



# **Richmond** Public Library

## STRATEGIC AND LONG RANGE PLAN

2014 – 2018

Approved by Richmond Public Library Board  
June 25, 2014

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## EXECUTIVE SUMMARY

Information and learning are undergoing dramatic and swift change; how individuals access, acquire and share information is increasingly digital and personal. Users not only want fast, convenient access to a broader range of information, they also want to participate actively in the creation and sharing of information. This profoundly affects users' expectations of the library. What are the appropriate roles for the library in this evolving information landscape?

In 2012 The Richmond Public Library Board recognized the need to improve its services by obtaining an up-to-date understanding of the community's needs and preferences for library services and then developing an upgraded service plan based on that information—one that would embrace the advantages of new technologies while remaining true to the core values and missions of the public library.

Throughout 2013 the Library Board conducted a public consultation process and studied how best the library could integrate evolving digital technologies with the still very popular services based on physical media.

Underpinning this study is a commitment to the core values and missions of the public library. The UNESCO *Public Library Manifesto* (included in the text of this report) is a concise description of the role the Richmond Public Library must play in our community.

With the assistance of IBI Group, consultants to the Library Board, the Board examined major social and technological trends affecting libraries and conducted a comprehensive public consultation to determine how the library was currently being used and what changes and services users would like to see. Based on this information a strategic vision for library services emerged around eight key roles the library plays in the community.

Three of these roles are already very high priorities for library users and are where the majority of library resources are currently focused.

- The Refocused Traditional Library
- The Learning Hub Library
- The Living Room Library

The other five roles are equally important to fulfilling the library's mandate and are in fact already being undertaken to some extent; however, their importance will grow as library services evolve.

- The Digital Library
- The Activity Library
- The Creative Library
- The Multicultural Library
- The Gathering Place Library

To accompany these roles and guide their development and implementation a framework of overarching objectives and guidelines were identified within short, medium and long term timelines.

Short-term initiatives that can be carried out within existing resources include:

- Refocus traditional services to better meet user expectations
- Develop synergies and partnerships, particularly in the area of library outreach
- Continue web-based public consultation with library users
- Improve operations and customer service
- Develop additional library performance measurements

Medium-term initiatives that will require additional operating funds or minor capital improvements in order to be carried out include:

- Acquire additional digital resources to meet the growing demand for online services without compromising the quality of the print collection which continues to enjoy great popularity
- Implement proof-of-concept projects to test viability of evolving services
- Redesign existing library spaces to be more effective and to better support evolving strategic roles
- Test out new models of library service delivery such as using spaces in other city facilities

Long-term initiatives requiring major capital spending are related to new or expanded library facilities. Such building initiatives will need to be considered within the context of overall City facility requirements and integrated with the City's major capital projects plan. As such, a detailed building plan is not part of this report but needs to be developed in cooperation with City staff and in conjunction with the City's own public amenities facility plan.

## 1. VALUES AND MISSIONS

Moving into the future the Library Board recognizes the importance of remaining firmly grounded in the library's core values and missions and focusing on what a public library can uniquely achieve. It can be tempting to expand the library's role in order to increase popularity at the expense of ignoring other roles that, if not carried out by the library, will be lost to the community.

In this respect the Library Board is guided by the UNESCO *Public Library Manifesto*<sup>1</sup>. It outlines the role and missions of public libraries internationally and proclaims UNESCO's belief "in the public library as a living force for education, culture and information, and as an essential agent for the fostering of peace and spiritual welfare through the minds of men and women".

### **UNESCO *Public Library Manifesto***

#### *A Gateway to Knowledge*

*Freedom, prosperity and the development of society and of individuals are fundamental human values. They will only be attained through the ability of well-informed citizens to exercise their democratic rights and to play an active role in society. Constructive participation and the development of democracy depend on satisfactory education as well as on free and unlimited access to knowledge, thought, culture and information. The public library, the local gateway to knowledge, provides a basic condition for lifelong learning, independent decision-making and cultural development of the individual and social groups.*

#### *The Public Library*

*The Public Library is the local centre of information, making all kinds of knowledge and information readily available to its users. The services of the public library are provided on the basis of equality of access for all, regardless of age, race, sex, religion, nationality, language or social status. Specific services and materials must be provided for those who cannot, for whatever reason, use the regular services and materials, for example linguistic minorities, people with disabilities or people in hospital or prison.*

*All age groups must find material relevant to their needs. Collections and services have to include all types of appropriate media and modern technologies as well as traditional materials. High quality and relevance to local needs and conditions are fundamental. Material must reflect current trends and the evolution of society, as well as the memory of human endeavour and imagination. Collections and services should not be subject to any form of ideological, political or religious censorship, nor commercial pressures.*

<sup>1</sup> IFLA/UNESCO, *Public Library Manifesto* (1994), <http://www.ifla.org/publications/iflaunesco-public-library-manifesto-1994>

*Missions of the Public Library*

*The following key missions which relate to information, literacy, education and culture should be at the core of public library services:*

- 1) Creating and strengthening reading habits in children at an early age;*
- 2) Supporting both individual and self conducted education as well as formal education at all levels;*
- 3) Providing opportunities for personal creative development;*
- 4) Stimulating the imagination and creativity of children and young people;*
- 5) Promoting awareness of cultural heritage, appreciation of the arts, scientific achievements and innovations;*
- 6) Providing access to cultural expressions of all performing arts;*
- 7) Fostering inter-cultural dialogue and favouring cultural diversity;*
- 8) Supporting the oral tradition;*
- 9) Ensuring access for citizens to all sorts of community information;*
- 10) Providing adequate information services to local enterprises, associations and interest groups;*
- 11) Facilitating the development of information and computer literacy skills;*
- 12) Supporting and participating in literacy activities and programmes for all age groups, and initiating such activities if necessary.*

The UNESCO *Public Library Manifesto* provides a useful guideline as to what the library's business is and where it should focus its activities and resources.

## **2. THE PLANNING PROCESS**

The planning process was conducted from January 2013 to February 2014. The IBI Group provided consultancy services and leadership throughout the study. Key to the study was an extensive public consultation that not only elicited users' opinions on current services but also asked them to comment on proposed new services. The planning process consisted of four phases:

### **2.1 Contextual Understanding Phase**

Better understanding of the library context was achieved through a review of city documents; research on library, social and communications trends; library cardholder analysis; and demographic analysis and projections.

#### Some Key Findings:

- a. The library is able to contribute to a large number of city services and community organizations but needs to be more visible to them and develop a fuller range of co-operative partnerships.
- b. Library can do a better job demonstrating congruence with City policies and strategies.
- c. Social and technology trends dictate a need for library services to shift to better match these trends and to do so quickly.
- d. There is a service gap with the 45+ age group and this is the fastest growing demographic.
- e. Not everyone owns or has access to space to study, meet, read or relax. Space is an ingredient every library has and that the Web cannot provide.

### **2.2 Public Consultation Phase**

Public consultation consisted of user and ex-user surveys, a web-based interactive site, face-to-face discussion and stakeholder meetings and workshops. 1,405 active members contributed 2,445 ideas on the web site, 13,932 surveys were completed and some 6,000 conversations were held with individuals providing a wealth of data.

#### Some Key Findings:

- a. 80% want improvement to their library experience.
- b. Majority of users continue to borrow physical materials, but borrowing of electronic material is increasing rapidly.
- c. 40% of visitors use library space for reading, browsing, studying, attending programs or events and for relaxation.
- d. Two biggest concerns from users are noise and overcrowding.
- e. Most frequent request is a "refocused traditional library" built around physical collections and quiet, comfortable reading areas.

### **2.3 Assessment and Projection of Future Needs Phase**

This phase concentrated on identifying current service and spatial shortcomings in order to identify opportunities for improvements in the future.

Some Key Findings:

- a. In short to medium term library must continue to provide physical collections and bookstacks. In the medium to long term the already significant shift to digital will be well under way and the amount of physical media will begin to decline.
- b. The library will continue to be community oriented, but there will be a higher demand for personalized products and services.
- c. Community spaces such as program rooms will be in more demand and must be flexible enough to be converted quickly and easily to study space and group work.
- d. Library needs to continue to focus on users consuming information; however, the shift to users wanting to create information will grow increasing the need for digital workstations.
- e. Library will continue to be a portal to global information, but the focus will also shift to library as depository of local community-based information requiring increased virtual spaces.

## **2.4 Library Facilities Analysis Phase**

Phase four collected data that identifies the best use of existing space, recommends design considerations for future space and provides some initial data to inform future analysis of new or expanded space requirements.

Some Key Findings:

- a. Majority of users do not want to see an increase in the number of branches but do want to see them expanded.
- b. Most widely used branch is Brighthouse; while popular for browsing and material circulation, it is also a destination for study and work.
- c. In short to medium term space for physical collections will increase in actual square footage but will decrease proportionally as a share of the total area.
- d. Public spaces such as lobbies, seating areas, and programming spaces will increase proportionally as community interaction grows and develops.
- e. Specialized spaces such as kids' areas, program rooms, computer/audiovisual rooms, study/work rooms and reading rooms will increase proportionally in response to needs of users.

### **3. STRATEGIC ROLES**

Based on the research and analysis of social, technology and library trends, eight strategic roles for the library emerged as relevant and necessary to fulfill its mandate.

Three of these roles are already very high priorities for library users and are where the majority of library resources are currently focused.

- The Refocused Traditional Library
- The Learning Hub Library
- The Living Room Library

These roles revolve around collection lending, providing reading and studying spaces and informal lifelong learning services that public libraries have been providing for over a century. This underscores the importance of continuing to provide traditional library services (albeit refocused) while adapting to meet evolving needs.

Technology and social trends also warrant the adoption of other roles for the library in order to adapt to changing conditions and to ensure relevancy for future users. These additional roles recognize the shift to digital content and of the information consumer also becoming a creator of information. As well they recognize the social functions a public library must perform, such as fostering multiculturalism, providing a repository for locally significant material and providing intellectual and social activities that bring the community together. These roles are equally important to fulfilling the library's mandate and are already being undertaken by the library to some extent, but their importance will grow as library services evolve.

- The Digital Library
- The Activity Library
- The Creative Library
- The Multicultural Library
- The Gathering Place Library

Following is a description of the various roles with the necessary action items required to successfully develop and maintain them.

#### **3.1 The Refocused Traditional Library**

The Refocused Traditional Library continues to be a place to borrow physical objects for free, not only books, magazines, newspapers, DVDs and CDs, but other learning materials such as early education literacy kits and tools to consume and create information (e-readers, tablets, digital production equipment). It will also serve as a centre for local research and a depository for user-created content by providing the tools to create, store and distribute this information to the community.

Action items:

- a. Refocus physical collections by expanding areas of high demand and downsizing areas of less demand.
- b. Ensure good selection of local, BC and Canadian materials and modern classics.
- c. Establish an eReader lending collection.
- d. Maintain and expand education kits collection.
- e. Provide catalogue access to user-created content in order to share with the community.

### **3.2 The Learning Hub Library**

The library is already heavily used by students and other users looking for school-enhancing or informal learning opportunities and this function will grow as personalized learning becomes a higher priority for the public school system and individuals. The Learning Hub Library provides a place to study, to share information, and to look for guidance and support for homework assignments, lifelong learning and information literacy. It draws heavily on the physical collections of the refocused traditional library as well as the digital collections. It also requires a variety of study areas with computers and wired desks as well as flexible study/presentation rooms that can be reserved for group instruction, virtual tutoring, independent study, or small group collaboration—plus library staff to provide guidance and instruction.

Action items:

- a. Develop flexible programming spaces for individual study, group work and group presentations as needed.
- b. Acquire tables and chairs that can convert into a variety of group and individual work and study configurations.
- c. Further develop after school drop-in programs for homework help and study.
- d. Develop computer workstations designed for collaborative and group activities.
- e. Acquire audiovisual presentation equipment suitable for public presentations.

### **3.3 The Living Room Library**

The Living Room Library is the place to read, study, or relax in a quiet, comfortable environment. It is well-lit with ample open spaces offers a variety of seating options. This role consistently came up during the public consultation as a service that, while already provided, needs improvement and more space.

Action items:

- a. Provide more seating and reading areas.
- b. Improve the quality of the seating and reading areas.
- c. Provide parent/child reading areas.

### **3.4 The Digital Library**

The Digital Library is a virtual place to access a wide range of digital content. While not requiring physical stacks for its collections, it does require individual and group workstations, high speed Internet, a variety of digital tools connected to staff instruction and guidance and the necessary IT infrastructure to support it all. This role also invites interactive activities that stimulate and

guide the users' curiosity—very similar to the traditional readers' advisory function. Although dedicated digital users currently comprise a relatively small fraction of all library users, it is the group whose resources have seen a sharp increase in circulation. Moreover, there is widespread agreement that this is the predominant form in which information and knowledge will be accessed, shared, and modified in the future.

To date the digital collection has been funded by re-allocating money from the print collection. As spending for digital collections has increased, the spending on print collections has correspondingly decreased since the overall collections budget has remained constant. Users are noticing the decrease in selection of print material and our print circulation is decreasing significantly as a result.

Currently the library spends \$200,000 annually on the digital collection. A budget increase of this amount is needed to ensure that the print collection goes back to its former level and there is sufficient money to build and maintain a good digital collection.

Action items:

- a. Expand digital media collection including books, music, video, magazines and newspapers. Ongoing cost \$200,000. Bring forward to 2015 budget cycle.
- b. Improve and expand public computer workstations.
- c. Maintain and expand high speed internet and wireless services.
- d. Develop digital services Apps for smartphones and tablets.
- e. Develop Digital Help Desk for public instruction and guidance to digital services.

### **3.5 The Activity Library**

The Activity Library encourages the community to come together through information programs and events, bolstered by the collections and information that supports the activity. Spatially, this requires flexible programming rooms with the capability for group instruction and public presentations. This role also draws heavily upon the collections of the traditional library and movable display stacks would provide proximity to the library's collections related to the topic. This role responds to the increasing desire of library members to initiate and participate in library and community organized programs designed to share their knowledge and experience.

Action items:

- a. Target programming to better meet information needs of users especially in the area of topical issues.
- b. Draw on community experts to design and deliver programming.
- c. Develop community volunteers in co-operation with Volunteer Richmond for library programming and events.
- d. Improve marketing and promotion of activities in the library as well as in the community and on the web.
- e. Acquire mobile shelving and display units to locate relevant collections near activities.

### **3.6 The Creative Library**

The Creative Library is a place to work and learn together on group projects with like-minded people. It requires collaborative physical and virtual work spaces, appropriate equipment, software applications and library staff support and guidance. This would necessitate open and very flexible collaborative workspaces that can be customized as specific interest groups develop. The library has the responsibility to be the repository and distributor of the information and projects created. This role, although still in its incipient phase in public libraries across North America, is widely seen as an opportunity to leverage the community's intellectual assets and foster social interaction.

#### Action items:

- a. Collaborate with partners to develop Create & Learn technology for this service.
- b. Develop prototype space at Brighthouse Branch.
- c. Acquire equipment and furniture suitable for group use and learning.
- d. Acquire and make available specialized equipment for community use such as 3D printers, digital scanners and public AV presentation equipment.

### **3.7 The Multicultural Library**

The Multicultural Library provides space and services for special collections that reflect Richmond's multiculturalism—based on the Dr. Lee inspired Special Collection on Chinese Culture and the Ben and Esther Dayson Collection of Judaica. Providing services requires traditional stack space to hold special collections and closely adjacent seminar and programming rooms. This role capitalizes on Richmond's position as one of Canada's most diverse communities.

#### Action items:

- a. Complete the unpacking and organizing of the 77,000 Chinese language books donated by Dr. Lee.
- b. Create suitable space to house the Special Collection on Chinese Culture.
- c. Strengthen and bring together the various language collections the library already has.
- d. Work with community groups to offer programming on a variety of cultures that informs, entertains and promotes cultural understanding.

### **3.8 The Gathering Place Library**

The Gathering Place Library is where groups of people can get together informally to talk, learn and share ideas. It implies publicly accessible spaces that are somewhat separated from the rest of the library and will likely have access to food-related facilities, such as a public café. This role is warranted because there is a need to supplement the quiet, individual activities of the "Living Room Library" with an informal library space for users where noise is not a major concern. This role would gain prominence with expanded library facilities as current spaces are too limited to provide this service in any significant way.

#### Action item:

- a. Create small prototype spaces to experiment with this concept.

## **4. STRATEGIC FRAMEWORK**

### **4.1 Overall Objectives**

In developing and implementing the eight key strategic roles the following overall objectives are to be kept foremost in mind and help drive decision-making:

- To continue the momentum of the strategic planning process.
- To respond to current members' needs and aspirations.
- To respond to future technology/societal trends with flexibility and adaptability.
- To respond to increased convenience demanded by users.
- To provide greater choice and variety of products and services.
- To provide more personalized services relevant to each user.
- To foster meaningful two-way communication and participation with library members.
- To make the library a comfortable and productive place, especially for destination users.
- To respond to Richmond City Centre population and redevelopment needs.
- To make the library more accessible and community-oriented.

### **4.2 Guiding Principles**

It is clear that the public library landscape is at a crossroads and undergoing a major shift in users' expectations. In order to respond to the challenges ahead and to make the most of the opportunities at hand, the work of evolving library services for Richmond is envisioned along the following key guiding principles:

#### **4.2.1 A Library That Evolves**

The Richmond Public Library must build on its strengths, respond to current user needs and anticipate evolving trends.

The library does not need to reinvent itself from the ground up; it needs to be flexible and adapt to current and future conditions as they evolve. This means continuing with most of what works well now by maintaining established library services and improving present shortfalls. However, the library also needs to progressively incorporate new spaces and services that will continue to make the library relevant for new ways of engaging with information. It must increasingly move towards a user-driven, interactive and personalized library experience. This evolution should be conceived as a continuous creative exploration amongst users, community experts and library staff, where different concepts are developed, tested and refined through user feedback. Flexibility, adaptability, and versatility are key concepts for the library of the future.

#### **4.2.2 A Library That Acts as Interface**

The Richmond Public Library will facilitate interaction between and amongst users by providing resources for lifelong learning and tools to access, create and share information in an environment that supports and promotes collaboration.

The library is a learning hub for people, information and cultures. Since information is no longer stored in just one place, the library is no longer mainly a depository of knowledge. Rather, it is a

conduit to access, share, modify, and produce information. Richmond residents are keen on the concept of the library as a learning hub. After the traditional library, they overwhelmingly support a library that helps them with lifelong learning—from homework help to wellness, from reading to computer literacy. Library spaces are already used daily for formal and informal learning and as the library services evolve this role will continue to grow in importance.

#### **4.2.3 A Library That Builds Community**

The Richmond Public Library will be a catalyst in activating the public realm by nurturing local activities and initiatives and bringing the community together.

The library must look beyond its walls towards the broader community. More than just providing access to traditional collections, the library will increasingly need to devote space to help fulfill the needs and aspirations of Richmond citizens—from programmed activities to study rooms to public presentation areas—and to do so in partnership with other City facilities and community organizations. About 40% of activities at the library already focus on these uses—and this is only going to grow. The library must be thought of as an extension of the public realm, more than just a facility that lends books. The library is the “community’s living room,” a place that all citizens of Richmond can call home.

#### **4.2.4 A Library That Helps Shape City Vision**

Richmond Public Library will contribute to the vision of a vibrant, active, and inclusive Richmond.

The library is more than just a public facility; it is also a point of public pride. Richmond is rapidly changing from a suburban satellite community within the Greater Vancouver area, to a self-sustaining and vibrant global community with its own discernible urban character. City policy stresses the creation of a world-class urban centre as a key ingredient to meet its vision as the “most appealing, livable, and well-managed community in Canada.” As with other communities across the country, a strategic component to this vision will be a new central library; one that could anchor downtown development and spur even more investment in the City Centre. A new central library has the potential opportunity to become a catalyst for urban and social transformation in the years ahead.

## 5. IMPLEMENTATION STRATEGIES

Following are the implementation strategies that will be required to fully realize the strategic plan.

### 5.1 Proof-of-Concept Services

The evolving roles for public libraries mean that in many instances no proven precedents exist for the new service concepts that are demanded by users. This means that instead of relying on tried and true experience and established expertise new concepts and ideas have to evolve. Thus it is wiser to experiment with them on a smaller scale, test them in the field and produce the insights required to fully implement them to the users' satisfaction. 'Proof-of-Concept' experiments will allow solutions to evolve and are not dependent on major capital expenditures or immediate expansion of spaces. They can be beta versions of new services to be offered. There are major advantages to this approach:

#### Solution refinement

Prototype services designed to meet future technology trends and user needs will require ongoing feedback to improve and refine solutions that can be scaled-up and implemented fully with confidence.

#### Low cost

Implementing a new service or product formally across the library system can be costly. Small-scale, informal experiments allow for making and learning from mistakes at a fraction of the cost. Once the learning process is advanced it can be incorporated in facility planning.

#### Momentum

The public consultation process generated significant ideas from library users. Pilot projects and prototypes will allow this energy to move forward and show participants how some of their own ideas are being considered for implementation.

#### Improved Understanding

Sometimes it is difficult for people to understand an abstract concept, particularly when it has never been tested or experienced before. Setting up actual hands-on prototypes that users can try out allows for the transmission of ideas more easily than through verbal or written descriptions.

#### Community-building

A by-product of implementing prototypes is that library users will be engaged in a collective activity. Users' participation is essential to the identification of the challenges and the solutions to meet these challenges.

#### Action item:

- a. Design and implement two new proof-of-concept services (tentatively called **THE LAUNCHPAD** and **CREATE & LEARN**) involving a collaborative workspace and software applications to provide digital and technological learning opportunities for library members. Estimated one time cost is \$20,000. Bring forward to 2015 budget cycle.

## 5.2 Develop Synergies and Partnerships

As library services continue to develop more work needs to be done in developing partnerships and collaboration. The resulting synergies will leverage community resources and ensure that duplication and overlapping of services is minimized. This allows more services to be provided for the same dollars.

The library will continue to be the primary place in the community to offer physical collections and electronic resources, but it is by no means the only organization that offers programming and public spaces. This is where there is potential for duplication and overlap. Closer collaboration with community partners will ensure that each organization concentrates on what it can uniquely contribute. For example, the library routinely provides space and programming capability for other organizations so that they can bring their expertise into the library where large numbers of people are. This is efficient and cost effective. The library can also develop comparable programs where its staff and resources go out into the community to where a new audience for library services may be. If successful this approach may provide additional options to building or expanding library spaces.

### Action items:

- a. Develop outreach programs that take the library's expertise out into the community.
- b. Develop pilot projects to explore collaboration with other city and community facilities in the provision of library services in their spaces. Estimated one time cost is \$100,000. Bring forward to 2017 budget cycle. A range of possibilities include:
  - A travelling computer lab providing library resources, training and computer literacy;
  - Information resources related to health and fitness could be co-located in the Richmond Oval and community centres;
  - Book vans could deliver early literacy materials to daycares and schools as well as homebound material to seniors' homes and long-term care facilities;
  - Automated stand-alone kiosks distributed throughout the community could allow books and other media to be borrowed and returned independent of library buildings;
  - An outreach storytime program that goes to daycares, community centres, and schools;
  - Collaboration with community centres to take advantage of their programming spaces to offer library related programming.

## 5.3 Continue Web-Based Public Consultation

The "Your Library Your Future" website was an extremely successful public engagement tool for library users. At the end of 2013 there were 1,405 active members who shared 2,445 ideas and made 7,180 comments on those ideas. In addition, almost 14,000 online surveys were completed. The momentum of this initiative needs to be carried forward.

### Action items:

- a. Ask for user input on an ongoing basis.
- b. Take full advantage of the web site and social media to promote the library and to interact with users.

#### **5.4 Improve Operations and Customer Service**

The public consultation provided a large number of very useful and practical ideas and suggestions for day-to-day improvements. It is critical to get back to the contributors of these ideas and suggestions with our appreciation and to take action on the viable ones. This initiative has already started with the “You Spoke We Listened” campaign which is implementing 22 operational improvements suggested by the public during the consultation process.

Action item:

- a. Implement “You Spoke We Listened” campaign.

#### **5.5 Develop Additional Library Performance Measurements**

Traditionally libraries have measured those activities that are linked to the management of their collections. Knowing how big a collection was and how many books circulated was a good approximation of the success of a library. Users are now expecting their library to be more than a depository of books. This increase in complexity implies the need to measure new service elements in order to assess how well a library is performing. A decline in circulation is not necessarily a sign of declining performance if other indicators, more relevant to users, are substantially improving.

The trend in library performance measurement has shifted from inputs, process, and output indicators to outcome indicators. The focus is now on measuring the impacts the library has on its users and on society at large, rather than only on measuring internal resources and the products and services offered. This shift implies an added emphasis on the user but it also results in more qualitative and subjective indicators that are therefore difficult to measure.

A balanced approach is to measure outcome performance using both quantitative data that responds to users’ needs and qualitative data that uncovers users’ perception of quality. This balanced approach, when measured consistently over time, would allow the library to define milestones, determine benchmarks and track progress.

Action item:

- a. The library will plan and implement an improved metrics package from the customer’s perspective that better measures the success of the shift in services.

## 6. SHORT-TERM SPACE STRATEGY

Public consultation indicated that users do not wish to see more branches and are happy with the current general locations of branches, but they do want expansion of these branches. They want additional space for more selection and variety of collection materials, more seating of all types and more effective separation of spaces to control noise. Also required are more effective study spaces and more flexible activity spaces for programming, group work spaces and computer workstations. There is also a need to improve lighting and provide additional electrical outlets for charging personal devices and network connections for computers.

In the Library Facilities Plan accompanying its 2008-2010 Strategic Plan the Library Board identified the Steveston Library as first priority for neighborhood branch library expansion, and this continues to be the case.

If major capital building improvements for other branches are determined to be a ways off, interim solutions can be developed to improve existing spaces through modest renovation projects and redesign of current spaces. How extensive this work should be must be weighed against the possibility and timing of future library building development.

Interim solutions would also serve the valuable purpose of testing out the viability and demand for spaces designed to provide a different service model than is currently offered. Relatively low cost space redesigns quickly implemented are a good investment to ensure larger and much more expensive projects have the features that best serve public needs.

Coupled with this is the opportunity to pursue some of the pilot projects described in Section 5.2 Develop Synergies and Partnerships. Perhaps other City facilities can be proven to be a good fit for aspects of library service, thus modifying current projections for space needs. Implementing one or two pilot projects before embarking on full scale library facility development could result in a rethinking of how library services are best delivered.

### Action items:

- a. Continue to maintain the Steveston Library as first priority for neighborhood branch library expansion.
- b. Develop a plan for modest renovation and redesign of current spaces to meet short-term needs and to provide proof-of-concept for new and evolving services. Estimated one time cost is \$150,000. Bring forward to 2016 budget cycle.
- c. Develop two or three pilot projects to test out alternative delivery system models at an estimated one time cost is \$100,000. Bring forward to 2017 budget cycle. Some possibilities already described are:
  - A travelling computer lab providing library resources, training and computer literacy;
  - Information resources related to health and fitness could be co-located in the Richmond Oval and community centres;
  - Book vans could deliver early literacy materials to daycares and schools as well as homebound material to seniors' homes and long-term care facilities;
  - Automated stand-alone kiosks distributed throughout the community could allow books and other media to be borrowed and returned independent of library buildings;
  - An outreach storytime program that goes to daycares, community centres, and schools;
  - Collaboration with community centres to take advantage of their programming spaces to offer library related programming.

## 7. BUDGET IMPLICATIONS

There are many aspects of the strategic plan that the Library Board has total responsibility for and can implement within its existing resources or with funds acquired through community donations. Other aspects of the plan require additional funding and co-operation from the City to implement.

### 7.1 No Additional City Funding Required

- Complete installation of mobile shelving and redesign of space for Special Collection on Chinese Culture (community donations obtained);
- Improve seating and reading area for Brighthouse children's area (community donations obtained);
- Provide additional seating area on second floor of Brighthouse Branch;
- Refocus traditional collections to better meet user expectations;
- Redesign and target program mix to better meet user needs;
- Continue web-based public consultation with library users;
- Improve operations and customer service;
- Develop additional library performance measurements.

### 7.2 Additional City Funding Required

Additional city funding would be required to fully implement the following strategic actions:

#### **Under Section 3.4 The Digital Library**

##### Action items:

- a. Expand digital media collection including books, music, video, magazines and newspapers.

**\$ 200,000 ongoing.** Bring forward to 2015 budget cycle.

To date the digital collection has been funded by re-allocating money from the print collection. As spending for digital collections has increased, the spending on print collections has decreased correspondingly since the overall collections budget has remained constant. Users are noticing the decrease in selection of print material and our print circulation is decreasing significantly as a result.

Currently the library spends \$200,000 annually on the digital collection. A budget increase of this amount would ensure that our print collection goes back to its former level and there is sufficient money to build and maintain a good digital collection.

### **Under Section 5.1 Proof-of-Concept Services**

Action item:

- a. Design and implement two new proof-of-concept services (tentatively called **THE LAUNCHPAD** and **CREATE & LEARN**) involving a collaborative workspace and software applications to provide digital and technological learning opportunities for library members.

**\$20,000 one time**     Bring forward to 2015 budget cycle

### **Under Section 6.2 Short-term Facility Strategy**

Action items:

- a. Develop a plan for modest renovation and redesign of current spaces to meet short-term needs and to provide proof-of-concept for new and evolving services.

**\$150,000 one time**     Bring forward to 2016 budget cycle.

- b. Develop two or three pilot projects to test out alternative delivery system models. Some possibilities are:

- A travelling computer lab providing library resources, training and computer literacy;
- Information resources related to health and fitness could be co-located in the Richmond Oval and community centres;
- Bookmobiles could deliver early literacy materials to daycares and schools as well as homebound material to seniors' homes and long-term care facilities;
- Automated stand-alone kiosks distributed throughout the community could allow books and other media to be borrowed and returned independent of library buildings;
- Collaboration with community centres to take advantage of their programming spaces to offer library related programming.

**\$100,000 one time**     Bring forward to 2017 budget cycle

**7.3 Additional Funding Summary Chart**

Priority	Description	Amount	Year
1	<p><b>Under Section 3.4 The Digital Library</b>  <u>Action items:</u>            a. Expand digital media collection including books, music, video, magazines and newspapers.</p>	Ongoing \$200,000	2015
2	<p><b>Under Section 5.1 Proof-of-Concept Services</b>  <u>Action item:</u>            a. Design and implement two new proof-of-concept services (tentatively called <b>THE LAUNCHPAD</b> and <b>CREATE &amp; LEARN</b>) involving a collaborative workspace and software applications to provide digital and technological learning opportunities for library members.</p>	One time \$20,000	2015
3	<p><b>Under Section 6.2 Short-term Facility Strategy</b>  <u>Action items:</u>            a. Develop a plan for modest renovation and redesign of current spaces to meet short-term needs and to provide proof-of-concept for new and evolving services.</p>	One time \$150,000	2016
4	<p>b. Develop two or three pilot projects to test out alternative delivery system models and bring forward to next budget cycle. Some possibilities are:</p> <ul style="list-style-type: none"> <li>• A travelling computer lab providing library resources, training and computer literacy;</li> <li>• Information resources related to health and fitness could be co-located in the Richmond Oval and community centres;</li> <li>• Bookmobiles could deliver early literacy materials to daycares and schools as well as homebound material to seniors' homes and long-term care facilities;</li> <li>• Automated stand-alone kiosks distributed throughout the community could allow books and other media to be borrowed and returned independent of library buildings;</li> <li>• Collaboration with community centres to take advantage of their programming spaces to offer library related programming.</li> </ul>	One time \$100,000	2017

## **8. LONG-TERM FACILITY STRATEGY**

This strategic plan does not address in detail the long-term strategy for future library building development. Further analysis and study is required in order to determine when expansion should occur, the optimal size and locations for library buildings and the source of funding for these projects. A library facility plan needs to be developed in cooperation with City staff and in conjunction with the City's own public amenities facility plan.

Previous analysis indicates the need for additional library space, and the issue of overcrowding was a recurring theme in the public consultation. The 2008-2010 Library Strategic Plan included a detailed assessment of library space shortfalls, and was calculated to be 75,000 square feet with an additional shortfall of about 35,000 square feet by 2021. These figures have not changed and coincide with the IBI Group consultant's calculations.

With continuing population growth in City Centre a long-term objective may be to consider a new central library in a key City Centre location. More study closer to the time of development is needed to confirm this.

### Action item:

- a. Integrate library facility needs with City-wide facility master plan in order to establish scale of development, timing and source of funding.