



MAUNEY MEMORIAL LIBRARY

Visioning Document

This document would not have been possible without the contribution of the following Vision Working Group members who engaged in a workshop to articulate the Strategic Goals of the Mauney Memorial Library:

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**“If history were taught in the
form of stories, it would never
be forgotten.”**

- Rudyard Kipling

Introduction

The purpose of this document is to create a living framework that enables the Mauney Memorial Library's leadership to incorporate the Strategic Goals developed by the Vision Working Group for what the Mauney Memorial Library can be and do for its community of users.

This document is intended to serve as a tool for the Mauney Memorial Library to articulate a vision for what a re-defined 21st century library is for Kings Mountain. Motivated by the need for an expansion of physical space, including the need for a new library building and an expansion of services, the library gathered a group comprised of library and community leadership to articulate opportunities for a 21st century library.

Based on a holistic view that the design of a new library is most successful when the library is considered to be an anchor of the community and a platform to amplify community goals, this document represents the synthesis of goals generated from a full day work session conducted on March 4, 2016, facilitated by Margaret Sullivan and Brooke Rho of Margaret Sullivan Studio.

Many thanks to the entire dedicated team of Library and Community Visionaries:

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Executive Summary

The Mauney Memorial Library has successfully served the Kings Mountain community for over 80 years and from its current location since 1947. The library is led by Sharon Stack, Library Director along with the dedicated Library Board under the leadership of Dr. Jeff Mauney, Chair. As early as 2007, the Trustees acknowledged that the library building had outgrown its current space. The library hired Phillip Barton to develop a new building program to modernize and right size, resulting in a program calling for 23,700 SF.

In 2012, the library hired H3 Hardy Collaboration Architecture to engage in a site selection study. Based on evaluating four potential sites, the study resulted in a new library site based on goals articulated by the Trustees: a library that could stimulate downtown economic development and be a destination for the community and the region.

In 2008, library systems throughout the country were negatively impacted by the recession and many, like Mauney Memorial Library, could not sustain the momentum to advance capital improvement projects. Yet, during this time libraries throughout the country went through a time of strategic planning, partnerships, re-branding and a refinement of programs and services to more effectively and resourcefully impact the communities they serve, in spite of significant economic stresses and uncertainty.

The Mauney Memorial Library was no exception and the library continued to offer services in innovative ways: through partnerships, taking programs to the community and outside the walls of the library building and by developing unique programs based on community needs, such as the *Downtown Business Success Project*, which recently garnered national acclaim in the Aspen Institute's *Action Guide for Re-Envisioning Your Public Library*.

In February 2016, Mauney Memorial Library hired Margaret Sullivan Studio (MSS) to provide a Vision for a 21st Century Mauney Memorial Library and to provide a site study of four acres of an eleven acre site as part of a committed land donation by the Patrick Family.

The following document outlines the preliminary Visioning Framework for a 21st Century Public Library for Kings Mountain, NC. MSS recommends the following next steps:

- Mauney Memorial Library engage a consultant to revise and update the Barton Program based on this Visioning Document, the current programs of the Mauney Memorial Library and future goals.
- Mauney Memorial Library engage in a Community Engagement Process to galvanize community support and incorporate community needs and aspirations into the building program.
- Mauney Memorial Library engage a consultant to develop a preliminary conceptual design to reflect this new Vision for the Mauney Memorial Library; the opportunity for the new library to be a catalyst for Kings Mountain development and to provide a visual illustration to galvanize community support and secure funding from a variety of identified public and private sources.

Definition of a Library Before the Workshop

“An open facility for all who desire to find a resource for a topic they are studying as well as those lighter less intense uses such as pleasure reading and entertainment.”

Definition of a Library After the Workshop

“That wonderful vehicle that fosters and facilitates life long learning and passions, thereby enriching the community on many, many levels.”

- Steve Killian

The Framework

The Framework is designed to articulate the Strategic Goals developed by the Vision Working Group. This Framework, as described in the following pages, articulates a set of Strategic Domains that developed as priorities of service and spaces based on creating a purposeful and meaningful experience for all users and to create a structure composed of physical spaces and services to foster community advancement.

Library as Kings Mountain

Visioning Study participants articulated a vision that the Mauney Memorial Library will be a vehicle of the city's dreams. Each participant in the study represented aspirations for an enhanced future of Kings Mountain, activated through a combination of economic development, business growth, leveraging industry, property enhancements, cultural events, community engagement and celebrating the community's unique history. Throughout the study, participants expressed optimism that the library could realize each of these dreams by providing unique spaces, services, programs and access to opportunity not currently present in the region.

City and Region

The area surrounding the city is rich with Revolutionary history as the location of the Battle of Kings Mountain fought in 1780. Over the past few years, the town has been making greater strides to celebrate this history with the locally written and produced play *Liberty Mountain*.

The desire coming from the Visioning Study is for Kings Mountain to position itself in the national conversation, not only for its storied past, but for its radical pushes into the future. By leveraging the goals of the city and the library to advance the community, the partnership of Kings Mountain and Mauney Memorial Library has the potential to be a model for the region of how a community, working together to effect change, can create an impact greater than the sum of its parts. For example, recent Main Street revitalization efforts have begun to show fruit through new businesses, but there is still a gap between conception and execution that the library can fill through resources, services and relevant training.

Citizens

The Visioning Study is just the beginning of a civic engagement process that can engage citizens from all walks of life in Kings Mountain to become active participants in the life of the library. For example, we heard stories of teenagers interested in taking greater ownership of the library by volunteering in youth programs during the summers. Creative citizens are using their talents at the local theater to put on a great production of *Liberty Mountain* and the 21st century library can offer spaces for rehearsal and even performance.

Participants described a diverse, committed citizenry that when given opportunities to be creative, show leadership and be part of the greater community, are excited and willing. Yet, there is a concern that this community spirit is not being transferred to the next generation. Visioning Study participants believe that the library can be a catalyst to create more opportunities for all, including leadership opportunities for the next generation of Kings Mountain's engaged citizenry!

Strategic Goals

The Mauney Memorial Library is an anchor of the community, designed for the citizens of Kings Mountain. The Strategic Goals will be translated into an emphasis on services and physical spaces focused on following the Strategic Domains:

Library As... **Community Hub**
Nurturing Youth
Incubator
Cultural Center
Living History

"Library as Kings Mountain" is the Vision to support these Strategic Goals.

**Mauney
Memorial
Library will be a
regional model
for cultural,
technological
and economic
vitality.**

LIBRARY AS KINGS MOUNTAIN

LIVING
HISTORY

NURTURING
YOUTH

INCUBATOR

COMMUNITY
HUB

CULTURAL
CENTER

Library as Community Hub

The purpose of the Community Hub will be to provide a welcoming, relaxed and creative environment for citizens of all ages to gather.

The Community Hub is the informal meeting place, the “Third Place,” of the library where unintentional, spontaneous interactions can occur; where rather than an intentional learning agenda, an intentional informal social agenda fosters positive community conversation, interaction, alone/togetherness, discovery, entertainment and enjoyment.

This concept is further reinforced in “The Great Good Place: Cafes, Coffee Shops, Bookstores, Bars, Hair Salons and Other Hangouts at the Heart of the Community” by Ray Oldenberg which argues that “third places—where people can gather, put aside the concerns of work and home and hang out simply for the pleasures of good company and lively conversation—are the heart of a community’s social vitality and the grassroots of democracy.”

The Community Hub is an essential component of the user’s “learning pathway.” Connected learning principles state that we learn best when we pursue our interests and have peers and mentors who share these interests. The Visioning Study participants expressed that the Community Hub could be a vital part of catalyzing interest-based learning communities where citizens could connect spontaneously around common interests and passions independent of stratifications such as age, school, work, socioeconomic status, and neighborhood.

“People can gather for the pleasure of good company and lively conversation.”

Vision

- To be an inspirational third place for all people, all ages and all abilities**
- To function as a highly accessible itinerary center with information on events and happenings**
- To serve as the public’s school with ample access to technology, resources and training, where we can catch people where they are falling**
- To be a physical landmark for our community and downtown that will attract people into town**

Outcomes

- To promote positive, playful and happy conversation**
- To promote serendipitous experiences and community connections**
- To be a neutral place**
- To create community**
- To be a safe place for all citizens, including kids, teens and homeless**
- To be free and accessible to all groups**
- To be a place for local gatherings**
- To be a place for neighborhood gatherings**
- To be welcoming for all**

Library as Community Hub

**TINKER
CENTER**

**A NEW
LANDMARK FOR
KINGS MOUNTAIN**

**COOLEST
CAFE
IN NC**

**THE KINGS
MOUNTAIN
LIVING
ROOM**

**PERFECT PLACE
FOR GROUP
MEET-UPS**

**INFORMATION
STATION**

Library as Nurturing Youth

The purpose of the strategic goal to Nurture Youth will be to demonstrate the Mauney Memorial Library's commitment to life-long learning and providing accessible education to all.

The Visioning Study participants believe the role of the library is to provide educational opportunities for youth of all ages and to play a role to actively engage the community's youth in partnership with schools and educational institutions. Every place in the library could have a "learning moment," whether structured or unstructured, intentional or unintentional. Increasingly, public libraries provide a critical support system for learning at all ages and stages and for all styles of learning.

The P21 Framework (Partnership for 21st Century Skills)¹ is a great resource for the outcomes that the Library as Nurturing Youth will be designed to foster. The P21 Framework is divided into four categories:

- Learning and Innovation Skills**
- Information, Media and Technology Skills**
- Life and Career Skills**
- 21st Century Themes**

If we take, for example, one of the goals of the Learning and Innovation Skills category, "Basic Literacy," we can envision that the physical space could support this skill development in several programmatic areas: a small group study room equipped with the most state-of-the-art tutoring technology, or a six to eight person collaborative environment to discuss books, or a comfortable and inviting room for twenty to practice speaking English. For our young children, "Basic Literacies" means incorporating methodologies from PLA's Every Child

Ready to Read, to ensure early literacy development for children ages 0-5.

"Creativity and Innovation" is another skill category supported by learning that happens in a space designed to promote creative learning engagement, whether a theatrical play space in the children's area or a gaming lab in the teen space.

Vision

- To create a third place for youth to go after school to complete assignments and spend time with friends**
- To nurture leadership in future generations by providing opportunities for creative problem solving and community leadership**
- To provide spaces for messy project-based learning that will cater to their specific interests and promote peer-based learning**
- To be the go-to spot for teens and young adults in Kings Mountain**

Outcomes

- To provide learning opportunities for all citizens at all ages and stages**
- To provide effective learning environments for all styles of learners**
- To provide both "traditional" and "non-traditional" learning environments**
- To be a place that connects learning communities (i.e. schools, teachers, parents, tutors) across the community**
- To provide customized Pathways to Learning**
- To provide Certificate Programs**

¹ <http://www.p21.org/about-us/p21-framework>

Library as Nurturing Youth

**ARTIST
STUDIO**

**OUR FAVORITE
PLACE TO
GEEK OUT!
(COMPUTER
LAB)**

**STUDY
ROOMS**

**COOLEST
PLACE
TO BE A
TEEN**

**COMMUNITY
EDUCATIONAL
COURTYARD**

**CRAWLING,
WALKING AND
READING!
(EARLY LITERACY)**

**CREATIVE
GATHERING
PLACE**

Library as Incubator

The purpose of the Library as Incubator will be to nurture the development of the entrepreneurial spirit for all citizens in the region. The vision for the Maoney Memorial Library is to be a Business Incubator, Creative Incubator and Cultural Incubator. Primarily associated with having a business and economic development bias, the Library as Incubator will also be the place where an individual's passions and interests can be cultivated and enjoyed!

Specifically, communities supporting small business growth are supporting community health and well-being. Small businesses create jobs, create capital, and add culture to their neighborhoods. Increasingly, libraries are playing a catalytic role in being an active "incubator," not just providing resources, but providing spaces, tools and consultants to foster genuine business development.

Incubators provide start-ups with the nurturing environment needed to develop and grow their business. The envisioned Maoney Memorial Library may provide local entrepreneurs access to a variety of tools and programs that will support the vision they have for their business. Whether it's through providing technological support, desk space, tinkering tools, or consultation with experts, the library is uniquely situated to bolster imaginative and daring individuals.

Spaces

Business Incubator

Technology Incubator

Regional Crafts Incubator

**Studio Labs: Movie-making Equipment,
Sound Recording Equipment, Art Studios,
Artist in Residence Studios**

"The Incubator is not just intended to be a place, but an attitude and a brand that encourages adaptability and forward thinking for all library services."

Vision

To be an economic development machine for local businesses through consultation services

To encourage creative entrepreneurship by supporting local businesses through consultation services and the means to imagine, create and collaborate

To inform our customers of opportunities in the region's growing industries

Outcomes

To encourage a community of innovation and creativity

To provide tools that enable inspiration

To create a culture of innovation and creativity that fosters economic development, community gathering and individual enrichment

To encourage innovative learning as a creative activity

To provide access to "high tech" and "low tech" tools to encourage creative activity

Library as Incubator

**GALLERY
TO SHOW
OFF OUR
SUCCESSSES**

**THRIVING
BUSINESSES
FROM ALL
CORNERS**

**TECH
LAB**

**LET THE SPARKS
FLY AND PAINT
SPLASH IN THIS
COLLABORATION
ZONE!**

**BUSINESS
CENTER**

**PRODUCTION
STUDIO**

**WITH EVERY TYPE OF
PRINTER THAT ONES HEART
COULD DESIRE!**

**START-UP!
ECONOMIC
DEVELOPMENT**

Library as Living History

Library as Living History will preserve the community's unique position in Revolutionary History while also presenting history and art exhibitions to inform the public about the dynamism of history and its influence on the world today.

The Visioning Study participants want to see Kings Mountain as part of the national conversation. The library has the opportunity to achieve this by informing and engaging local citizens and national tourists with research-based educational services through a brand new historical center, interactive map room and interactive educational programs. The library can be the place and platform to extend the experience of the Battle of Kings Mountain beyond the historical site, positioning the Mauney Memorial Library as a national destination.

“History cannot give us a program for the future, but it can give us a fuller understanding of ourselves, and of our common humanity, so that we can better face the future.”

- Robert Penn Warren

Vision

To celebrate our Revolutionary heritage while positioning Kings Mountain to have a place in the national story

To maintain historic integrity by creating a bridge between the past and the future

Outcomes

To be a national destination for visitors interested in the Revolutionary Battle of Kings Mountain

To create a place for school children and families throughout the region to visit to learn about the region's important history

To be a place for contemporary conversation and dialogue about the meaning of the past, present and the future in the context of history

Library as Living History

**CELEBRATE
OUR PAST!**

**HISTORICAL
CENTER WITH
SPECIAL
COLLECTIONS**

**INTERACTIVE
MAP
DISPLAYS!**

**NATIONAL
TOURIST
DESTINATION**

**SPECIAL
EXHIBITS**

**ROTATING
GALLERY**



Library as Cultural Center

The Library as Cultural Center will serve to be a destination for local arts entertainment, education and creation to support local artists and promote the community's cultural life. Not only can the library be a place where the community comes together for cultural events such as chamber music concerts, fine art exhibits, author lectures and book signings, plays and theatrical performances, but it can also be the place where the community presents their own cultural creations.

The library can also play a pivotal role in engaging creative youth and individuals with Library as Cultural Center programming. Mauney Memorial Library will become a destination in Cleveland County for those who want to be engaged in the arts. Partnerships with local institutions such as the Joy Performance Center and local schools will be pivotal for providing training, mentorship and opportunities.

For example, "Creation Nooks" may be scattered throughout the library to encourage people to dance, draw, sing and make music. These spaces may be filled with the latest in creation technology and bolstered with regular classes and workshops.

Everything culminates in large, multi-use exhibition spaces that can be transformed into anything from a dance hall to a gallery to a theater.

"The great law of culture is: Let each become all that he was created capable of being."

- Thomas Carlyle

Vision

- To be a cultural destination for the community**
- To bring diverse cultures together through arts and culture**
- To connect audiences, artists, thinkers in all cultures from visual and performing arts to the humanities**
- To celebrate a community's passion for the arts through learning together, sharing common interests, and having a platform for artistic expression**
- To be a platform for local arts incubation**
- To cultivate a lifelong love for the arts in the community**
- To provide artistic educational experiences for all ages and stages**

Outcomes

- To celebrate our community through art, music, and culture**
- To promote the arts in the community**
- To support creatives and art organizations**
- To host performances of all kinds**
- To provide the community with high caliber cultural experiences**

Library as Cultural Center

**HANDS ON
LEARNING
THROUGH
WORKSHOPS**

**EXHIBITIONS AND
GALLERIES HOSTED
BY MEMBERS OF OUR
OWN COMMUNITY!**

**EVENT
SPACE**

**CENTER
FOR THE
ARTS**

**REGION'S
BEST MUSICAL
PERFORMANCES**

**IMPROMPTU
STAGE**



Building Narrative

It's 6:00 a.m. in Kings Mountain, North Carolina, and the town is waking up as the first rays of sunlight peek over King Pinnacle in Crowders Mountain State Park. Some residents are enjoying the cool morning air by tending to their property, while others are enjoying a cup of coffee before the rest of their family wakes up for the start of the day.

The newly designed Mauney Memorial Library has been open for six months now and word has gotten out to residents all over Cleveland County. As always, there is already a short line at the door, however, with the newly designed space the crowds are even larger: mothers with young children, excited entrepreneurs, and locals needing access to technology are all waiting for the library to open. At 9:00 a.m., the doors promptly open and the space fills with a variety of people.

The crowd comes into a spacious, open entrance area called the Community Hub and it quickly starts to buzz with activity. There are bright colorful signs and bulletins that alert people where to find the services they need, inside and outside of the library. A librarian stands at an inviting service desk, catering to a young mother who is looking for information on the newest children's programs she has heard about from her friends. The space is open but still divided with a variety of seating and layouts that all promote spontaneous interactions. Dispersed

throughout this area are recently released popular collections: books, movies and games. They are all on display as if it was the coolest bookstore in town.

Some customers come to the library early so that they can grab their preferred spot in the library and stay all day. These all-day users are GED students, job seekers and entrepreneurs who study and work from morning until night. As they make their way into the library, they go towards one of the many computers, which are scattered all throughout the library. Instead of having a dedicated computer zone, the new library has computers next to all of the library's special spaces. The morning customers like to grab the computers next to the new Incubator zone, where they can get help filling out job applications, get ideas for new businesses or go into dedicated geek out rooms for one-on-one video interviews.



Richland Library Cooper

the room and play with anything they can get their hands on. There are different interactive educational technologies along with board books that can be found in book bins and baskets all throughout the

Once the daily customers settle in, the stay-at-home parents and other caretakers begin to funnel in. They make a straight line towards the new children's space which is designed to be a vibrant, active space that will engage the imaginations of the children. Story Time hasn't started yet, so the children are free to wander around

room. The kids walk around searching and collecting everything that piques their interest then they rush off to their favorite places to read. Some find small reading nooks while others love lying on the large, soft seating. The whole space is full of activity until Story Time begins.

Once Story Time begins, lots of dads and moms join in as children's library Mr. Jack reads, sings, and dances with the children demonstrating early literacy skills to everyone in attendance. Jack is adept at holding the children's attention as well as skillfully

engaging the parents. Everyone is having fun and learning at the same time! At the end of Story Time, Jack reminds the parents and caregivers about the Art Lab, and the creative studio drop-ins that are happening in the evening.

While Kings Mountain natives are enjoying their daily rituals, the tourists come streaming in. Through combined efforts of the library, the city and the theater, Kings Mountain has increasingly become a must-see stop on Revolutionary War tours in North Carolina. The tour groups stop by the library to use large interactive maps on the history of the town before they head over to the theater for an afternoon showing of *Liberty Mountain*, a locally produced play that documents the events leading up to the historic Battle of Kings Mountain. After the showing, many people return to tinker at the Library's Tech Lab where they can print out their own souvenir with the library's 3-D Printers.

Even though the Library has seen a great deal of activity in the morning, it is nothing compared to the afternoon rush. When the schools let out, the library fills with youth ages 5 to 18. There has been a huge increase in after-school programs in the Library since the children and teens got their own dedicated spaces for separate programming. While most of the younger kids stay close to the adults in the interactive and colorful children's play area, some of the teens go to the Tech Lab, where they can tinker with new technologies in the large, open Maker Studio. The space is filled with 3-D printers, computers, iPads, art supplies, building tools and more. There is no limit to what can be created! There are also classes that are taught in parts of the studio for any youth that want to learn a new craft. Every six months, any work that they have created can be submitted to a vote by other youth and the winning works are put on display in the



Richland Library Main Career Incubation Zone

Community Hub Gallery. Other teens go directly to their very own Teen Space where they can do group homework assignments or lounge around with their friends while they play with the latest game systems or watch a movie.

Later in the evening, the Community Hub hosts a Career Fair where new local industries come and advertise jobs that are available to the community. This event has been advertised in the community for the past month, so people come from all around the county to see what opportunities are available for them. Cleveland County has been attracting new industries that have job openings for people with all levels of education and these regular Career Fairs have been a pivotal part of connecting community members to these jobs. As people mingle and socialize, others utilize on-site career services and get their resumes critiqued. Others check the business center bulletin board to schedule a one-on-one "Group Interview Skills" consultation session with one of the library's Business Specialists.

As the day comes to an end, the library slowly shuts down and everyone heads home with eager thoughts of what they may accomplish tomorrow. Who knows, maybe a child will learn how to say their first word at Story Time or a grandparent will learn how to Skype with their grandchild who lives across the world or a writer will write the first sentence to their future best seller or a teen will create the next generation of 'Apple' computers. The possibilities are endless!

The Analysis

The Visioning Study group participated in a series of interactive activities during one workshop session. The following pages represent the findings of these activities. The structure of the analysis is intended to be a workbook that can be refined and augmented.

Aspirations

We are an inspirational space • We are the center of the community • We foster creative thinking • We have a lot of history • We help provide a better quality of life • We are a knowledge resource • We nurture youth • We are a landmark • We are a model of success • We have advanced technology • We are a safe haven • We are an incubator for small business • We safely link networks • We are a resource

Needs

Artist's niche • Embrace new technology • Preserve our place in nation's history • Economic development • Third place for all ages • Nurture leadership in future generations • Bridge past and future • Access to resources • Awareness in community of services • Maintain historical integrity • Speciality Shops • Housing variety • Protect natural and scenic beauty • Need all age groups in the economy

About the Library



The vision for a library in Kings Mountain was birthed by a young couple who moved to the area in 1935. They had come from a large city where cultural activities provided learning opportunities and escape from the realities of the Depression, so they began a campaign to get a library for the mill town they now called home.

For about a decade, the Kings Mountain public library sheltered itself in donated rooms and basements, without a building of its own. Then in 1947, the children of Mr. and Mrs. Jacob S. Mauney decided to buy the Hord mansion and donate it to the City in memory of their parents as a home for the library.

At first, the library occupied the front two rooms of the house and a teacherage, a home for unmarried teachers who moved to the Kings Mountain Area, occupied the upstairs rooms. The library gained more rooms gradually as the need for more space became clear and by 1970, the library occupied the entirety of Hord mansion.



The dreams and needs of the library were large and the building could not house all of the dreams. There were two subsequent renovations and expansions to meet the growing needs of their community.

The impact of the library has been significant on the town. Each month, on average 8,400 Kings Mountain citizens use the library. 1,900 2-hour sessions are used by people on the library's public internet computers. 850 people ask how to effectively find and evaluate information online.

The 8.5 full time library staff is dedicated to bringing the best resources to their customers. Mauney Memorial Library boasts over 60,000 items (books, DVDs, magazines, etc) in their collections, 18 public computers and subscriptions to over 100 magazine and newspapers as well as 50 online databases. In 2015, the value of the items users checked out was around \$4.7 million.

About the Community

The City of Kings Mountain, North Carolina aims to promote Economic development with the following six strategies:

1. Grow jobs, primarily manufacturing in nature, because of the strong manufacturing tradition and manufacturing's impact on the local economy. Realize significant utility revenues to pay for public service infrastructure and also to invest in quality of life improvements.
2. Develop quality of life improvements so people will want to invest their resources, time and money, within the City.
3. Create a positive identity for the City whether it is internal or external perceptions.
4. Develop cultural capital, a third place for entertainment, socialization, and networking.
5. Engage in workforce and business development. Community colleges and libraries fill a niche for business development. The intent is to get people into the economy through workforce or entrepreneurship.
6. Develop additional strategies to make the economy more resilient.

In addition to these strategies, Kings Mountain also aims to do the following to promote community development.

- To create more capacity for strong industrial development such as data centers which in turn will renew interest in residential development.
- Increase housing variety to attract customers in different housing markets.
- Focus on a multi-generational community, to have all age groups participating in the economy.
- Positively use the potential of a casino resort locating in Kings Mountain; embrace change in terms of commercial and residential development and incorporate into the community.
- Pursue adding the creative class to the community.
- Protecting natural and scenic beauty of the area.
- Ensure the water supply is resilient.
- Create collaborative efforts in the community to break cycles of generation poverty, allowing future generations to improve their quality of life and contribute to the local economy.
- Identify vulnerable populations within the public school system and utilize best practices to increase student success in and outside of the classroom.

Our Users

The following narratives identify a series of fictional customers illustrating how they will use a new Mauney Memorial Library. These customer personas are based on descriptions of potential users that emerged during our visioning meeting. These narratives create a future state experience based on a full sequence of events that serves as another tool to design spaces as well as to provide the reason for the meaningful experience that an enumerated program often lacks.

These narratives are intended to be iterative and we encourage staff, board, and customers to write their own! Creating customer personas and customer journeys is a great tool in providing alternate perspectives to re-enforce space planning, adjacencies and consider technology, equipment and staff service points to augment conventional design tools. The most critical take-away in writing these customer journeys is to remember throughout the design process that the purpose of the architecture is to re-enforce a purposeful and meaningful experience for the customer!

HIGH SCHOOL STUDENT

I recently started school at Kings Mountain High School. And it's not easy to be a student! The assignments and classes have become a lot more difficult compared to middle school so I spend more time doing schoolwork than I did when I was younger. But my friends have learned to make working on group projects together into a fun event by taking advantage of the new Teen Space at Mauney Memorial Library! We love going here after school because it's a space only for teens – no kids or adults allowed!

We like to go in and relax first, spreading ourselves out on the comfortable lounge chairs and bean bags. My friend Jessica usually looks through the Young Adult book collection, grabs a book that catches her eye and retreats to a comfortable reading nook where she'll settle in with her headphones. The rest of us like to be loud and silly here – we don't have to worry about volume in our space! I like to check out an iPad and play the pre-installed games or use the doodling software to make funny portraits of my friends. Some of my friends play with the gaming stations, checking out the new soccer Xbox Kinect game that the library is offering. A brightly colored sign informs us that the library will be purchasing a Virtual Reality gaming machine soon and we talk excitedly about when we can come to check it out.

Madison, the responsible one, is usually the one who gets us back on track on what we should be doing. With her guidance, we settle at a maker's table with a mobile whiteboard on one side. Some of us have laptops so we plug our computers into the many outlets around. We're able to do research by connecting to the library's fast WiFi. I didn't bring my laptop today, so I use one of the computer stations right outside of the library to print out some photos we want to use for our presentation.



Hamilton Grange New York Public Library

Even when we don't have work to do, we like to come to the library just to hang out. Jessica is the creative one so she likes to use the new recording studio to record some of her songs that she writes in her free time. We worked on a song together for a group project once and our teachers were super impressed. The librarians noticed our efforts and invited us to enter a town-wide competition for a jingle for our town, so we have been throwing around ideas for lyrics.

Our parents are happy when we hang out at the library because we get a lot done while having fun. I like being here so much that I plan to sign up to volunteer at the library in the summer. Maddy volunteered last summer with the Children's program and had a great time working at the library. She now works part time as a shelver during the school year!

GRANDMA AND HER GRANDKIDS



Richland Library North Main

I've lived in Kings Mountain my entire life and have raised all my children with my husband, who worked in the textile industry until his passing last year. These days I spend a lot of time with my family and also getting more involved in different local clubs. When my daughter is out running errands or getting some much needed rest, I like to take my grandchildren to the Children's zone at Mauney Memorial Library where each of the three kids have their own niche.

The oldest, a 10-year-old, really likes to play Minecraft on the children's computers and zips over to an open station without a word. The middle boy, 7, has just started to love reading on his own and is already looking for his next book to devour. He notices a specialized child-height book display that is highlighting Mystery books for the month of October. When he finds a book, he asks me if he can sit on one of the many cushions to read by himself. The youngest is 5 years old and is fascinated by all of the colors and activities all around her. I walk with her to the Storytime Room, just in time for a Preschool Storytime, which I signed up for online a week in advance. Now that all of my grandchildren have found their niches, I can sit with a periodical in

an adult-sized sofa at a vantage point where I can see all three of the children.

I come to the library by myself, too, to take part in the Thursday Afternoon Book Club; a club with a rich and long tradition at the Mauney Memorial Library. This month, we are reading an autobiographical book that was recommended to us by the librarian. We meet in the Living Room area of the library and settle comfortably into couches and sofas for our discussion. Our club takes turns bringing after-club snacks for everyone. Today, local chef Cathy Noell will prepare her bechamel sauce pizza in the demonstration kitchen using herbs from the Farmer's Market. After we finish our meeting, we head over to the café and sample the pizza. The café has a nice outdoor area so when the weather is nice, we eat outside and enjoy the garden.

Every time I come to the library, I make sure to stop by the Community Happenings board so I can see all the different events around town. I used to collect flyers in the mail, but I've found that seeing all the events in one location and highlighted on a large digital calendar has helped me to plan out my week. This weekend there's a classical concert at the amphitheater and ticket proceeds go toward funding additional programs at our local theater. Exactly the kind of event I wanted to go to this weekend! I buy tickets at the info desk and also check out a specialized Wilton cake pan for my granddaughter's birthday cake.



I'm a Sophomore at Clemson University studying Industrial Engineering. While I grew up in Kings Mountain, North Carolina, I'm only home now during summer and winter breaks. I decided to come back home for the summer so I could rest and see my family. My younger sister, a high school student, let me know about Mauney Memorial Library's new Maker Lab. I like working with my hands and making things, so I looked into it and saw that they had many state-of-the-art tools as well as free workshops dedicated to teaching people how to use said tools. I hadn't been to the library since I was a young child, so I hadn't been aware of the new opportunities in Kings Mountain!

My friend and I have always wanted to be self-employed entrepreneurs and our Engineering education has been equipping us to do exactly that. So the two of us go the library every day to prototype different versions of the product that we want to take to market one day. Sometimes we are loud, celebrating our successes while also laughing over our failures, but no one seems to mind. In this library, we are encouraged to make noise and work collaboratively. Some of the librarians even come over to see what we are doing and they even make an effort to connect us with local investors or mentors that can help us achieve our dreams. Through the library, we have unexpectedly met a handful of people that are interested in the product we're creating and want to help us any way that they can.

Mid-way into the summer, we have a rough working prototype and through business development workshops, we have an idea of how we want to talk about our product and how we want to market it. After consulting with our mentors, we want to make a nice video of our prototype at work and put it online to generate interest. Neither of us have ever shot or



Maker Space in New York Hall of Science

edited any film before, but at the library we are able to use the cameras at the Creation lab to start filming ourselves talking about the product and showing off what it is able to do. A local videographer teaches classes at the library once a week and he has taken a personal interest in us and helps us figure out all of the tools.

RECENT IMMIGRANT

My husband and I came to Kings Mountain from Laos in 2010, following the steps of my cousin who settled into the area in the late 90s. At first, we were reluctant to move to America because neither of us were very good at speaking English. But when my cousin told me that there were around 100 Laotian families in the area, we felt at ease and were able to immigrate to America with a clearer conscience.

For the first few years we interacted solely with the Laotian community, primarily through Wat Lao, a Buddhist worship center on the edge of town. My husband and I ran a small business catered toward other Laotian immigrants in the area. However, we were unable to move out of my cousin's house because we could not earn enough to justify purchasing our own house. She encouraged me to try branching out to the greater Kings Mountain

community and I started at the Mauney Memorial Library, which hosts a bi-weekly English class as well as a seasonal international potluck that attracts people of all ethnicities in the area.

One of the volunteers at the library is a young Laotian-American whose father immigrated to Kings Mountain in the 80s and started the first and only Vietnamese restaurant in town. She comes to facilitate events for the international community and she is passionate about helping immigrants get integrated into the town. Because she is fluent in both English and Laotian, I was able to get her assistance about many things that I had not understood before about the town.

Through her help and other librarians, I attended a few business incubator workshops, which opened my eyes to the opportunities present at Main Street. Back home, my mother had run a small café that served coffee and Laotian sandwiches and I had grown up helping her with this shop. I began drafting ideas for a sandwich shop that could cater to not only other Laotians, but to other residents in Kings Mountain. I even brought a few samples of the sandwiches I wanted to serve to library-hosted events and eventually even started my own booth at the weekly Library Farmer's Market! Through the help of everybody at the library, it feels like I'm becoming more American every day!



Recent Immigrants Philadelphia Free Library Culinary Kitchen

Case Studies

Libraries throughout the country are becoming active learning institutions and platforms for increased public programming. As a result, libraries looking to other institutions for new models of service and inspiration for alternate physical space design.

The follow examples are Case Studies of organizations - both libraries and non-library learning institutions - that are demonstrating programming that align with the strategic goals outlined in this document. The purpose of these examples is to provide new ideas and thought starters for innovations in physical space design, references for service and capacity building for the library, and to generate new ideas related to developing partnerships in the community to execute our strategic goals!

NURTURING YOUTH

STORYVILLE

Storyville is an interactive early literacy and learning center for children ages birth to five and their caregivers. It is a child-sized village that includes developmentally-appropriate books and activities. Storyville is specifically designed for parents and caregivers to help their young children enter Kindergarten ready to succeed.

NURTURING CHILDREN TO SUCCESS

The engagement of parents and caregivers with their young children through reading and playing together is key to their child’s success. Storyville is a place where books and purposeful play come together to provide valuable experiences that nurture young children and support parents and caregivers in their role as their child’s first and best teacher.

POTENTIAL COMMUNITY PARTNERS

- Partnership For Children
- Smart Start @ State Level

WHAT WE LIKE

The design of Storyville encourages young children to learn through touch, interaction and exploration. Each learning area promotes different learning outcomes by means of specific materials, books and engaging play activities.

<http://www.bcpl.info/storyville>



NURTURING YOUTH

DREAMYARD PROJECT

DreamYard collaborates with Bronx youth, families and schools to build pathways to equity and opportunity through the arts. DreamYard programs develop artistic voice, nurture young people’s desire to make change and cultivate the skills necessary to reach positive goals. By committing to sustained learning opportunities along an educational pathway, we support young people as they work toward higher learning, meaningful careers and social action. They have every expectation that through offering sustained and meaningful supports our youth will develop the tools to become creative and engaged citizens, life-long learners and the leaders and innovators of the 21st century.

ART CENTER & YOU MEDIA LAB

They offer nationally-recognized programming across different art forms that include theatre, poetry, dance, visual arts, photography, video, music and audio production, fashion design, and engineering. Programs run after school and on weekends from October to May with summer intensives. Through Open Studio hours, young artists experiment with new art forms, work on independent projects and develop their digital skills.

POTENTIAL COMMUNITY PARTNER

Cleveland County Schools

WHAT WE LIKE

The DreamYard project encourages youth to dream big and then helps those youth to accomplish those dreams! They help develop creative skills in youth of all ages and also give them space to experiment on their own.

<http://dreamyard.com/>





WE WORK

WeWork is a provider of shared office space, which divvies up rented office spaces and sublets to firms, largely start ups. Their community has over 50,000 members and operates 77 work spaces in United States, Canada and Europe.

BUILDING A COMMUNITY

WeWork's immediate appeal lies in its strong interiors that create a sense of place that young professionals would want to buy into. The locations are placed strategically in hot neighborhoods.

An internal app allows WeWork customers to communicate ideas with one another, and also provides information on events like regular happy hours. These events are touchstones of the work community that WeWork aims to foster.

POTENTIAL COMMUNITY PARTNERS

- Cleveland Community College
- Gardner Webb

WHAT WE LIKE

WeWork is very intentional about building up a community of people who love to spend time at the place where they work. They acknowledge that people work better when they are in an environment conducive to hard work. They cater to their demographic with specific programs and events, and design for all kinds of working styles so that everyone can find their own optimal working space.

<http://www.wework.com>

wework



INCUBATOR

TECHSHOP

TechShop is a chain of do-it-yourself workshop spaces where individuals pay a monthly fee in order to gain access to working desks, classes, computers, equipment and consultation. TechShop prides itself on having up-to-date equipment that is hard to find elsewhere.

POTENTIAL COMMUNITY PARTNERS

- Cleveland Community College
- Gardner Webb

WHAT WE LIKE

TechShop promotes and encourages entrepreneurs to develop prototypes for their own businesses. A number of successful companies have gotten their start from utilizing the resources TechShop offers.

<http://www.techshop.ws>



COMMUNITY INCUBATOR

CAROLINA COMMERCIAL KITCHEN

The Carolina Commercial Kitchen is a fully licensed, permitted and equipped commercial commissary facility to help build and support small food businesses in Charlotte by providing state-of-the-art commercial shared kitchen space, resources, food procurement and guidance to a talented and creative class of entrepreneurs.

Carolina Commercial Kitchen aims to be a service where chefs of all kinds - whether they are private chefs, bakers, mobile food service operators - can have all of their needs met in one place. Consulting, catering, research and development, and 24/7 kitchen access are just a few of their services. For food trucks, CCK also provides secure gate parking.

POTENTIAL COMMUNITY PARTNER

Cleveland Health Systems

WHAT WE LIKE

CCK is committed to helping food businesses from the beginning to the end, and treats the food businesses in their network as one big family.

<http://www.carolinacommercialkitchen.net/>





CENTRE FOR SOCIAL INNOVATION

Centre for Social Innovation (CSI) is a co-working space dedicated to providing tools for their members to accelerate their success and amplify their impact. They focus specifically on nonprofits, social entrepreneurs, creatives, and innovators who look to turning challenges into opportunities to improve their communities.

LAUNCHPAD FOR WORLD CHANGERS

CSI is unique in the co-working world because of its distinct focus on making the world a better place. That is the only prerequisite to becoming a member of the CSI, which consists of people from all walks of life such as artists, non-profit founders, community-organizing activists, and writers.

CSI believes that these movers and shakers are better when they're put together. The Centre's coffee makers are placed strategically to encourage conversation and community. A regular CSI Summit has members wearing stickers that say "My organization needs..." and "My organization is awesome at..." so that like-minded people can come together in sharing their talents and resources.

WHAT WE LIKE

CSI encourages like-minded individuals to work together and collaborate by attracting people who have similar goals. The spaces and programs are designed so that collision between people of different backgrounds can help one another achieve their goals.

<http://www.socialinnovation.org>



Conclusion

This document represents initial steps to provide the foundation for a successful 21st century for Kings Mountain and its community. This is an iterative document, intended to be flexible, adaptable, and responsive.

Recommended next steps are to build on the findings of this initial work by engaging the community in workshops, town hall meetings, and focus groups to encourage feedback and develop excitement and consensus for what the 21st century library can be for Kings Mountain!

Site Evaluation

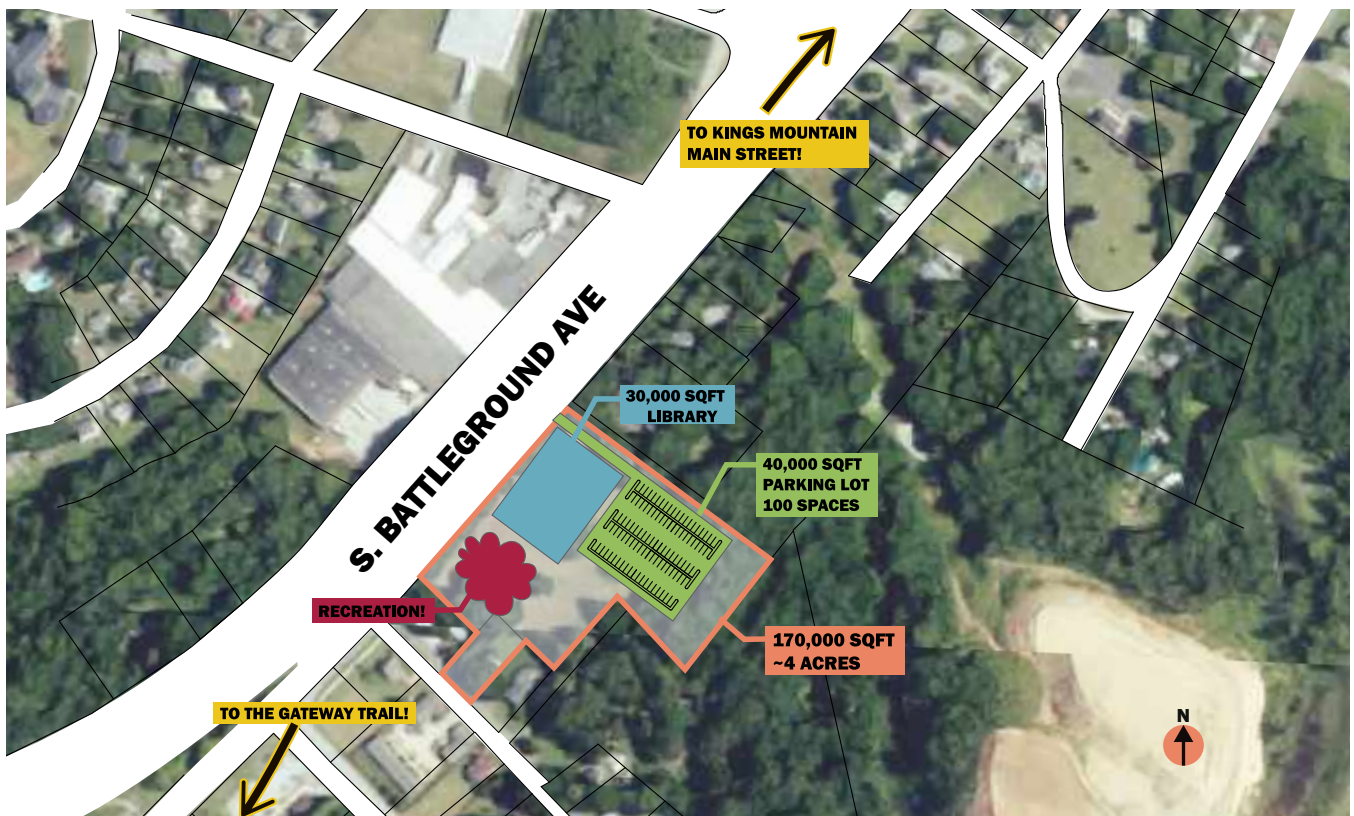
As part of the site study for the proposed Mauney library, the team evaluated the potential 4-acre site on S. Battleground Road, which the library team presented. In the initial review, a calculation was done to determine how much land would be needed to accommodate a 30,000 building, parking and green space. It is determined that approximately 4 Acres would be a comfortable lot to accomodate these needs. The proposed 30,000 SF number is from the Barton program standards for Public Library Facilities and the population growth.

Site Criteria

When evaluating the new site for Mauney Memorial Library on S. Battleground Ave, a host of criteria was used. These criteria come from a 2011 Memorandum from H3 Hardy Collaboration Architecture and stakeholders of the Mauney Memorial Library. These guiding principles still hold true for our library today and they are the following:

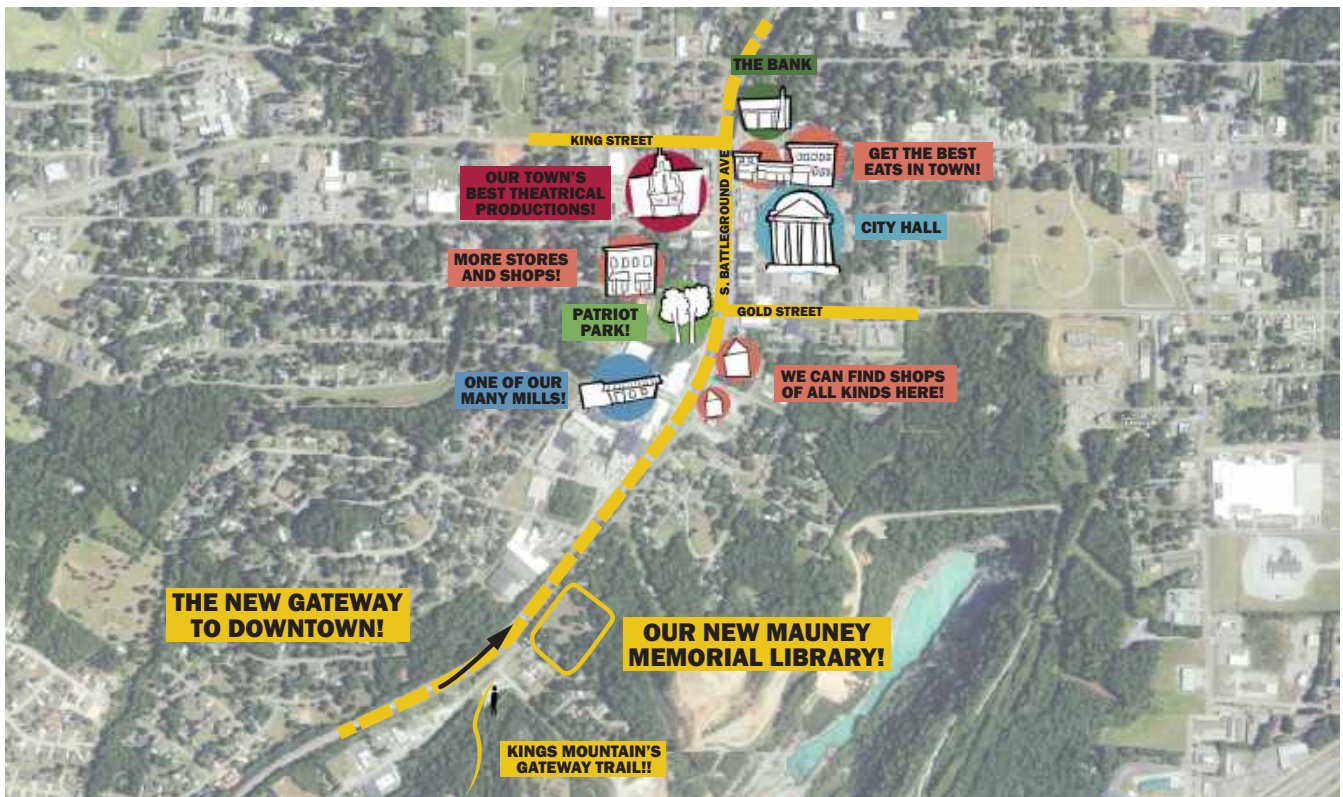
- Accommodation of library program - primary consideration for site selection should be the ability of the chosen site to meet the programmatic needs of the library.
- Flexibility - The services that the library provides to the community has changed significantly in the past decades and are likely to change in the years to come. The building should be able to accommodate any changes to come.
- Parking - The auto oriented nature of Kings Mountain necessitates careful consideration of both the amount and orientation of parking that is provided on-site for use by library patrons arriving by car.
- Accessibility - The various sites under consideration must be evaluated to assure that access is safe and convenient, particularly for elderly, young, and disabled patrons. In the case of young patrons, concern about proximity of the entrance to areas of high traffic was of paramount concern. The site should also be evaluated for interaction with non-vehicular transportation networks such as walking and bicycle.
- Downtown location and relationship to business district, civic buildings, and institutions - Each site is to be evaluated for the potential it has to enrich the commercial, pedestrian, and civic presence within the downtown.
- Visibility - The library should instill a sense of welcoming and civic pride for both residents and visitors. Sites are to be evaluated for visibility and exposure by persons arriving in downtown Kings Mountain by car as well as the site to accommodate a building that can serve as a visual landmark for people traversing downtown on foot.

Site Evaluation



The new Mauney Memorial Library is to be sited at a 4-acre site donated by the Patrick Family about half mile south of downtown Kings Mountain. The unique feature of the 4-acre site of the new Mauney Memorial Library is its proximity to the new Gateway Trail, only a few blocks away from the site.

Kings Mountain as Gateway



The siting of the new Mauney Memorial Library lends to the narrative of the library as gateway to the town. The library becomes the first step to experiencing the up and coming downtown of Kings Mountain and will serve as a strong anchor to downtown.





Margaret Sullivan of Margaret Sullivan Studio, New York City, is a leader in visioning, programming and designing innovative cultural centers, with a focus on public libraries. She skillfully collaborates with stakeholders and

the design team to represent a holistic understanding of the 21st century public library delivery service model and is a leader in translating these innovations into physical spaces.

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