



To: General Purposes Committee

Date: September 11, 2007

From: Cathryn Volkering Carlile
General Manager - Parks, Recreation &
Cultural Services

File: 11-7000-20-01/2007-Vol
01

Re: Library Facilities Plan

Staff Recommendation

- 1) That the priorities 1 through 7, listed in the Library Facilities Plan 2008 – 2025 (Attachment 1) be incorporated into the Corporate Facilities Implementation Plan and the timing of each priority be reviewed to reflect overall corporate priorities and funding strategies.
- 2) That priority 8, the Richmond Oval Resource Centre, be referred to the Richmond Olympic Business Office (ROBO) and Major Projects Office for consideration as a tenant in the Oval and its potential impact on the business plan; and
- 3) That the Richmond Public Library Strategic Plan 2008 - 2010 (Attachment 2) be received for information.

Cathryn Volkering Carlile
General Manager - Parks, Recreation & Cultural Services
(4068)

Att. 2

FOR ORIGINATING DEPARTMENT USE ONLY			
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER	
Facility Management.....	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>		
ROBO	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>		
Major Projects	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>		
REVIEWED BY TAG	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	REVIEWED BY CAO	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>

Staff Report

Origin

On June 25 2007, Richmond City Council endorsed the following motion:

- (2) (a) *The Parks, Recreation & Cultural Services (PRCS) Facilities Strategic Plan be endorsed and incorporated into the Corporate Facilities Implementation Plan being prepared by Facilities Management for submission to Council in Fall 2007.*
- (7) *Upon approval, the long term plan for the Library facilities be coordinated with the Parks, Recreation & Cultural Services (PRCS) Facilities Strategic Plan.*

The purpose of this report is to:

- provide the Library Facilities Plan (**Attachment 1**) and give some analysis as to its compatibility with PRCS planning processes and strategies.
- recommend that the Library Facilities Plan be incorporated into the Corporate Facilities Implementation Plan. The Corporate Facilities Implementation Plan is currently being prepared by Facilities Management for submission to Council in Fall 2007.
- provide the Richmond Public Library Strategic Plan 2008 – 2010 for information (**Attachment 2**).

Analysis

The Library Facilities Plan (Attachment 1) has been prepared by Richmond Public Library and draws on several planning studies conducted by City staff, including the PRCS Master Plan, the development of the PRCS Facilities Evaluation Framework, and the City Centre Area Plan (CCAP) concept plan. The Library Facilities Plan is broadly consistent with these studies:

- It draws on the recommendations, concepts and evaluation techniques used in relevant City planning studies. For example, the draft CCAP concept plan identifies three levels of library service (neighbourhood lending services, community branch libraries and a city-wide Main Library), and this same hierarchy has been incorporated into the Library Facilities Plan.
- The principles of library facility development as outlined in the Library Facilities Plan have been based upon the Guiding Principles and Evaluation Criteria developed for the PRCS Facilities Strategic Plan.
- The Library Facilities Plan also makes a distinction between a *new service* and an *increased level of service* for each proposed project, as established in the PRCS Facilities Strategic Plan.
- The time span of the plans are broadly consistent; the Library Facilities Plan (2008 to 2025) has a slightly shorter timeframe than the PRCS Facilities Strategic Plan (2008 to 2028).
- Parks Recreation and Cultural Services staff concur with the library development priorities as described in the plan (with the exception of Priority 8). However, the schedule needs to be considered with the many other facility priorities in the Corporate Facility Implementation Plan.
- Further review and impacts on the Oval capital and business plan are required for Priority 8, the Richmond Oval Resource Centre.

In terms of commentary on specific projects:

- *Priority 6.1: Brighthouse (Main) Branch Library.* The Library Facilities Plan identifies the need for increased capacity at the existing Brighthouse library to support population growth in the city centre as the first priority for completion in 2008. However, it is recognised that this can only be achieved through operational changes (i.e. improved collections and additional

staff), because space expansion at Brighthouse in the short term is not feasible. The phasing of projects in the PRCS Facilities Strategic Plan means that no space would be 'freed up' in the Cultural Centre building until the new Richmond Museum is built sometime between 2015 and 2021. Therefore, while the Library Facilities Plan identifies a capital cost of \$10 million for this Priority in 2008, in reality a vastly reduced amount would in fact be needed to achieve increased capacity where possible through operational means.

- *Priority 6.3: Cambie Branch Library.* This priority is identified for completion in 2012 and the Library Facilities Plan states that it could be combined with a replacement for the East Richmond Community Hall. It should be noted, however, that a replacement community hall is not scheduled until after 2022 in the PRCS Facilities Strategic Plan.
- *Priority 6.4: Hamilton Branch Library.* This priority is identified for completion by 2014 in the Library Facilities Plan. Council referred staff at their June 25 2007 meeting to "prepare a feasibility study and funding strategy for Hamilton Community Space, with funding for this to be considered within the 2008 Capital Budget program". Library space in Hamilton would be considered as part of the feasibility study.
- *Priority 6.6: City Centre Branch Library.* This priority is identified for completion by 2018, with a capital cost (in 2007 dollars) for a new 25,000 square foot branch library estimated as \$15 million. However, as stated in the Library Facilities Plan, if the Main Library was relocated to a new 100,000 square foot building at an alternative location (as identified as Priority 6.5), then the existing Brighthouse Library could become a City Centre Branch Library, albeit significantly reduced in size. This would negate the need for a new build costing \$15 million.
- *Priority 6.8 : Richmond Oval Resource Centre.* The concept of a Resource Centre has been discussed for inclusion in the Oval, and there has been preliminary high level dialogue with the Library about the potential for them to provide such a service. However, no space or funding has been allocated to this at this time.

The comments on the specific priorities identified in the Library Facilities Plan relate primarily to timing issues. These issues would be addressed through consideration of all proposed City buildings in the development of the Corporate Facilities Implementation Plan.

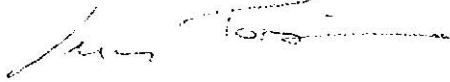
The Richmond Public Library Strategic Plan 2008 – 2010 (Attachment 2) outlines five strategic goals for the next three years; three address service shortfalls and two relate to service expansion. As these are goals of the library they need not be approved by Council. Together, the Richmond Public Library Strategic Plan 2008 – 2010 and the Library Facilities Plan form a comprehensive plan 'Building on Success', for moving library services in Richmond forward in both the short and long term.

Financial Impact

There is no immediate financial impact through endorsing the Library Facilities Plan. The Corporate Facilities Implementation Plan being prepared by Facilities Management for submission to Council in Fall 2007 will provide recommendations on financial impact, funding options and scheduling.

Conclusion

The Library Facilities Plan has been developed by Richmond Public Library with the understanding that it will be integrated into the Corporate Facilities Implementation Plan. The Library Facilities Plan identifies eight projects that are designed to meet the needs of both the current population and future population growth, as well as a specialized resource centre. It is recommended that these projects (except Priority 8 and the proposed timelines) be incorporated into development of the Corporate Facilities Implementation Plan.



Lucy Tompkins
PRCS Planner II (4611)



Library Facilities Plan



LIBRARY FACILITIES PLAN

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1. INTRODUCTION

The **Library Facilities Plan** draws very heavily from related planning exercises conducted by the City of Richmond. Library staff participated in and provided library requirements to the Parks, Recreation and Cultural Services (PRCS) Master Plan, the City Centre Concept Plan, and the PRCS Facility Evaluation Framework. The concepts, principles and evaluation techniques used in these plans have been adopted by the Library Board in developing its Facilities Plan.

The Library Board has prepared its Facilities Plan with the understanding that it will be integrated into a comprehensive City Buildings Strategic Plan. This City plan will lay out the long term requirements for all major civic facilities including libraries, PRCS facilities, RCMP, Richmond Fire Rescue, the Works Yard and City Hall requirements.

The Library's Facilities Plan describes eight projects that are designed to meet the needs of both the current population and population growth, as well as a specialized resource centre based in the Richmond Oval.

Following are the Library Board priorities for facility development with year of anticipated completion:

Projects Addressing Needs of Current Population

Priority #1	Expand Capacity at Brighthouse (Main) Branch	2008
Priority #2	Expand Steveston Branch Library	2010
Priority #3	Expand Cambie Branch Library	2012
Priority #4	Establish Hamilton Branch Library	2014

Projects Addressing Needs for Population Growth

Priority #5	Build New Main Library	2015
Priority #6	Establish City Centre Branch Library	2018
Priority #7	Expand Ironwood Branch Library	2025

Specialized Resource Centre

Priority #8	Establish Richmond Oval Resource Centre	2011
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2. SPACE NEEDS FOR CURRENT POPULATION

Currently, all Richmond Public Library branches are significantly undersized for the population and services they must support. Other libraries in Canada of Richmond's calibre average .80 square feet per capita. While Richmond has a higher circulation per capita and a higher number of registered borrowers compared to these libraries, it has only .40 square feet per capita—half of what is required.

With the completion of its renovation, Brighthouse (Main) Branch is the only branch offering the full range of library services that residents expect and ask for. Barely meeting today's needs, it will soon fall short with the dramatic increase in population in City Centre.

The other three existing branches are also seriously undersized, with Steveston and Cambie branches being the most problematic. Neither branch is able to offer such basic library services as quiet study space, meeting rooms and computer learning centres. Other services, such as general seating, computer workstations, collections space and programming space are woefully inadequate for the population served. Ironwood Branch, while being somewhat better off, is still unable to provide sufficient space for collections and programming that a full service community library branch should be offering.

In June 2007 the Library began to offer weekly library services to the Hamilton area on a delivery only basis using very limited non-dedicated space in the Hamilton Community Centre. This service is viewed by all as a stop gap measure until a dedicated library space can be provided.

The optimum size for a branch library serving a community between 25,000 to 35,000 people is 25,000 square feet. Not only does this ensure good service levels, but it also provides cost efficiencies in operating. Several small branches are considerably more expensive to operate and offer less service than one, well-located full service branch. Table 1 below shows the space requirements for existing branches to meet the needs of the current population of 182,000.

Table 1: Space Requirements to Meet Current Population

Location	2007 Existing sq. ft.	Required sq. ft.	Current Shortfall sq. ft.
Brighthouse (Main) Library	49,352	65,000	16,000
Steveston Library Branch	3,919	25,000	21,000
Cambie Library Branch	4,712	25,000	20,000
Ironwood Library Branch	11,775	25,000	13,000
Hamilton Library Branch	0	5,000	5,000
Total	69,758	145,000	75,000

3. SPACE NEEDS FOR POPULATION GROWTH

The vast majority of population growth is projected to take place in City Centre; therefore, when considering library needs for population growth City Centre needs to be the focus. The City Centre Area Concept Plan approved in principle by Richmond City Council in February 2007 included library needs and the Library Board fully supports the vision of library services provided in this report.

The City Centre Area Plan identified three levels of library service required to serve the City Centre area as it develops — neighbourhood lending services, community branch libraries and a city-wide Main Library.

Neighbourhood Library Lending Service

This level of service is envisioned to be a location which is not a dedicated library facility, but rather, a place where residents can pick-up and return library materials. It is not a full service library and does not have library staff, but provides a convenient access point and takes advantage of the public's preference for integrated services and multi-use facilities. The weekly library service currently being developed for the Hamilton community is a good prototype for this service and will help determine the opportunities and challenges in delivering this level of service.



Community Branches

A community branch library is 25,000 sq. ft and provides a full range of library services to a community of 25,000 to 35,000 people. While providing a standardized level of library service it should reflect the individuality of the community and offer a strong sense of community identity. Basic levels of service include:

- collection of books, videos, audios, reference materials
- separate children's, teen and seniors' areas
- individual computer workstations and computer lab for group learning
- individual and group study space
- library programming and community meeting space
- gathering place with comfortable seating areas

Appendix 1 (page FP 15) describes in detail the space requirements for a full service 25,000 sq. ft. community branch.

At full build-out the City Centre Plan shows up to three community branches in order to meet the needs of the highly densified population. Within the time frame of this report (to the year 2025) it is anticipated one community branch will be required in addition to a new Main Library.

The community branches required in City Centre would be very similar in size and function to the community branches required in Steveston and East Richmond.

Main Library

The City's Main Library serves the dual purpose of providing basic community branch library services to the adjacent community while also providing more advanced and specialized library services for the entire city. Examples of advanced library services are: more in-depth collections, multi-language collections, language leaning lab, genealogy research centre, lecture hall and programming space, community meeting rooms, advanced technology and staff space to support the operation of the entire library system.

The following page is an extract from the City Centre Area Plan Concept, which shows four possible locations for libraries at full build-out:

1. Existing Brighthouse site (downsized to 25,000 sq. ft. community branch)
2. New Main Library ("centre of the Centre")
3. City Centre Branch North (Cambie Road area)
4. City Centre Branch South (Blundell Road & Garden City area)



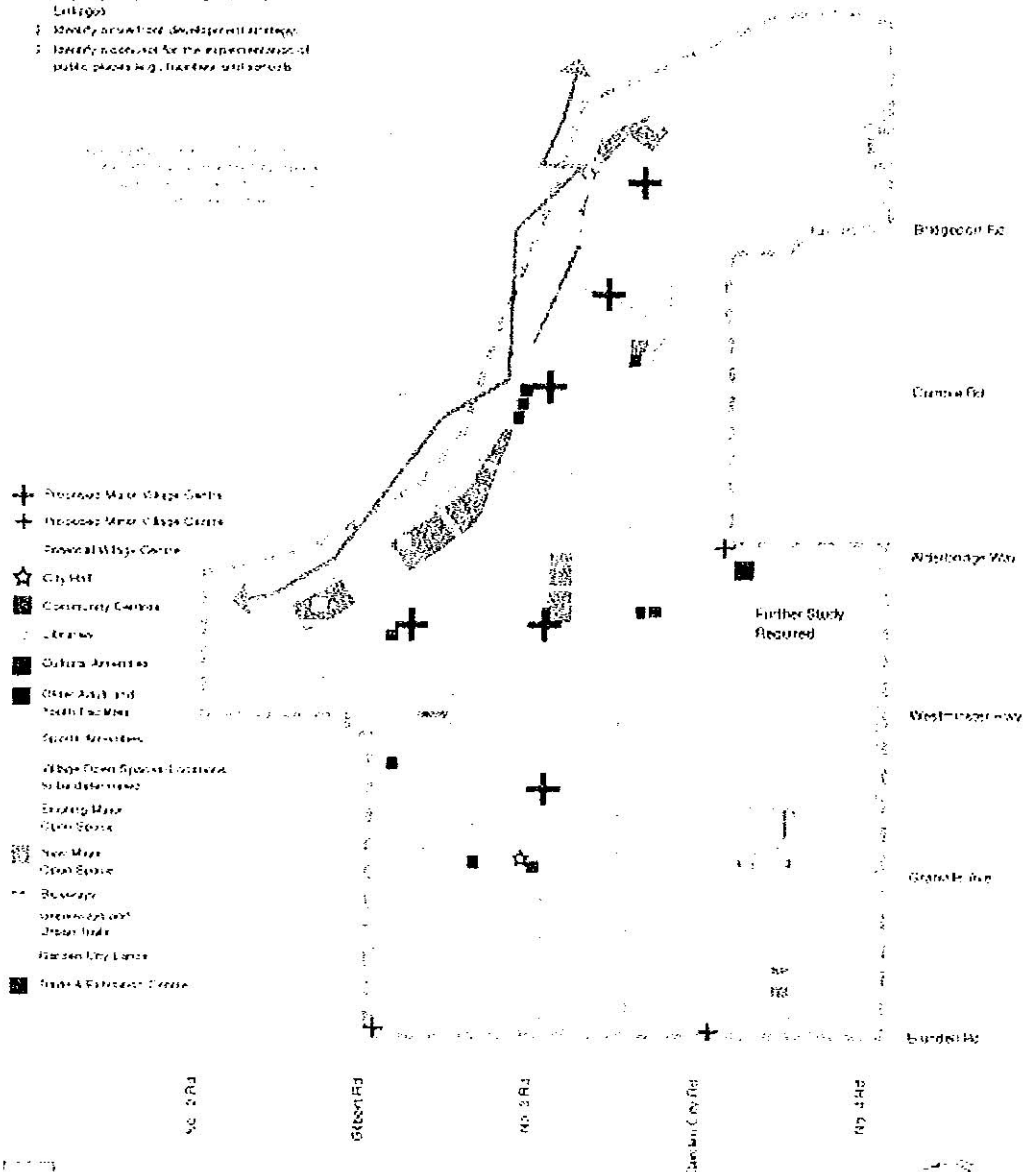
D. Open Space & Amenity

The City Centre Area Plan Update Study (CAU) identifies the need for open space and amenity in the City Centre Area. The CAU also identifies the need for open space and amenity in the City Centre Area. The CAU also identifies the need for open space and amenity in the City Centre Area.

Further Investigation

- 1. Identify any specific objectives for proposed Major Open Spaces, Village Open Spaces, and Linkages
- 2. Identify any other development strategies
- 3. Identify any need for the implementation of public places (e.g., benches and street art)

Map showing the City Centre Area Plan Update Study (CAU) and the need for open space and amenity in the City Centre Area.





4. PRINCIPLES OF LIBRARY FACILITY DEVELOPMENT

As a participant in the PRCS Master Plan and the Facility Evaluation Framework the Library Board fully endorses the principles and evaluation criteria developed in these processes. Appendix 2 (page FP 16) outlines the Guiding Principles and Evaluation Criteria established during the Master Plan process.

The Library Board has built on these guidelines in the following ways:

- a. Wherever possible the Library Board prefers branch libraries to be part of a multi-use complex that encourages an integration of services. Not only does this provide a higher level of convenience and service for the public, but it contributes towards lower capital costs and operational costs.
- b. Libraries must provide space and opportunities for community groups to promote their services and offer their programs. Many community groups are expertise rich but space poor and library programming space should be easily available for community groups to take advantage of to offer their unique programs to the broader community. The Library, with its extremely high foot traffic, is an ideal place to reach out to members of the community.
- c. Libraries are the most heavily used indoor public facility and therefore have a central role in providing a gathering space to encourage residents to come together both formally and informally.
- d. Libraries attract very heavy foot traffic and are an ideal anchor for other facilities such as museums, cultural facilities, community health or community policing.
- e. Locations within a retail complex can provide opportunities for heavily discounted lease rates along the Ironwood Branch Library and Cambie Branch Library models.
- f. As City Centre undergoes major redevelopment, opportunities to work with developers and the private sector should be fully explored.



5. LIBRARY BOARD PRIORITIES

There are eight library projects in the Library Facility Plan. Four of the projects are designed to meet current population needs, three are designed to meet the needs of population growth and one is a specialized resource centre for the Richmond Oval.

Following are the Library Board priorities for facility development with the year of anticipated completion:

Projects Addressing Needs of Current Population

Priority #1	Expand Capacity at Brighthouse (Main) Branch	2008
Priority #2	Expand Steveston Branch Library	2010
Priority #3	Expand Cambie Branch Library	2012
Priority #4	Establish Hamilton Branch Library	2014

Projects Addressing Needs for Population Growth

Priority #5	Build New Main Library	2015
Priority #6	Establish City Centre Branch Library	2018
Priority #7	Expand Ironwood Branch Library	2025

Specialized Resource Centre

Priority #8	Establish Richmond Oval Resource Centre	2011
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A detailed description of each of the eight projects follows. The format, information and data used in the PRCS Facility Evaluation Framework have been incorporated into these project descriptions.

6. DESCRIPTION OF LIBRARY PROJECTS

6.1 Brighthouse (Main) Branch Library

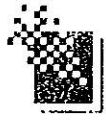
Brighthouse (Main) Branch must serve the dual purpose of being a community branch for City Centre and serving as a city-wide resource for advanced library services. Built in 1992 Brighthouse underwent extensive renovation in 2005/06 and is in excellent condition. The renovation focused on improving access to collections and converting staff space into public space. There was no increase in the square footage of the building. Post renovation circulation at Brighthouse increased by 33.5%—a far greater increase than was anticipated. As a result, Brighthouse cannot support additional population growth without further measures being undertaken. Increased capacity is best achieved immediately through improved collections and additional staff to meet the dramatic growth in use. Both of these approaches form part of the Library's Strategic Plan 2008 - 2010.

Since space expansion at Brighthouse in the short term is not feasible, the best way to expand capacity at Brighthouse is to expand Steveston and Cambie branches. This is because the majority of library use by residents of those communities takes place at Brighthouse due to the limited services the branches can offer in their inadequate spaces. The expansion of the Steveston Branch Library and the Cambie Branch Library would significantly relieve pressure off Brighthouse because residents would then be able to meet their library needs at their local branch. It must be emphasized that this redirection of use will only happen if the community branches are of sufficient size to ensure that there is adequate space for programs, expanded collections, computer facilities and meeting spaces—otherwise Brighthouse will still be the library of first choice.

In 2007 dollars the cost of providing the additional space currently required at Brighthouse to meet today's population's needs is approximately \$16 million. It most likely makes sense not to spend this money on the current site but rather look to another location for the development of a new Main Library and to consider the Brighthouse location as a community library for City Centre. Project 6.5 New Main Library and project 6.6 City Centre Branch Library provide further details on this scenario.

Project Label	Brighthouse (Main) Branch Library
Level of Service	Resource library city-wide and community library to adjacent population
What it will do	New service level to growing population*
Population served	City wide 2005: 182,424 2021 projected: 212,000 City Centre 2005: 40,688 2021 projected: 62,000
Total space required	66,000 sq. ft.
Existing space	49,352 sq. ft.
Shortfall	17,000 sq. ft.
Possible locations	Existing site until new Main Library built
Co-location potential	Existing Cultural Centre facilities very good co-locaters; if some cultural facilities move from the Cultural Centre it may provide space for library growth
Capital cost in 2007 dollars	\$10 million

* NOTE on Service Levels: This Plan adopts the distinction between a new service and an increased level of service as established in the PERC Facilities Strategic Plan report. Some projects, like the Richmond Oval Resource Centre, increase service levels because they result in services not available before the project was completed. Other projects, like a new City Centre Branch, are a new service but they do not increase service levels. Such projects extend an existing service level to new residents and provide a similar service level in the City Centre that other residents enjoy.



6.2 Steveston Branch Library

There are 21,620 registered library users in the Steveston area, out of a population of 25,460. Steveston Branch Library is currently 4,000 sq. ft. located within the Steveston Community Centre. It is woefully undersized and as a result the majority of Steveston residents make heavy use of Brighthouse Library to meet their library needs.

Steveston residents use the Steveston branch for only 37% of their library use. Most of their library use—47%—is at Brighthouse. A full size branch in Steveston would meet Steveston residents' basic library needs and shift library use to an expanded Steveston branch thus freeing up capacity at Brighthouse to better handle City Centre needs.

In addition, the Steveston Community Centre requires the space currently occupied by the library.

Steveston Branch needs to be expanded to a 25,000 sq ft full service branch preferably adjacent to or part of the community centre. If the Library were to be developed on its own it would require 25,000 sq. ft. If however, redevelopment were to be incorporated into the Steveston Community Centre, there would be shared use of multi-use space and support spaces (e.g. mechanical, electrical, circulation areas, washrooms, staff rooms), which could reduce the total project to about 20,000 sq. ft. Other locations associated with related community services, retail or residential complexes are open for consideration.

The cost of developing a new 25,000 sq. ft. stand alone branch library in 2007 dollars would be approximately \$15 million.

Project Label	Steveston Branch Library
Level of Service	Community
What it will do	New service to meet existing demand and population growth
Population served	Steveston 2005: 25,460 2021 projected: 26,000
Total space required	25,000 sq. ft.
Existing space	3,919 sq. ft.
Shortfall	21,000 sq. ft.
Possible locations	Within existing geographic area
Co-location potential	Steveston Community Centre
Capital cost in 2007 dollars	\$15 million

6.3 Cambie Branch Library

The current 4,700 sq. ft. leased facility was developed in 2004 as a five year interim branch until a permanent branch could be built. The lease is up in Oct. 2008 and is renewable for two additional three year periods but at rates that are 300% and then 400% higher than the current rate. The PRCS Master Plan Current Facility Summary states "planning for a larger library should begin no later than 2008".

As of December 2006 there were 18,864 registered library cards from the East Richmond/Hamilton area out of a population of 27,561. Like Steveston residents, East Richmond residents continue to make heavy use of Brighthouse Branch because the majority of their library needs cannot be met by the undersized Interim Cambie Branch. East Richmond/Hamilton residents use the Cambie branch for only 39% of their library use. Most of their library use—52%—is at Brighthouse. A full size branch in Cambie area would meet



the community's basic library needs and shift residents' library use to the expanded Cambie branch thus freeing up capacity at Brighthouse to better handle City Centre and city-wide needs.

Planning for a permanent 25,000 sq. ft. branch needs to begin. While the current facility (as well as Ironwood) demonstrates that a shopping mall is a good location for a branch library, there are other opportunities. The library could be combined with a replacement for the East Richmond Community Hall within a new structure or an extension of the Cambie Community Centre.

The cost of developing a new 25,000 sq. ft. stand alone branch library in 2007 dollars would be approximately \$15 million.

Project Label	Cambie Branch Library
Level of Service	Community
What it will do	New service to meet existing demand and future growth
Population served	East Richmond 2005: 22,717 2021 projected: 23,400
Total space required	25,000 sq. ft.
Existing space	4,712 sq. ft.
Shortfall	20,000 sq. ft.
Possible locations	Within existing geographic area
Co-location potential	Cambie Community Centre; East Richmond Community Hall
Capital cost in 2007 dollars	\$15 million

6.4 Hamilton Branch Library

In 2007 the Library began a weekly delivery of library services to the Hamilton community. While an improvement on having nothing, the ability to provide effective local service is dependent on dedicated space. Hamilton would need a 5,000 sq. ft. facility very much on the model of the current Cambie Branch Library. Location would preferably be adjacent to or in conjunction with other community services.

The cost of developing a new 5,000 sq. ft. stand alone branch library in 2007 dollars would be approximately \$3 million.

Project Label	Hamilton Branch Library
Level of Service	Community
What it will do	New service to provide access to a service other city residents enjoy
Population served	Hamilton 2005: 4,844 Projected 2021: 8,6000
Total space required	5,000 sq. ft.
Existing space	0 sq. ft.
Shortfall	5,000 sq. ft.
Possible locations	Adjacent to community centre
Co-location potential	Hamilton Community Centre
Capital cost in 2007 dollars	\$3 million if stand alone new construction



6.5 New Main Library

As City Centre develops it will require a new Main Library plus at least two and possibly three community libraries to handle population density at full build-out. The cornerstone of the library system will be an expanded Main Library providing city-wide services for the increased population as well as local community branch type services for its immediate vicinity. The Main Library will have approximately 100,000 sq. ft. of space and the City Centre Area Plan Concept relocates the Main Library to the "centre of the centre" and establishes it as a key destination amenity and public gathering place.

A new Main Library is an opportunity to provide the redesigned City Centre with a highly visible and extremely well-used anchor that complements the Oval and provides the cultural balance to a world-class sports facility. The Oval will be an outstanding success demonstrating clearly Richmond's commitment to the world of sports and athletics. An equivalent statement must be made regarding Richmond's commitment to excellence in things of the mind and spirit.

The Library has been providing a unique mix of services to the ethnic community with a high degree of success. The Library Board would like to build on this success. A new Main Library should be the centre where the many cultures of Richmond come together, celebrate their heritage and learn about each other's heritage. It would be a showcase for one of the key elements that make Richmond such a rich and vibrant community. Through collections, programs and displays the many groups that make up Richmond would have a place to come to both learn and teach.

Because this project allows the library system to provide new and different services than it has been able to provide in the past, it represents not only a new service but also raises the service levels for the Library system in Richmond.

Once a New Main Library is built the current Brighthouse location could possibly be downsized to 25,000 square feet in order to provide one of the needed City Centre community libraries.

The cost of developing a new 100,000 sq. ft. stand alone Main Library in 2007 dollars would be approximately \$60 million.

Project Label	New Main Library
Level of Service	Resource library city wide and community library to adjacent population
What it will do	Extend service to new population and provide new level of service city wide
Population served	City wide 2005: 182,424 2021 projected: 212,000 City Centre 2005: 40,688 2021 projected: 62,000
Total space required	100,000 sq. ft.
Existing space	49,352 sq. ft.
Shortfall	50,000 sq. ft.
Possible locations	Centre of newly developed City Centre
Co-location potential	Either stand alone or part of museum/arts complex
Capital cost in 2007 dollars	\$60 million



6.6 City Centre Branch Library

As the City Centre population grows an additional City Centre Branch Library will be required. If the new Main Library was relocated to the centre of City Centre the existing Brighthouse library could become one of the City Centre branch libraries and perhaps be downsized to 25,000 sq. ft. The freed up space would then be available for other use.

This project would be considered an extension of existing service levels and would provide services to new residents that existing residents already enjoy.

The cost of developing a new 25,000 sq. ft. stand alone City Centre Branch Library in 2007 dollars would be approximately \$15 million.

Project Label	City Centre Branch Library
Level of Service	Community
What it will do	Extend service to new population
Population served	City Centre 2005: 40,688 2021 projected: 62,000
Total space required	25,000 sq. ft.
Existing space	0 sq. ft.
Shortfall	25,000 sq. ft.
Possible locations	Current Brighthouse location downsized; City Centre North
Co-location potential	City Centre Community Centre
Capital cost in 2007 dollars	\$15 million

6.7 Ironwood Branch Library

The current 11,775 sq. ft. leased facility was developed in 1999. It has a 25 year lease with 8,000 sq. ft free and the remaining 4,000 sq. ft. at current market rates. Although small, Ironwood is a very successful library. An expanded or relocated Ironwood would be far down the time line with a time frame of 2025.

The cost of expanding Ironwood Branch Library in 2007 dollars would be approximately \$7.8 million.

Project Label	Ironwood Branch Library
Level of Service	Community
What it will do	New service to meet population growth
Population served	South Arm 2005: 37,064 2021 projected: 39,000
Total space required	25,000 sq. ft.
Existing space	11,775 sq. ft.
Shortfall	13,000 sq. ft.
Possible locations	Existing location; future expansion with South Arm Community Centre
Co-location potential	South arm Community Centre
Capital cost in 2007 dollars	\$7.8 million



6.8 Richmond Oval Resource Centre

The Oval presents an opportunity to provide a facility where sports and fitness adherents can come together not only to participate in their chosen activity, but where they can share their knowledge, learn from others, conduct research and conveniently find books, videos, training materials, and computer resources all together.

In February 2005 the Library Board submitted an expression of interest for an information resource centre located within the Richmond Oval. The Library has a natural role in providing information resources on all aspects of sports, how-to as well as social and historical aspects, and wellness and healthy living. Ideally, these resources would be provided in conjunction with other organizations in the Oval such as a Fitness and Wellness Centre, Sports Hall of Fame, Coaching Clinics, etc.

The Library can provide print, electronic, audio and video formats to be consulted on site, borrowed for home use or borrowed by an organization for group use. In addition, the Library can provide and/or participate in a wide range of sport and fitness related information programming aimed at all ages. For example, author readings for popular sport and fitness books, programming aimed at children to provide them with information and resources to make healthy life choices and adult workshops on fitness and wellness with accompanying information on how to find and choose resources on these topics. Such programming is best done collaboratively with professional associations, practitioners and community organizations.

The Library also has extensive experience in providing Internet services and developing extensive web-based resources to aid users in navigating the Internet effectively. Athletes, coaches, team organizers, professional practitioners and Oval users can all benefit from having a headstart in their research activities. In addition, many sports organizations will want a web presence for basic information on their organization, calendar of activities, and contact information. The Library is already hosting a number of community organizations and with the Oval, could expand this service to sports and fitness related groups. The Oval will also see many out of town and out of country visitors. An Internet Café environment where they can keep in touch with their hometown will be an important service.

The Library Board believes that a library service such as this, in a community facility such as the Oval, would be a first and would attract the imagination and interest of funders and supporters. Many hundreds of organizations are devoting a modest level of resources to their information and training material needs. Many would see an advantage to contributing these resources to a library that could provide them with the latest and best resources beyond their individual capacity to purchase and maintain them.

Another option for this type of resource centre is to incorporate it within a new Main Library.

The cost of developing an Oval Resource Centre in 2007 dollars would be approximately \$1.5 million.

Project Label	Richmond Oval Resource Centre
Level of Service	City wide/ regional
What it will do	Increased level of service
Population served	City wide 2005: 182,424 2021 projected: 212,000
Total space required	5,000 sq. ft.
Existing space	0 sq. ft.
Shortfall	5,000 sq. ft.
Possible locations	Richmond Oval/New Main Library
Co-location potential	Fitness/Wellness Centre; Sports Hall; related activities
Capital cost in 2007 dollars	\$1.5 million



**APPENDIX 1: SPACE REQUIREMENTS FOR A FULL SERVICE 25,000 SQ. FT.
COMMUNITY BRANCH**

Entrance/Exit Area

- Book drops
- Circulation counter
- Security gates
- Self Checkout area
- Holds pickup area
- Friends of the Library sale rack
- Community Bulletin Board

Children's Area

- Collections with full merchandizing shelving
- Computer Workstations with adult seating nearby
- Reading Tables
- Story Room
- Informal seating and meeting area
- Service Desk with adjacent staff workroom
- Online Catalogue stations
- Washrooms including Parent Room

Teen Area

- Collections with full merchandizing shelving
- Computer Workstations
- Individual Study
- Group Study
- Online Catalogue stations

Adult Area

- Collections with full merchandizing shelving
- Digital Reference stations
- Reading Tables
- Service Kiosk
- Online Catalogue stations

Seniors Area

- Collections with appropriate merchandizing shelving
- Seating

Audio/Visual Area

- Collections with full merchandizing shelving
- DVD Dispenser
- Previewing stations

Chinese Language Area

- Collections with full merchandizing shelving
- Chinese language Online Catalogue stations
- DVD Dispenser

Public Computer Centre

Adult Programming Room/Community Meeting Room/Large event space

Silent Study Space/Individual Study Carrels

Living Room/Casual seating

Friends of the Library sorting space

Staff spaces

- Workroom sufficient for high volume circulation/loading dock
- Staff offices/ lounge/washrooms
- Janitorial space and Storage
- Telephone and Server Room



APPENDIX 2: PRCS MASTER PLAN GUIDING PRINCIPLES AND EVALUATIVE CRITERIA

Guiding Principles

Service-Based:

- People and Opportunities – Facility investment decisions will prioritize multi-use facilities that provide opportunities for a diverse population.
- Location – Facility investment decisions will consider population demands within specific geographic areas and will prioritize facilities that strengthen neighbourhood centres.
- Integrated and Proactive – Facility investment decisions will ensure integration of existing facilities within the PRCS system while satisfying future recreation and facility trends.

Relationship-Based:

- Partnerships – Facility investment decisions will be based on an entrepreneurial approach, which includes seeking opportunities with a variety of partners.
- Leadership – Facility investment decisions will demonstrate municipal leadership and will be consistent with the City's and PRCS Department's policies and strategic direction.

Accountability and Sustainability:

- Environmental – Facility investment decisions prioritize opportunities that minimize ecological impact.
- Social – Facility investment decisions will ensure that facilities promote flexible design responding to a wide range of community uses.
- Economic – Facility investment decisions will prioritize opportunities which balance the municipal return on investment with the non-monetary benefits of parks, recreation and culture.
- Cultural – Facility investment decisions will support the development of community identity, cohesion and legacy while providing opportunities for the community to be inspired and to participate fully.

From the guiding principles, nine criteria were developed to form the basis of the facility opportunity evaluation.

Evaluative Criteria

- a. Compatible with the City's Official Community Plan and the Dept. of Parks, Recreation and Cultural Services Master Plan.
- b. Reflects current and anticipated community needs.
- c. Provides facilities that capitalize on recreation and facility trends.
- d. Balances the provision of new facilities with the redevelopment of existing facilities.
- e. Capitalizes on opportunities and partnerships.
- f. Minimizes ecological impact.
- g. Provides equitable opportunities for access.
- h. Balances monetary and non-monetary benefits.
- i. Encourages municipal legacy and sense of place.

Richmond Public Library

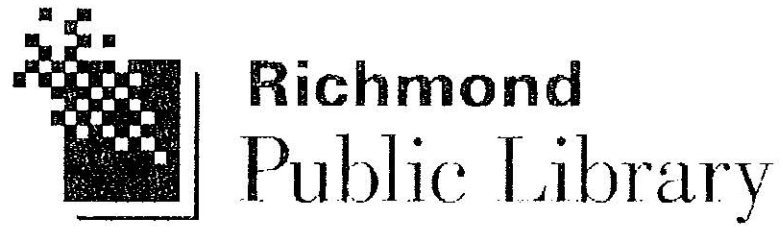
2007 Board Members



Left to Right: Greg Smith, Dulce Cuenca, Leslie Wilson (Chair), Bill McNulty, Arlene Yoshikawa, Pat Watson, Lyn Greenhill (Vice Chair), Ron McLeod

Senior Staff

Greg Buss, Chief Librarian and Secretary to the Board
Cate McNeely, Deputy Chief Librarian
Dace Beggs, Head of Ironwood Branch
Shelley Civkin, Communications Officer
Mark Ellis, Manager, Information Technology
Ping He, Head, Adult Services
Wendy Jang, Coordinator, Multilingual Services
Beryl Jeffrey, Manager, Public Services
Virginia McCreedy, Head of Kids' Place
Shaneena Rahman, Coordinator, Merchandising and Circulation Support
Lee Anne Smith, Head of Cambie Branch
Susan Walters, Head of Steveston Branch
Charlotte Welter, Coordinator, Computer Services



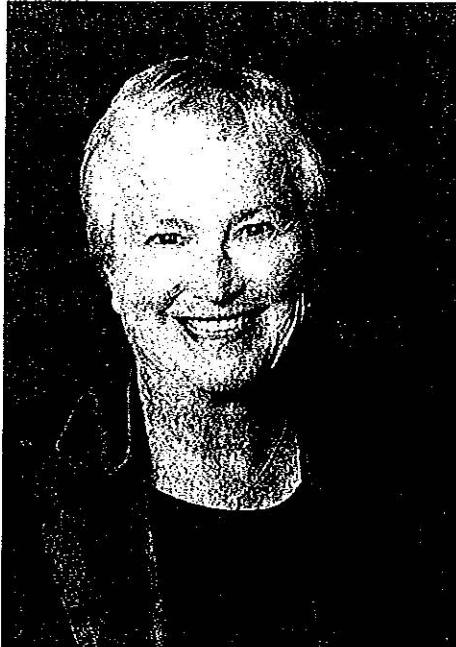
Strategic Plan 2008 – 2010



STRATEGIC PLAN 2008 - 2010

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MESSAGE FROM LIBRARY BOARD CHAIR

Richmond Public Library is in the enviable position of being amongst the top ranks of North American public libraries. It has achieved this success over the years due to exceptional leadership from its volunteer community board, strong support from City Council, a highly professional and committed staff and assistance from City staff. Even more important to this success, however, have been the citizens of Richmond who use their libraries to an astonishing degree. Richmond residents love their libraries and make very heavy use of them.

The exceptionally heavy use of library services has resulted in growing service gaps in the areas of space, collections and staff. This strategic plan addresses the need to improve these areas to meet current population needs and to initiate the planning process for branch development to ensure that as the population grows, library services keep apace.



1. BACKGROUND

Indicators of Success

- 109,070 Richmond residents have active library cards.
- According to the *Community Needs Assessment 2001* libraries are the most used indoor community facility. 83% of the respondents had used the Library in the last year—highest of all indoor public facilities with indoor swimming being next at 63%. And libraries were well used by all demographic groups.
- Further, 45% of respondents listed library services as the reason they like living in Richmond—highest of all indoor Parks, Recreation and Cultural Services activities.
- Richmond Public Library has the highest per capita circulation of any large urban library in Canada, as well as the highest percentage of active card holders.
- The 2006 per capita circulation for Richmond was 24.31 items—the highest in Canada. The next highest library was a distant 19.96 items per capita.
- Library use continues to climb dramatically—in 2006 it increased by over 18%.
- Libraries are the community's prime gathering place seven days a week, for all ages and all backgrounds. In 2006 there were 1,810,746 visits to Richmond's libraries.
- Richmond has an international reputation for providing innovative and cost effective library services. Visitors from across North America and beyond come to observe and learn from Richmond. Since 2000, representatives from over 130 library jurisdictions have visited Richmond to learn what we are doing, with many participating in paid workshops that have generated over \$70,000 revenue for the Library.

Libraries Deliver on the Master Plan Vision, Values and Outcomes

- **Healthy Lifestyles** – The library provides resources and workshops on physical and mental health, fitness, nutrition, and related lifestyle issues.
- **Diversity** – The library serves all age groups from the newborn to the very elderly homebound. Specialized services are aimed at early childhood, students and youth, adults, seniors and older adults, newcomers and people with special needs. Library services are free so there are no economic barriers.
- **Choice** – The library has a wide range of materials and provides an environment to encourage individuals to pursue their interests and develop skills at their own pace while also providing many opportunities to interact with others in the community.
- **Community Engagement and Volunteerism** – A great deal of library programming is provided by local experts and community volunteers including teens. The Library provides extensive programming for all ages as well as facilitating programs, workshops and lectures provided by local community groups.



- **Safety and Security** – Our libraries are very safe, welcoming environments that are accessible to all, open seven days a week and attract very large number of users on a regular basis.
- **Cultural Heritage** – The library provides critical support to newcomers and assists them in integrating into Canadian society while celebrating their cultural diversity. The Library has substantial collections in a variety of languages including Chinese and provides programming in a variety of languages.

Libraries Address Leisure and Facility Trends

The Library is ideally positioned to take advantage of current trends in leisure activities and facilities as identified by IBI Group and the *Community Needs Assessment 2001*.

- From structured to unstructured activity – Libraries excel at providing a wide range of materials to meet very diverse interests, allowing individuals to find something of interest at their level and proceed at their own pace.
- From long term to short term commitments – Library branches are open seven days a week including evenings for drop in and for customers to stay as long as they like. The vast majority of our structured programs are drop in and of short duration—usually an hour.
- Increasing expectations in terms of quality and service – Richmond libraries have long adopted a customer-focused approach and as a result Richmond is recognized internationally for the exceptionally high quality of its library services.
- Integration of services and facilities – Library branches provide an ideal opportunity to partner with other services and facilities in order to offer an integrated service approach.
- Aging population – The library has resources and services aimed specifically at this group and will be developing further services.
- Widening gap between “haves” and “have nots” – Library services are free to all.
- Increasing diversity – Very strong focus on services to ethnic groups and different age groups.
- Experiential Hedonism – Library excels in providing very individualistic “one-off” experiences of pleasure—reading a book, listening to music, watching a video, or learning new information.
- Spiritual Quest – When searching for answers the library is the first stop. A wide range of resources is available to meet the informational, educational, recreational and entertainment needs of the community including books, magazines, newspapers, audio and video materials, and computer resources.
- Declining volunteers – Contrary to the national trend, library use of community volunteers continues to grow amongst all age groups, particularly teens. The Library provides many opportunities for community members to participate in library programs and contribute their energy, knowledge and experience through volunteer involvement.

2. RESOURCES REQUIRED FOR LIBRARY SERVICES

Collections

While books continue to be the lifeblood of the Library, today's collections cover a wide variety of formats. Magazines and newspapers are more specialized and popular than ever; audio is now in cassette, CD, and computer file format; and video formats include VCR, DVD and soon computer files. All of these formats have their place in the library and meet the needs of particular clientele. Also essential are a wide variety of current reference and informational materials that enable the community to carry out its business more effectively. Topics include health, school assignments, do-it-yourself, business information, career and employment, travel information and much more.

Computers and Electronic Resources

Computers and electronic resources are essential in today's information mix. Whether it is to learn a language, research a health issue, explore vacation options, or complete a homework assignment computers play a vital role. Public access computers must be kept updated and high speed Internet lines provided. Equally important is the trained staff available to assist customers in using the software programs and equipment. On the staff side, technology is critical to operational efficiency and keeping operating costs down.

Library Spaces

It is perhaps surprising that in an age of computers and online information one of the most important services a library can provide is spaces—spaces to study, to meet, to gather, to learn together, or to just hang out. Libraries are truly the community's living rooms. Our libraries are places of destination where people can spend several hours at a time and have an expectation of sufficient and comfortable spaces that will meet a variety of their needs.

Staff

A dedicated, well trained and professional staff is the Library's most important asset and the key to ensuring that the wealth of resources held by the Library are easily accessible to the public and effectively utilized. Bookshelvers, circulation clerks, customer service clerks, librarians, supervisors and managers, and administrative staff all perform critical functions essential to good customer service.

Community Partners

The Library is committed to actively involving the community in the delivery of library services. Programming partnerships with a wide variety of community organizations extend the services the Library can provide. Co-operative initiatives not only maximize the use of resources but they also provide an added level of service. Organized programs, workshops and lectures are often the most effective and meaningful way for individuals and groups to learn. Newcomer series for immigrants, cultural festivals and celebrations, storytimes for young children and caregivers, job and career advice, personal finance, English as a Second Language conversation classes, Philosophers' Cafes, and author readings are all popular well attended programs.



3. SERVING OUR CUSTOMERS

While the library serves the entire community, it does this best when it targets and focuses its efforts on meeting the particular and sometimes unique needs of various groups. Over the next three years the library will focus on the following customer groups. For Children, Youth, Adults, Multicultural and Newcomers and Specialized Services it will be a matter of maintaining current high levels of service. For Seniors and Older Adults it will require developing higher levels of service.

Maintain Current Service Level

- **Children (0 to 12 years) and Caregivers**
 - Child care resources for parents and caregivers
 - Storytimes to promote learning and reading
 - Reading and school support
 - Computer resources
- **Youth (Ages 13- 19 years)**
 - Homework help
 - Volunteer opportunities
 - Recreational reading
 - Computer resources
- **Adults**
 - Lifelong learning
 - Career and employment information
 - Recreational and entertainment
 - Computer resources
- **Multicultural and Newcomers**
 - English as a Second Language resources
 - New immigrant support
 - Foreign language materials
 - Celebration of cultural diversity
- **Specialized Services**
 - Home delivery for the aged and sick
 - Large print for sight impaired
 - Ease of access for disabled
 - Home-based business and small business

Develop Higher Service Level

- **Seniors and Older Adults**
 - Health information
 - Personal finance information
 - Hobbies and interests
 - Computer resources



4. SERVICE SHORTFALLS

The popularity and extremely heavy use of the Library and its services has resulted in significant service shortfalls, particularly in the areas of space, collections and staffing.

Space Needs

Currently, all Richmond Public Library branches are significantly undersized for the population and services they must support. Other libraries in Canada of Richmond's calibre average .80 square feet per capita. While Richmond has a higher circulation per capita and a higher number of registered borrowers compared to these libraries, it has only .40 square feet per capita—half of what is required.

With the completion of its renovation, Brighthouse (Main) Branch is the only branch offering the full range of library services that residents expect and ask for. Barely meeting today's needs, it will soon fall short with the dramatic increase in population in City Centre.

The other three branches are also seriously undersized, with Steveston and Cambie branches being the most limited in size. Neither branch is able to offer such basic library services as quiet study space, meeting rooms and computer learning centres. Other services, such as general seating, computer workstations, space for collections and programming space are woefully inadequate for the population served. Ironwood Branch, while being somewhat better off, is still unable to provide the space for the collection size and programming that a full service community library branch should be offering.

In June 2007 the Library began to offer weekly library services to the Hamilton area on a delivery only basis using very limited non-dedicated space in the Hamilton Community Centre. This service is viewed by all as a stop gap measure until a dedicated library space can be provided.

The optimum size for a branch library serving a community between 25,000 to 35,000 people is 25,000 square feet. Not only does this ensure good service levels, but it also provides cost efficiencies in operating. Several small branches are considerably more expensive to operate and offer less service than one, well-located full service branch.

Table 1 below shows the space requirements for existing branches to meet the needs of the current population of 182,000.

Table 1: Space Requirements to Meet Current Population Needs

Location	2007 Existing sq. ft.	Required sq. ft.	Current Shortfall sq. ft.
Brighthouse (Main) Library	49,352	65,000	16,000
Steveston Library Branch	3,919	25,000	21,000
Cambie Library Branch	4,712	25,000	20,000
Ironwood Library Branch	11,775	25,000	13,000
Hamilton Library Branch	0	5,000	5,000
Total	69,758	145,000	75,000

The **Library Facilities Plan** outlines how these space needs can be addressed and provides a growth plan for future library development that keeps pace with City development.



Collection Needs

Collections are also seriously undersized. Library standards are 3 books per capita and 0.75 Audio/Video items per capita. Our current collection is only 65% of the size it should be according to normal library standards. When you take into consideration that Richmond residents are the heaviest borrowers of library materials in Canada, this gap is even more serious.

Table 2 shows the collection requirements to meet today's population needs.

Table 2: Collection Requirements to Meet Current Population Needs

Collection Type	Existing Collection	Items Required	Current Shortfall
Books	420,000	546,000	126,000
Audio/Video	40,000	136,500	96,500
Total	460,000	682,500	222,500

The Brighthouse renovation with its improved customer service model resulted in a 33.5% increase in circulation in 2006. Circulation across all branches has increased by over 18% during this same time period. These numbers are not sustainable without increased collections.

Staffing Needs

Technology has been critical in allowing Richmond to experience extremely high levels of circulation while maintaining stable staffing levels. Computers and machines are the best answer to meeting the demands of checking in and checking out books. However, nothing can nor should replace the need for staff to deal directly with customers in providing personal help and being available on the floor to answer questions and help direct customers to resources.

We are all aware of changing demographics and the increasing number of seniors and older adults. It is necessary to begin planning for expanding services to these groups and to work with a variety of community services and organizations to develop partnerships and co-operative services.

Seniors and older adults is just one area where Richmond has many community resources that the Library can tap into to provide additional resources and support. Many of the Library's most successful programs have involved community groups and individuals that have partnered with the library to create synergy and additional levels of service that neither could do alone. More work needs to be done in this area.

Over the next three years additional staff resources are required:

- Customer Service Clerks to walk the floor and serve customers directly;
- Librarian to serve the needs of Seniors and Older Adults;
- Librarian to work with community groups to develop co-operative programs and develop a more substantial and formal community participation program.



5. STRATEGIC GOALS FOR 2008 - 2010

The Library Board has developed strategic goals aimed at addressing critical service shortfalls as well as strategic goals to prepare for service expansion.

In order to ensure the continuation of the Library's success over the next three years the Library will focus its attention on closing the widening service gaps in space, collections and staffing created by population growth and increased use of services. The Library will also begin to lay the foundation for expanded services to Seniors and Older Adults and improved outreach to community organizations.

The following strategic goals will be pursued.

2008 Strategic Goals

- Obtain Council Endorsement of Library Facilities Plan
- Make Staffing Improvements to Meet Current Level of Circulation
- Increase Collections to Meet Current Level of Circulation

2009 Strategic Goals

- Continue to Increase Collections
- Develop Service Plan for Seniors and Older Adults

2010 Strategic Goals

- Continue to Increase Collections
- Extend Outreach to Community Organizations