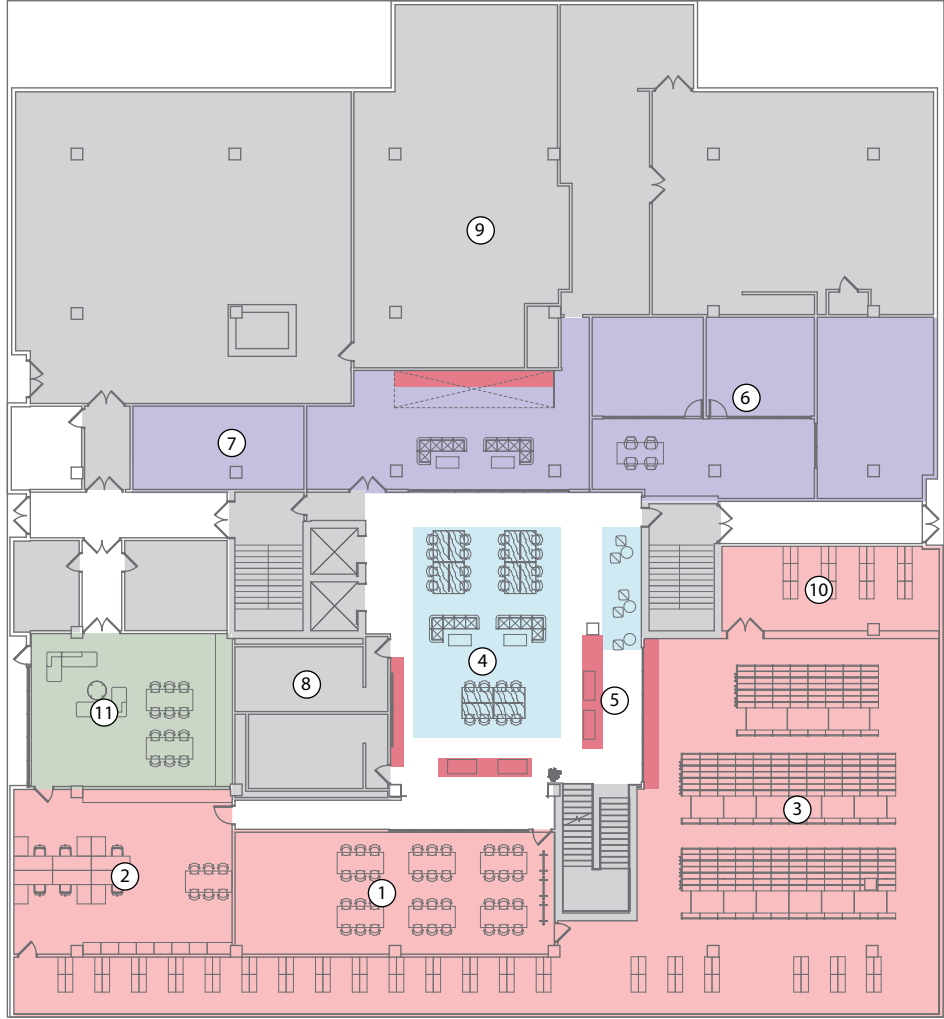
- ① Open Study Area
- ② Event Space
- ③ Cafe
- ④ Staff Office
- ⑤ Help Desk
- ⑥ IT Desk
- ⑦ Collection
- ⑧ Breakout Spaces
- ⑨ New Washrooms
- ⑩ Outdoor Study Area
- ⑪ Study Nook
- ⑫ Event Preparation Space
- ⑬ New Entrance

# Dana Porter - Main Level



Dana Porter - Main Entrance. Rendering

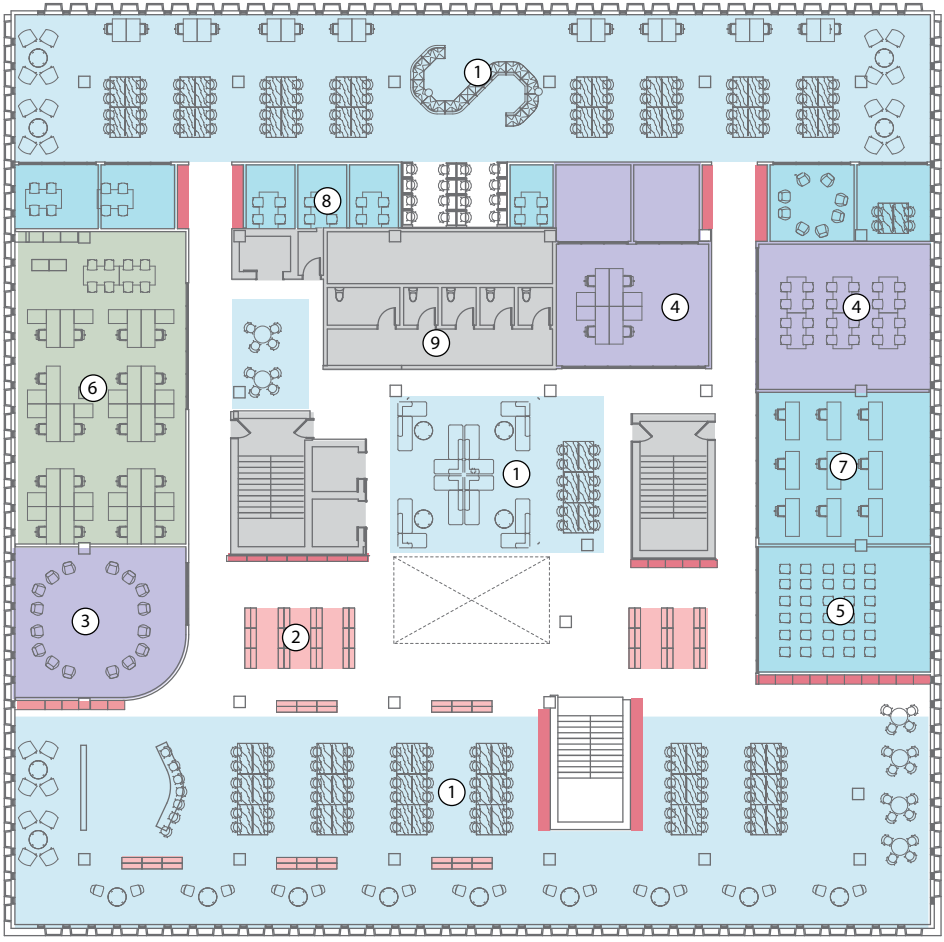
# Dana Porter Library



- ① Classroom
- ② Collection Offices
- ③ Special Collection & Archives
- ④ Open Study Area
- ⑤ Display Wall
- ⑥ Digital Scholarship Lab
- ⑦ DSL - Offices
- ⑧ Washrooms
- ⑨ Mechanical Space
- ⑩ Geospatial Collection
- ⑪ Staff Lounge

## Dana Porter - Level 1

Level 1 brings together Special Collections and Archives & the Digital Scholarship Lab as distinct yet complementary research environments. Special Collections & Archives supports close, hands-on engagement with primary source materials, reinforcing the University of Waterloo's research history and stewardship of unique collections. The Digital Scholarship Lab, while located on the same level, functions independently as a forward-looking research and technology hub. It connects the University to emerging and established digital research methods and services offered by research libraries, including research data management, geospatial analysis, evidence synthesis, data visualization, and data analysis. Its placement on level 1 strengthens visibility and access to advanced research support without positioning it solely as an extension of Special Collections, reinforcing the library's broader role in enabling both traditional scholarship and contemporary digital inquiry.



- ① Learning Commons
- ② Collection
- ③ Indigenous Learning Centre
- ④ Media Production
- ⑤ Sims Reading Room
- ⑥ Staff Offices
- ⑦ Tech Sandbox
- ⑧ Study Rooms
- ⑨ Washrooms

## Dana Porter - Level 3

Level 3 brings together the Learning Commons, Indigenous space, and library staff areas to support learning, guidance, and community in a shared setting. Locating these programs on the same floor creates strong relationships between students, staff, and academic supports, making help and resources easy to find when they are needed most. The Learning Commons serves as a central study environment where adds individual and group work, peer support, and technology come together in one place. The Indigenous Learning Centre add an important cultural and academic home for engaging campus in learning directly from Elders, Indigenous ways of knowing, collections and artifacts. Staff spaces on this level allow librarians and support teams to be closely connected to students, reinforcing level 3 as a place where learning, support, and community intersect.

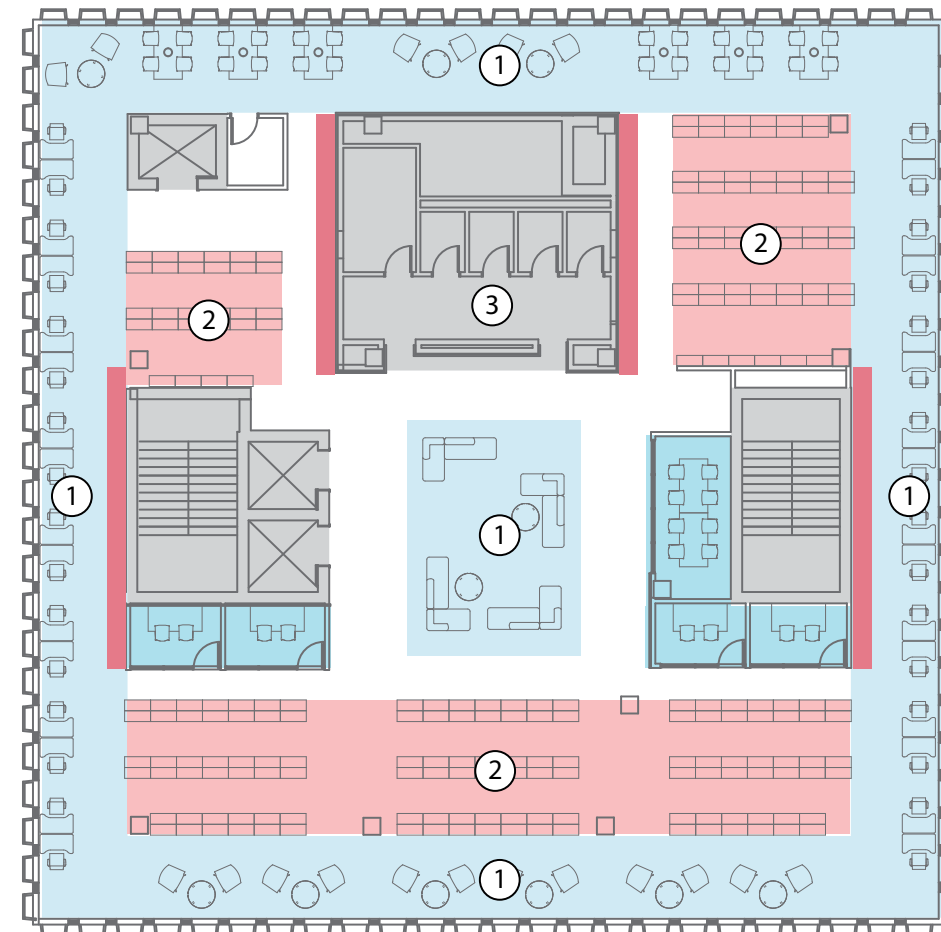
# Dana Porter Library



- ① Library Accessibility Commons
- ② Staff Area
- ③ Open Study Area
- ④ Mechanical Space

## Dana Porter - Level 4

Level 4 is envisioned as the Library Accessibility Commons, bringing together wellness, accessibility, and quiet study in a calm and supportive environment. Locating this hub on an upper floor provides the separation and privacy needed for students seeking focused support or a quieter place to work. The space builds on the former ATC by expanding access to adaptive technology and offering a mix of open and enclosed areas for quiet and personally adjustable study environments to mean various learner needs. Pairing these functions allows students to move easily between support services and quiet academic work, reinforcing the library's role as a place that supports both learning and personal well-being.

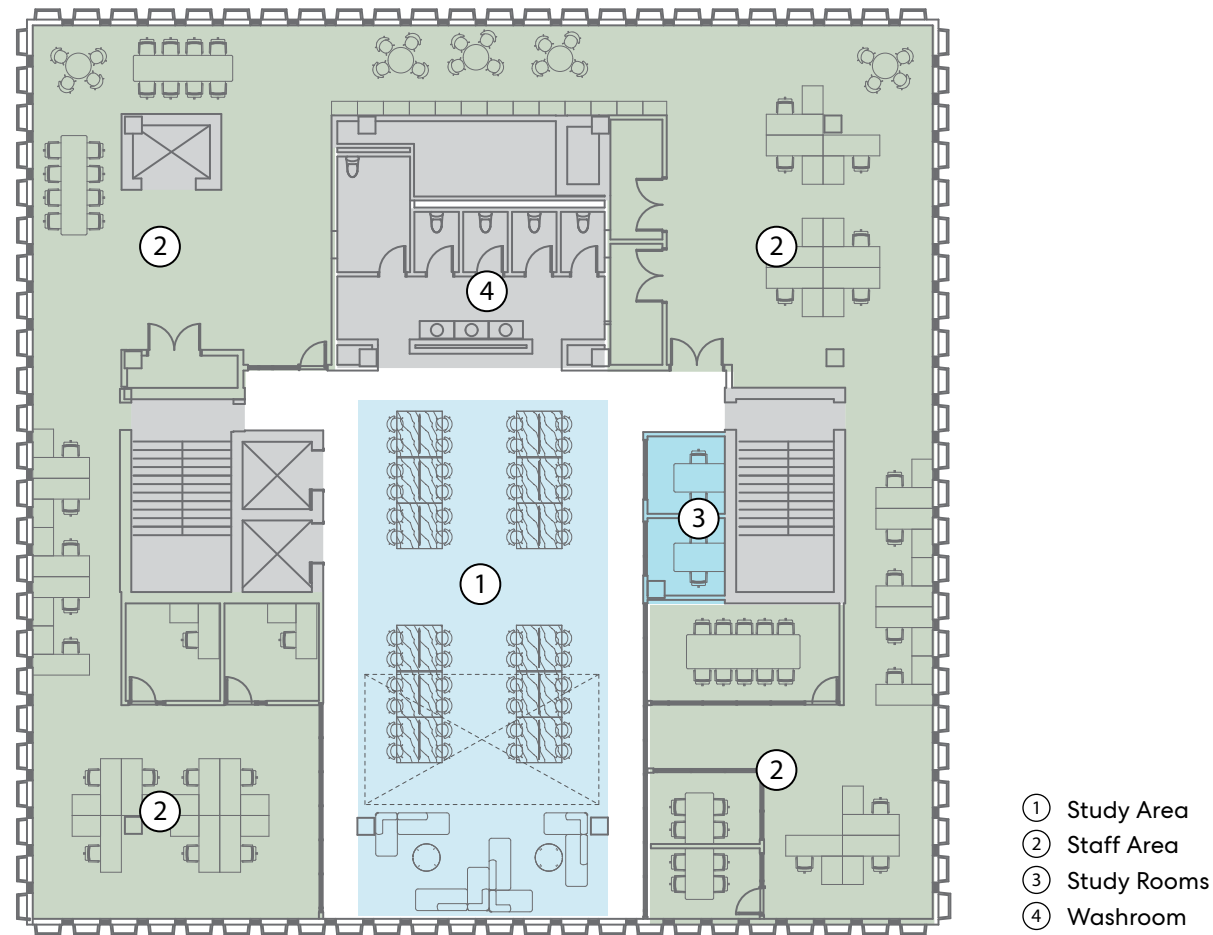


- ① Study Area
- ② Collection
- ③ Washrooms

## Dana Porter - Level 5-8

Levels 5 through 8 are dedicated to learning and collections, reinforcing the library's core role as a place for study, research, and access to knowledge. A wide range of study spaces is distributed throughout these floors, including individual and group settings, allowing students to choose environments that suit different modes of work. Rather than separating collections and study areas, the two are intentionally integrated, reflecting feedback from the workshops that highlighted the importance of being surrounded by books while studying. This approach encourages browsing and research alongside focused study. Collections on these levels are organized to be fully accessible, ensuring equitable access for users with disabilities and supporting inclusive use of the library across all floors.

# Dana Porter Library



## Dana Porter - Level 9-10

Levels 9 and 10 are reserved for silent study, providing a consistently quiet setting for focused, individual work. While levels 5 through 8 support more active learning, these upper floors are intentionally calmer and more removed from busy library areas. Most library staff are also located on these levels, allowing students to be on the same floor as staff without compromising the quiet environment. This setup gives students easy, informal access to staff when needed and maintains visual connection without creating disruption. The intent is for every floor to support student learning, while making staff visible, accessible, and closely connected to students in their day-to-day work.

# Davis Centre Planning Approach

## Reinforce the Library as a Campus Hub and Connector

Position the Davis Centre Library as an active, campus-facing hub that supports high daily use and movement. Leverage its central location and open floorplate to accommodate a wide range of learning, study, and collaboration activities that reflect the energy and diversity of campus life.

## Create a Range of Experiences from Entry to Interior

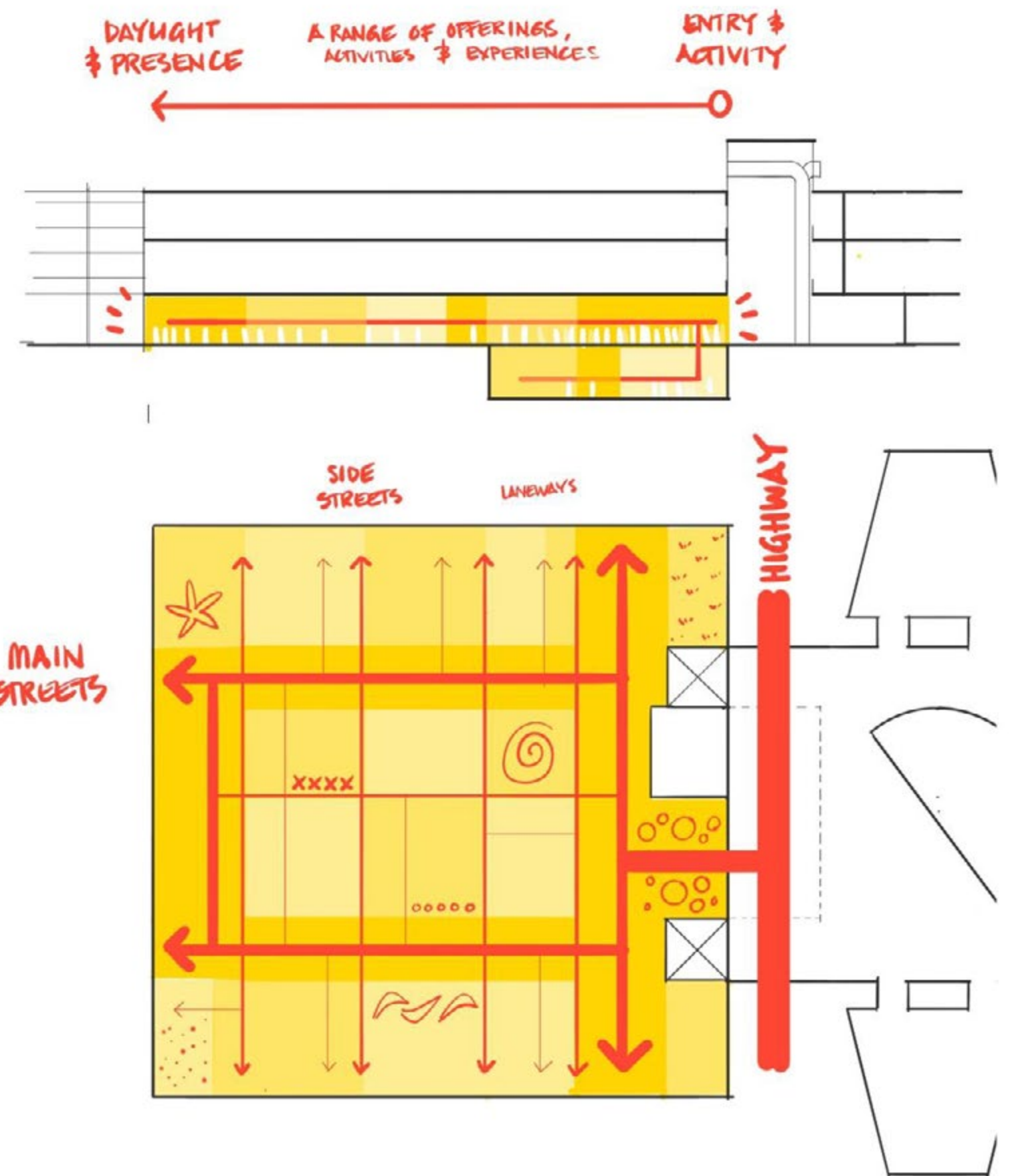
Organize the library horizontally to establish a clear progression of activity, from more vibrant, social, and collaborative spaces near the main entry to quieter, more focused study environments deeper within the library. This gradient supports choice, comfort, and intuitive wayfinding across the floor.

## Democratize Access to Daylight

Use the library's exterior walls on three sides to distribute daylight more equitably across programs. Prioritize shared access to natural light for study, collaboration, and learning spaces, rather than concentrating daylight in select or privileged areas, improving comfort and overall user experience.

## Establish a "Main Street" with Supporting Side Streets

Structure the plan around a clear internal "main street" that supports movement, visibility, and informal interaction, with smaller "side streets" branching off to support more focused, quieter, or specialized spaces. This approach creates spatial clarity, flexibility, and a legible framework that can adapt over time while maintaining coherence.



# Davis Centre - Basement

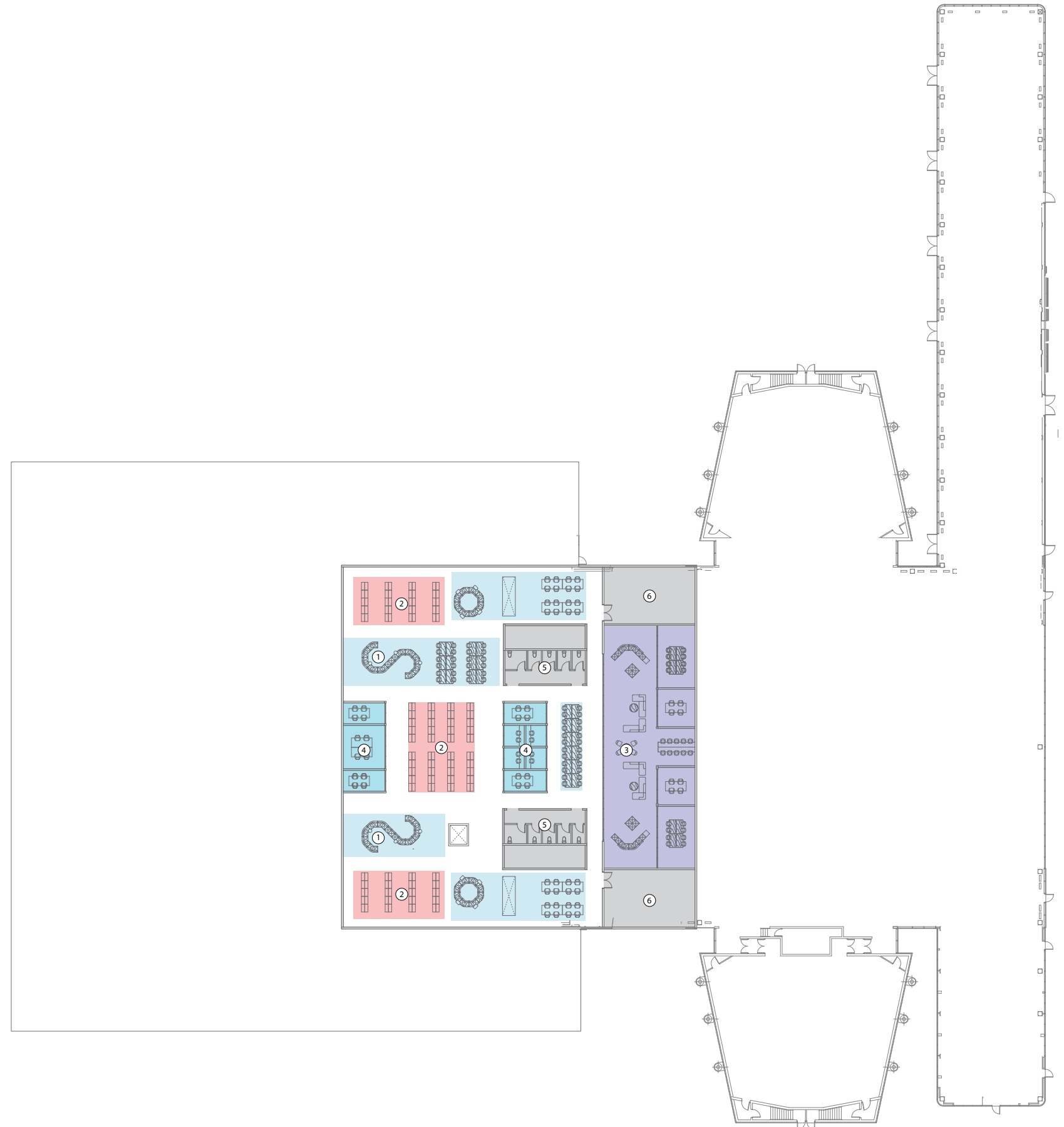
## Davis Centre - Basement

The basement level of the Davis Centre Library is envisioned as a key destination that supports student accessibility, wellness, and focused academic work. This level will house the Library Accessibility Commons, expanding its role as a student accessibility and wellness hub and providing dedicated, inclusive spaces that support a wide range of learning needs. Locating the LAC in the basement allows for a more cohesive and purpose-built environment, while maintaining strong connections to the rest of the library.

In addition to accessibility services, the basement will accommodate a silent study zone, offering a calm and controlled environment for deep, individual focus. A wide variety of study spaces will be provided, including individual study stations and enclosed study rooms, increasing both choice and capacity for students who require quiet or private settings. Compact shelving will also be consolidated on this level to efficiently accommodate portions of the physical collection while freeing up prime areas on main floor for people-focused programs.

To support increased use and improve functionality, the new program also includes expanded washroom access within the Davis Centre Library. Together, these interventions transform the basement into a highly functional, inclusive, and well-supported study environment that balances accessibility, wellness, collections, and focused learning.

- ① Silent Study Area
- ② Collection
- ③ Library Accessibility Commons
- ④ Study Rooms
- ⑤ New Washrooms
- ⑥ Storage Space



# Davis Centre - Level 1

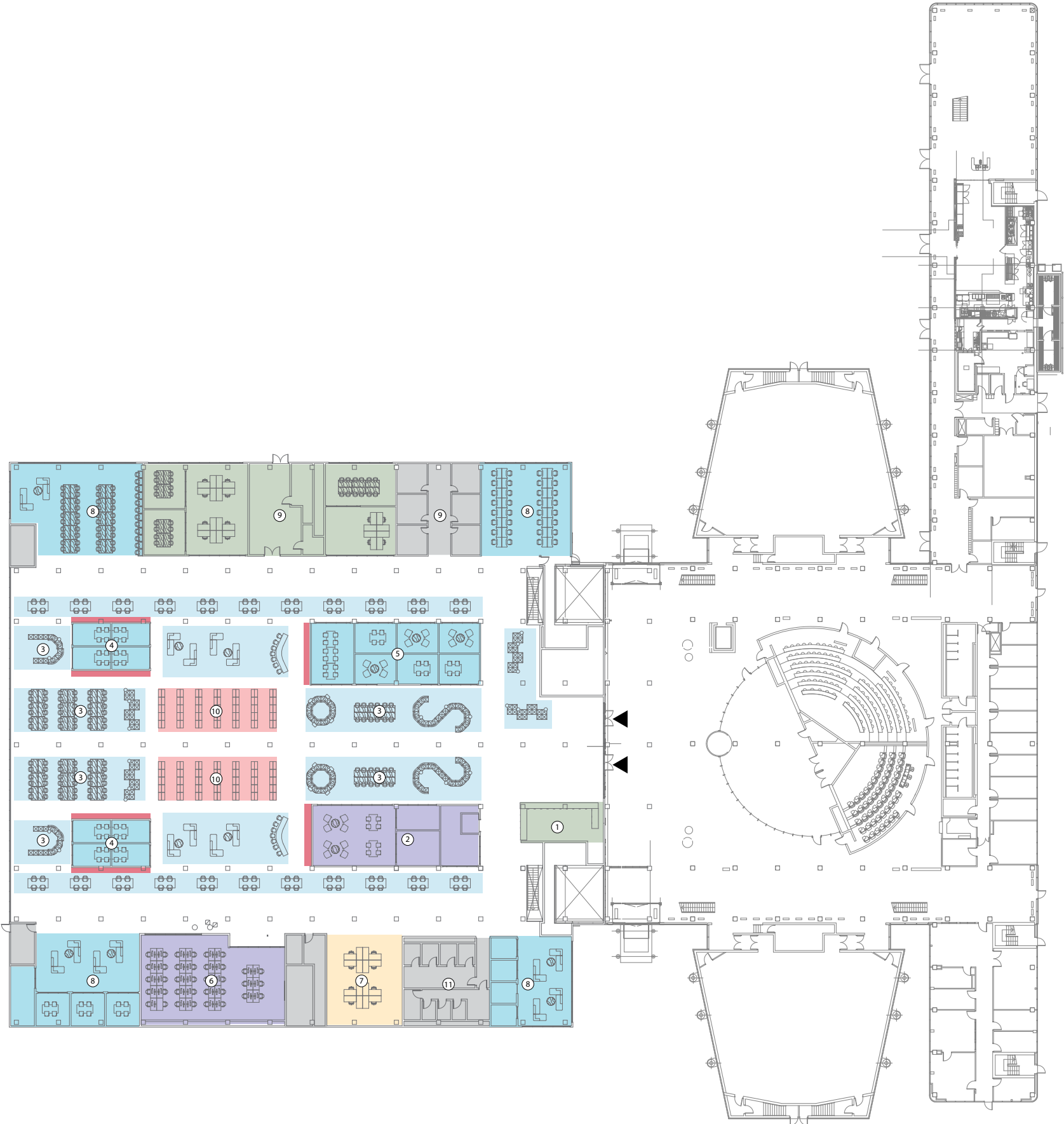
## Davis Centre - Level 1

Level 1 of the Davis Centre Library is reimagined as an active, collaborative learning environment that brings together technology, academic support, and flexible study spaces. This level will accommodate the IGNITE Lab, an e-sports-ready environment that supports experiential learning, innovation such as VR/XR, and emerging forms of digital collaboration. An Innovation Learning Hub will also be located on this floor, strengthening connections between study, innovation, and applied learning. A more compact and efficient staff workspace will be provided, allowing additional floor area to be reallocated to student-focused programs.

The Help Desk will be relocated to improve visibility, wayfinding, and access to services at the main entry. Level 1 will also include an expanded Learning Commons with integrated consultation areas, supporting academic advising, peer support, and collaborative work. A wide variety of tables, seating types, and study configurations will be introduced to support different learning styles and group sizes.

The spatial organization establishes a clear activity gradient, with quieter, more focused study zones located along the perimeter and corners of the floor, and more active, collaborative uses concentrated toward the centre. This arrangement balances energy and focus while creating a flexible, legible, and inclusive learning environment that reflects how students use the library today.

- ① Help Desk
- ② Idea to Impact Lab
- ③ Learning Commons
- ④ Study Rooms
- ⑤ Consult Rooms
- ⑥ IGNITE Lab
- ⑦ IT Space
- ⑧ Quite Study Area
- ⑨ Staff Area
- ⑩ Collections
- ⑪ Washrooms



# Davis Centre - IGNITE Lab



Davis Centre - IGNITE Lab. Rendering

# 07.

# Phasing Strategy

## **Contents**

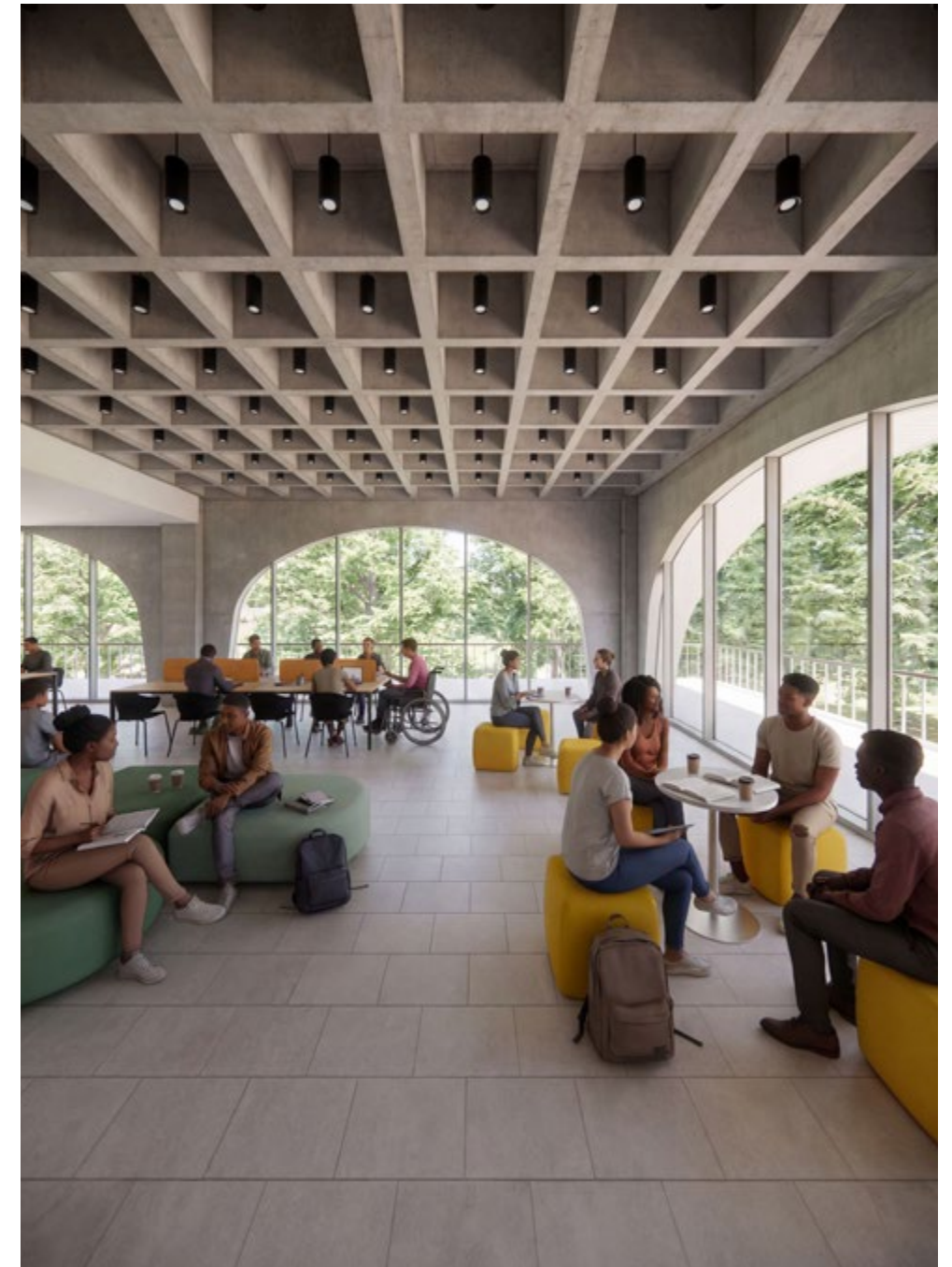
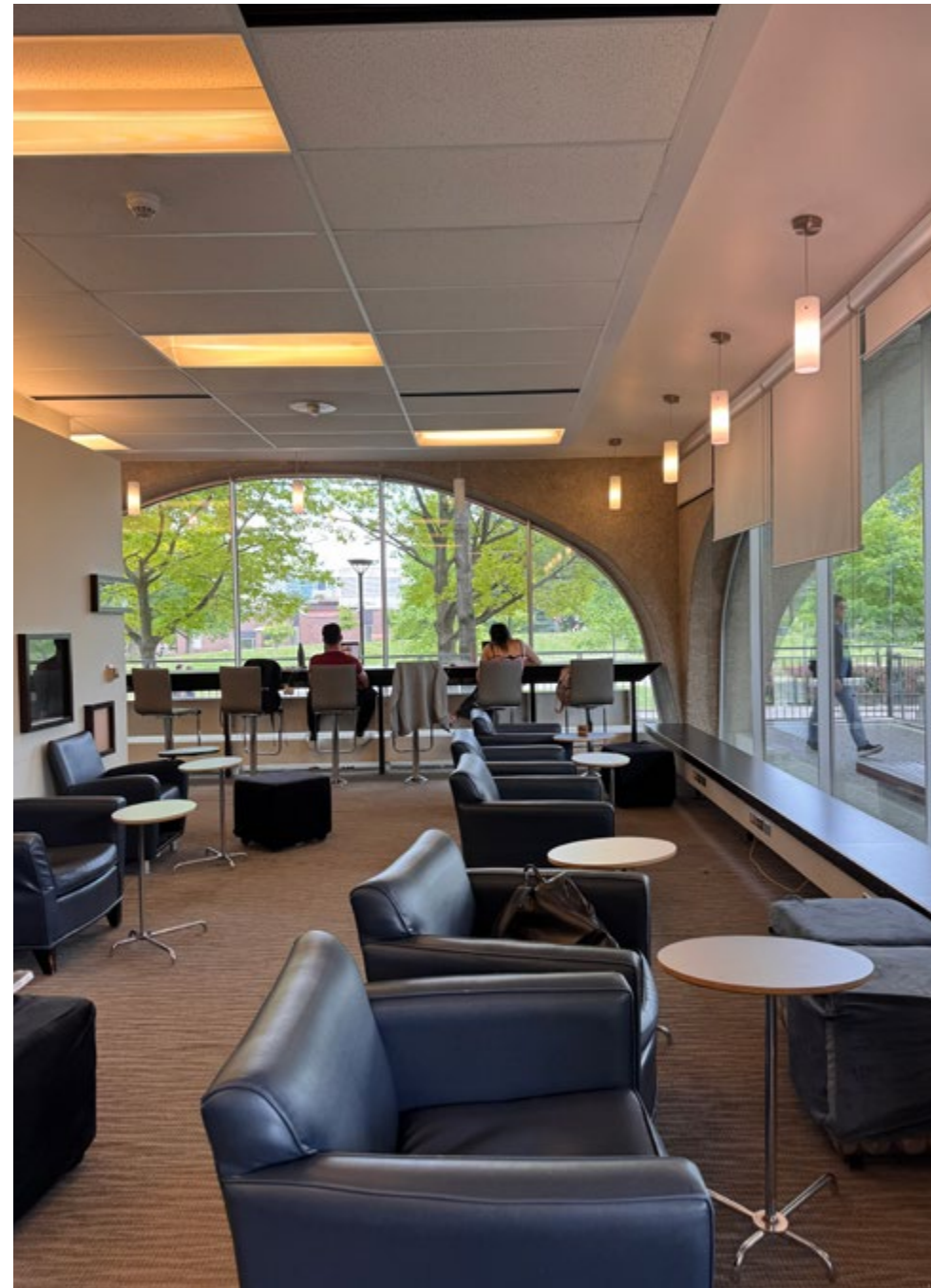
Phasing Timeline

Phasing Strategy

# Phasing Overview

The Strategic Space Plan is structured as a 15-year phased implementation strategy that responds to the realities of renewing large, occupied library buildings. The approach acknowledges the aging mechanical and electrical systems and outdated architectural finishes across both libraries, and aligns renovation work with the timing of necessary system replacements. By coordinating spatial upgrades with infrastructure renewal, the plan supports efficient use of capital resources while advancing the mission and vision of the Libraries' strategic priorities.

Phasing enables the libraries to remain fully operational throughout construction, minimizing disruption to students, faculty, and staff. Work is sequenced to support continuous access to collections, study spaces, and services, while progressively introducing improved environments that better reflect contemporary learning and research needs. This long-term, incremental approach ensures that transformation is both realistic and achievable, allowing the libraries to evolve in a deliberate, cost-effective manner while maintaining architectural clarity, operational continuity, and alignment with institutional priorities.



(1) Dana Porter Study Lounge,  
(2) Main Level Cafe/Student Lounge. Rendering

# Phasing Strategy

The phasing strategy illustrated translates the Libraries Strategic Space Plan into a clear, realistic 15-year roadmap that aligns infrastructure renewal with program transformation while keeping both libraries operational throughout construction.

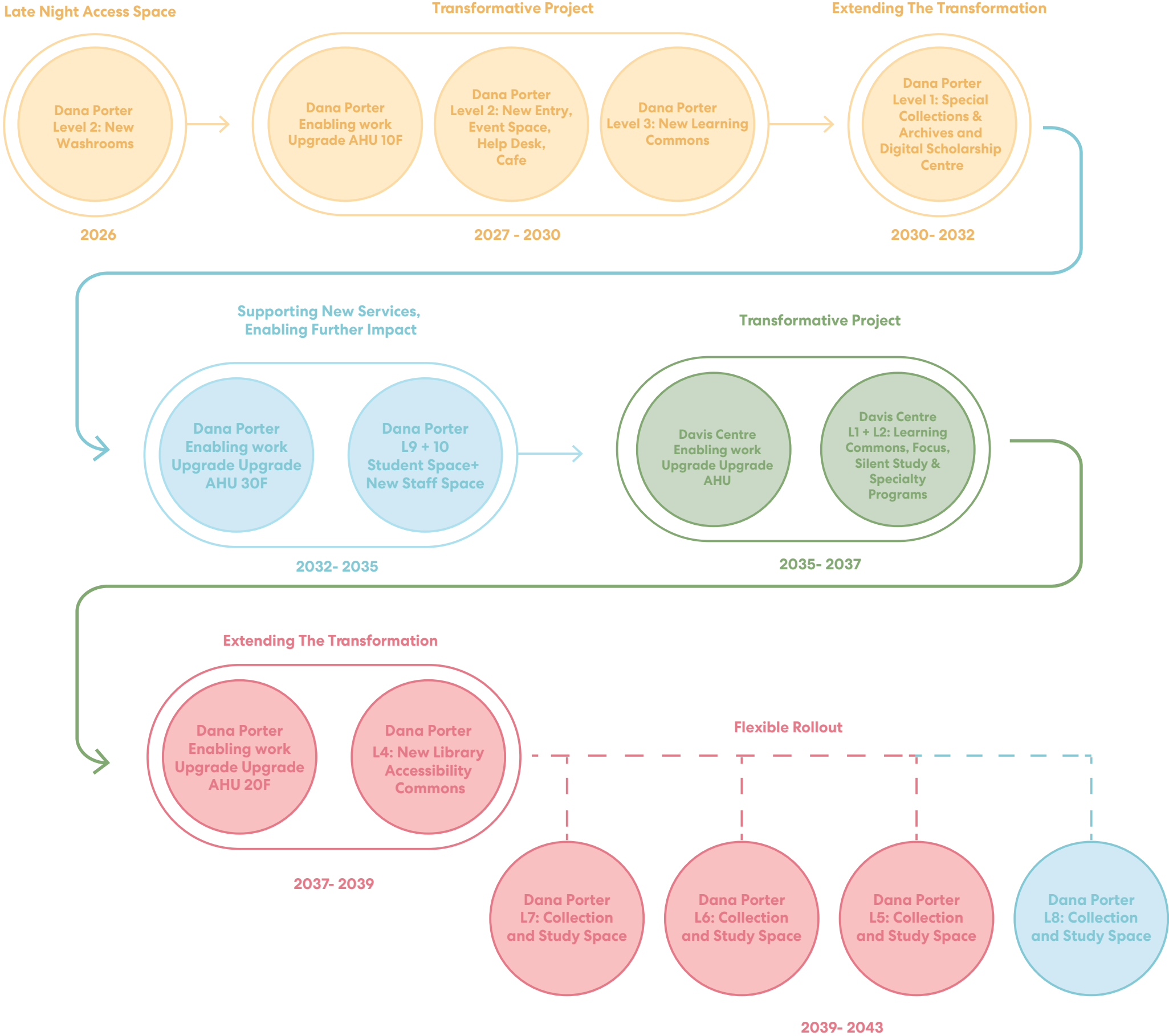
The strategy begins with a **transformative first phase (2026–2030)** at Dana Porter Library, combining critical enabling work, including Air Handling Unit (AHU) upgrades, with high-impact public-facing improvements. Early investment focuses on the main entry levels, introducing a new event space, information desk, café, and Learning Commons. This approach delivers immediate value to students while establishing the mechanical and organizational capacity required for future phases.

The plan then **extends the transformation (2030–2035)** by advancing specialized academic programs, including Special Collections & Archives and Digital Scholarship, alongside further enabling work and expanded student and staff spaces on upper levels. These phases build on earlier infrastructure upgrades, allowing more ambitious spatial changes without major disruption.

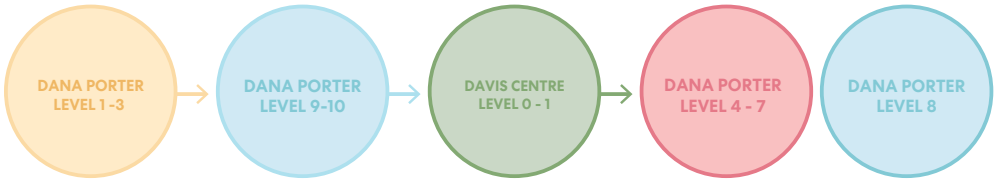
From **2035–2037**, focus shifts to Davis Centre Library, where enabling mechanical upgrades support a comprehensive reorganization of level 1. This phase introduces an expanded Learning Commons, focused and silent study areas, and specialty programs, reinforcing Davis as a highly active, campus-oriented hub.

The final phases (**2037–2043**) continue to extend improvements at Dana Porter through the creation of an expanded Library Accessibility Commons and a flexible rollout of collection and study space upgrades across multiple floors. This flexible sequencing allows the University to respond to funding availability, evolving needs, and operational priorities.

Overall, the phasing strategy ensures that aging mechanical and electrical systems and outdated finishes are addressed in tandem with program renewal. By sequencing work carefully and maintaining continuous library operations, the plan delivers a pragmatic, mission-aligned transformation that is both achievable and resilient over time.

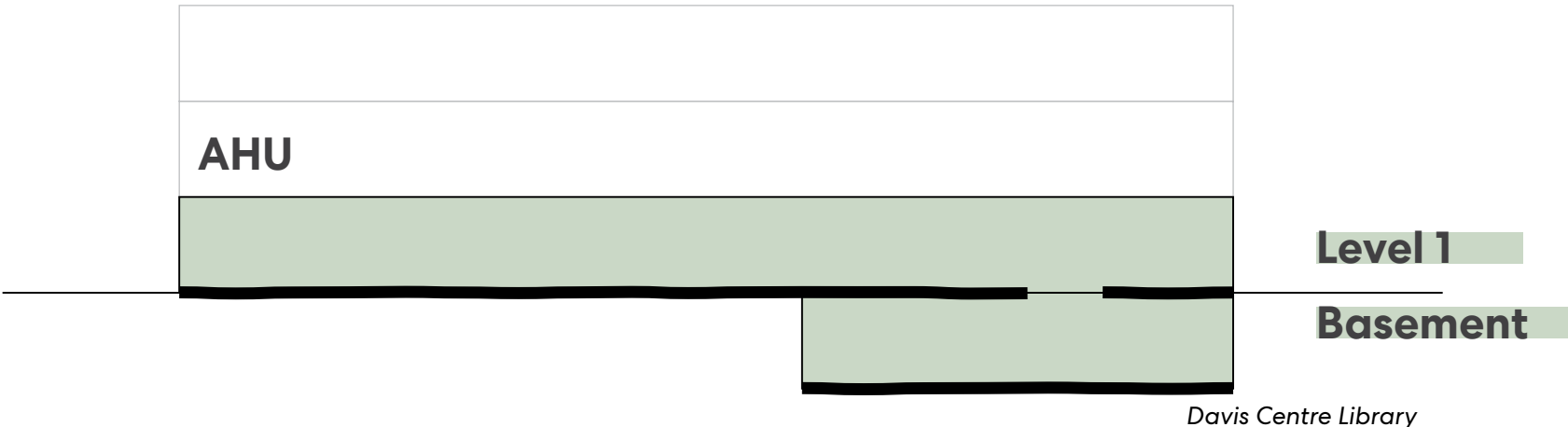
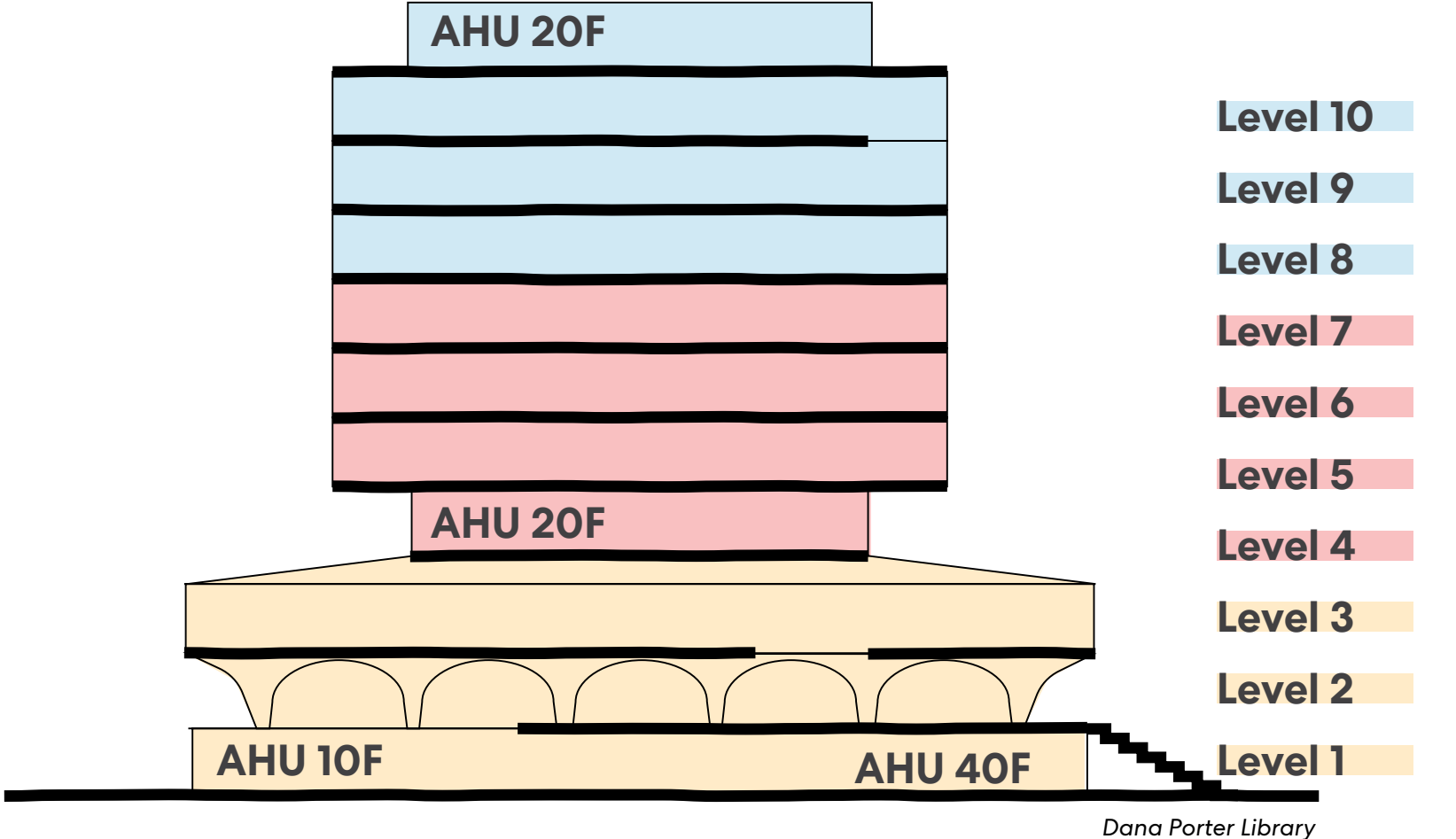


# Phasing Strategy



Dana Porter Library is organized into three primary zones, each served by a distinct mechanical system that reflects the original three-phase construction of the facility. As a result of age and increased performance demands, significant mechanical and electrical upgrades are required across all zones. Many systems are approaching or have reached the end of their service life, contributing to deferred maintenance costs and operational risk. At the same time, increased occupant loads associated with expanded study and program space will require additional capacity for ventilation, heating and cooling, power, and data.

To maximize efficiency and minimize disruption, the recommended approach is to undertake system upgrades on a zone-by-zone basis as enabling work, coordinated with the first phase of renovation within each zone. For example, upgrading the capacity of AHU 20F would support the full build-out of Floors 4-7 in conjunction with the renovation of Floor 4. Subsequent renovations to Floors 5, 6, and 7 can then proceed as needed, tied into the newly upgraded mechanical infrastructure. This phased, systems-led approach aligns infrastructure renewal with program delivery while supporting continued building operation.



# Dana Porter - Learning Commons



Dana Porter Learning Commons.Rendering

# Dana Porter - Special Collections & Archives



Dana Porter Special Collection and Archive. Rendering