



Finance Committee

Anderson Room, City Hall
6911 No. 3 Road

Monday, July 4, 2016
Immediately following the Special Council meeting

Pg. # ITEM

MINUTES

FIN-3 *Motion to adopt the **minutes** of the meeting of the Finance Committee held on June 6, 2016.*



FINANCE AND CORPORATE SERVICES DIVISION

1. **2017-2021 BUDGET PROCESS**
(File Ref. No. 03-0970-25-2016-01) (REDMS No. 5042644)

FIN-6

See Page FIN-6 for full report

Designated Speaker: Melissa Shiau

STAFF RECOMMENDATION

- (1) *That the staff report titled “2017-2021 Budget Process” dated June 13, 2016 from the Director, Finance be received for information; and*
- (2) *That the services as presented in Attachment 2 of the staff report be approved as the base for the 2017 budget.*



Pg. # ITEM

2. **UPDATE ON RICHMOND PUBLIC LIBRARY STRATEGIES TO
REDUCE EXPENSES AND INCREASE REVENUE**

(File Ref. No. 03-0970-25-2016-01) (REDMS No. 5043051 v. 2)

FIN-24

See Page FIN-24 for full report

Designated Speaker: Greg Buss

STAFF RECOMMENDATION

That the staff report titled “Update on Richmond Public Library Strategies to Reduce Expenses and Increase Revenue” dated June 21, 2016 from the Director, Finance be received for information.

☐

ADJOURNMENT

☐



Finance Committee

Date: Monday, June 6, 2016

Place: Anderson Room
Richmond City Hall

Present: Mayor Malcolm D. Brodie, Chair
Councillor Chak Au
Councillor Derek Dang
Councillor Carol Day
Councillor Ken Johnston
Councillor Alexa Loo
Councillor Bill McNulty
Councillor Linda McPhail
Councillor Harold Steves

Call to Order: The Chair called the meeting to order at 4:23 p.m.

MINUTES

It was moved and seconded

That the minutes of the meeting of the Special Finance Committee held on May 9, 2016, be adopted as circulated.

CARRIED

FINANCE AND CORPORATE SERVICES DIVISION

1. **2015 ANNUAL DEVELOPMENT COST CHARGES**
(File Ref. No. 03-0905-05-01) (REDMS No. 4955188; 4955220 v. 2)

It was moved and seconded

That the staff report titled, "2015 Annual Development Cost Charges," dated May 5, 2016 from the Director, Finance be received for information.

CARRIED

Finance Committee

Monday, June 6, 2016

2. **2015 ANNUAL REPORT AND 2015 ANNUAL REPORT HIGHLIGHTS**
(File Ref. No.) (REDMS No. 5001498; 5031206; 5031207)

It was moved and seconded

That the reports titled, "City of Richmond 2015 Annual Report" and the "2015 Annual Report – Highlights" be approved.

CARRIED

3. **FINANCIAL INFORMATION – 1ST QUARTER MARCH 31, 2016**
(File Ref. No. 03-0905-01) (REDMS No. 4998192 v. 3)

It was moved and seconded

That the staff report titled, "Financial Information – 1st Quarter March 31, 2016", dated May 6, 2016 from the Director, Finance be received for information.

CARRIED

RICHMOND OLYMPIC OVAL CORPORATION

4. **RICHMOND OLYMPIC OVAL CORPORATION – 1ST QUARTER 2016 FINANCIAL INFORMATION**
(File Ref. No.) (REDMS No. 5019696)

In response to a query from Committee, Rick Dusanj, Controller, Richmond Olympic Oval Corporation commented that the decision to transfer surplus funds is made at year end, to be utilized for the next year.

It was moved and seconded

That the report on Financial Information for the Richmond Olympic Oval Corporation for the first quarter ended March 31, 2016 from the Controller of the Richmond Olympic Oval Corporation be received for information.

CARRIED

ADJOURNMENT

It was moved and seconded

That the meeting adjourn (4:29 p.m.).

CARRIED

Finance Committee
Monday, June 6, 2016

Certified a true and correct copy of the Minutes of the meeting of the Finance Committee of the Council of the City of Richmond held on Monday, June 6, 2016.

Mayor Malcolm D. Brodie
Chair

Amanda Welby
Acting Legislative Services Coordinator



City of Richmond

Report to Committee

To: Finance Committee
From: Jerry Chong, CPA, CA
Director, Finance
Re: 2017-2021 Budget Process




Date: June 13, 2016
File: 03-0970-25-2016-
01/2016-Vol 01

Staff Recommendation

1. That the staff report titled "2017-2021 Budget Process" dated June 13, 2016 from the Director, Finance be received for information, and
2. That the services as presented in Attachment 2 of the staff report be approved as the base for the 2017 budget.


Jerry Chong, CPA, CA
Director, Finance
(604-276-4064)

Att. 3

REPORT CONCURRENCE	
CONCURRENCE OF GENERAL MANAGER 	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 
APPROVED BY GAO 	

Staff Report

Origin

The purpose of this report is to provide Council with the framework that will be utilized for the preparation of the City's 5 Year Financial Plan (2017-2021) (5YFP).

This report also responds to the Council referral from the March 14, 2016 Council meeting:

That the public consultation process for the 5 Year Financial Plan be referred to staff with the objective of increasing engagement with the public including consideration of town halls as a means of consultation.

The 2017-2021 budgets will be prepared in accordance with Council's policies and procedures relating to budgets.

Council Policies

Policy 3016 requires that a same service level budget, with only non-discretionary increases that can be clearly identified and supported, be put forward to Council. Non-discretionary costs mainly include incremental increases specified in contracts and salary increases associated with collective agreements. Therefore, the 2016 service levels form the basis of the 2017 base budget. Any enhanced or new levels of service are identified as an additional expenditure request by the respective departments and the operating budget impact (OBI) from capital projects will be separately identified for Council's consideration.

Policy 3707 requires that tax increases will be at or below the estimated Vancouver's Consumer Price Index (CPI) rate (to maintain current programs and maintain existing infrastructure at the same level of service) plus 1.0% towards infrastructure replacement needs.

This report supports Council's 2014-2018 Term Goal #7 Strong Financial Stewardship:

Maintain the City's strong financial position through effective budget processes, the efficient and effective use of financial resources, and the prudent leveraging of economic and financial opportunities to increase current and long-term financial sustainability.

- 7.1. Relevant and effective budget processes and policies.*
- 7.2. Well-informed and sustainable financial decision making.*
- 7.3. Transparent financial decisions that are appropriately communicated to the public.*
- 7.4. Strategic financial opportunities are optimized.*

This report supports Council's 2014-2018 Term Goal #9 A Well-Informed Citizenry:

Continue to develop and provide programs and services that ensure the Richmond community is well-informed and engaged on City business and decision making.

9.1. *Understandable, timely, easily accessible public communication.*

9.2. *Effective engagement strategies and tools.*

Analysis

Budget Cycle Process

The budget cycle is summarized in Attachment 1. Table 1 outlines the process and the key dates for the preparation of the 2017-2021 Financial Plan.

Table 1 – Five Year Financial Plan (5YFP) Schedule

	Month	Responsibility	Task
1	June	Staff	Research financial indicators for 2017-2021 budget assumptions
2	June	Council	Establish Service Levels for 2017-2021 Budget Preparation
3	June	Staff	Public Consultation Planning
4	July-August	Staff	Prepare Department's 2017-2021 budget submissions
5	September	Staff	Gather Public Input
6	September	Staff	Review Division's 2017-2021 budget submissions
7	October	SMT/CAO	Review City 2017-2021 budget submissions
8	October-November	Staff	Prepare 2017-2021 budget package for Finance Committee review
9	November	SMT/CAO	Review and finalize all 2017-2021 budget recommendations to Finance Committee
10	November	Council	Review and approve 2017 Utility Budget and Rates
11	December	Council	Review and approve 2017-2021 capital budget submissions with associated Operating Budget Impacts
12	December	Council	Review and approve 2017 same level of service Operating Budgets
13	December	Council	Review and approve 2017 ongoing additional levels of service requests
14	December	Council	Review and approve 2017 one-time expenditure requests
15	December	Council	Review Draft 5YFP (2017-2021)

	Month	Responsibility	Task
16	December-January	Staff	Revise budget and 5YFP (2017-2021) based on Council direction
17	February	Council	Review 5YFP (2017-2021)
18	February-March	Staff	Public Consultation on 5YFP (2017-2021)
19	February-March	Council	Adoption of 5YFP (2017-2021)

This report will further discuss some of the keys steps in this process.

Item #1 – Preliminary 2017-2021 Operating Budget Assumptions

Table 2 summarizes the budget assumptions based on current information contained in contracts, agreements and external economic publications.

Financial Planning & Analysis (FP&A) will continue to monitor these financial indicators and will provide updated indicators at the time the budget is presented, if there are significant changes to the forecasts.

Table 2 - Preliminary 2017-2021 Operating Budget Assumptions

Key Financial Drivers / Indicators	2017	2018	2019	2020	2021
Vancouver Consumer Price Index (CPI) ¹	2.1%	2.1%	2.5%	2.1%	2.1%
Richmond Municipal Price Index (MPI) ²	2.7%	2.7%	2.8%	2.6%	2.6%
User Fees	2.1%	2.1%	2.5%	2.1%	2.1%
Salaries ³	TBD	TBD	TBD	TBD	TBD
Electricity ⁴	3.7%	3.2%	3.8%	4.0%	4.0%
Natural Gas ⁴	2.6%	1.0%	1.0%	1.0%	1.0%
RCMP Contract Increase ⁵	2.9%	3.2%	2.6%	2.5%	2.4%
Growth (Tax Base) ⁶	1.8%	1.25%	1.0%	0.8%	0.8%

Sources: ¹ The Conference Board of Canada Metropolitan Outlook 1 Spring 2016; 2021 is projected based on 2020 forecasts;

² Finance Department, City of Richmond; ³ Salaries are based on collective agreements, which are to be negotiated; ⁴Energy Manager, City of Richmond; ⁵RCMP E Division; ⁶BC Assessment Authority/Revenue Manager, City of Richmond

Municipal Price Index (MPI)

Council policy 3707 requires that tax increases will be at or below the estimated Vancouver's CPI rate (to maintain current programs and maintain existing infrastructure at the same level of service) plus 1.0% towards infrastructure replacement needs.

CPI is a widely accepted measure of consumer goods inflation. Inflation is generally thought of as a rise in the prices of consumer goods and services over a period of time. This is based on an individual consumer basket of goods including food, shelter, transportation, clothing, recreation and household operations.

Municipal governments do not incur the same costs as consumers. Rather, they incur costs such as: salaries and benefits (covered by a collective agreement), policing services, materials and supplies to build and maintain City infrastructure, energy for community centres and recreation facilities and transferring funds to reserves to maintain ageing infrastructure.

Municipal Price Index (MPI) is calculated based on a combination of known contract increases as well as estimates for expected increases, including the settlement of collective agreements. As shown in Table 1 above, MPI is forecasted to be consistently higher than CPI and is presented merely as a benchmark.

The inflation of the above key financial drivers provides an estimate of the amount operating expenses will need to increase in order to maintain the same level of service and efficiencies and reductions will be necessary to ensure Council policy of CPI is adhered to.

Collective Agreements

IAFF 1286 agreement has been ratified with increases of 2.5% each year from 2014-2019. CUPE 394, 718 and 3966 are to be negotiated.

Item #2 – Establish Service Levels

Policy 3016 requires that a same service level budget be prepared. The types of services delivered by each division have been categorized as Core, Traditional or Discretionary as presented in Attachment 2.

In keeping with the policy, staff recommends that a same level of service budget be prepared for 2017, as the existing levels provide the ability to deliver on Council's Term Goals and are a reasonable basis for preparation of the budget. Consequently, staff is seeking Council's approval to continue providing the 2016 services as presented in Attachment 2 as the base for preparing the 2017-2021 budget.

The service levels for the new City Centre Community Centre entered its first full year of operations in 2016. Council previously approved, with the 2014 Budget, an Operating Budget Impact (OBI) for the City Centre Community Centre as well as expanded operations for the Minoru Complex. This is gradually being phased into the budget with a tax impact of

approximately 0.34% each year until it is completely tax funded in 2020. The City Centre Community Centre OBI will be fully tax funded in the 2017 budget.

The new service levels for the Minoru Complex are being phased in starting with the 2017 budget. This coincides with the expected Fall 2017 occupancy. The remaining funding required for the expanded programming will be phased in over the years 2018, 2019 and 2020. As the new Minoru Complex will enter its first full year of operations in 2018, this means that the funds required for annual operations will be included in the budget for 2018; however the taxes collected in 2018 under the phase-in plan will not fully fund the operations. The difference will be bridged with the use of funding from the rate stabilization account. This tax impact has already been included in the current financial plan, and therefore is incorporated into the projected 2.97% increase for 2017.

Environmental Scan

As service levels are established, it is prudent to review the economic environment and key City statistics (Table 3).

Table 3 – City of Richmond Statistics

Description	2012	2013	2014	2015	2016
Population	201,471	205,133	209,338	213,891	218,401
# Residential Dwellings	64,751	65,585	67,186	68,192	69,998
# Businesses	13,336	13,371	13,322	13,118	13,400
# Farm	696	680	679	678	682

Source: BC Stats, Ministry of Labour and Citizens Services, BC Assessment

* Estimates for population and number of businesses.

The population and demand for services continues to rise in Richmond as indicated in Table 4. The population in Richmond is expected to continue to climb to almost 236,000 in 2020.

Table 4 – Demand for City of Richmond Services

Demand for City Services	2012	2013	2014	2015	2016*
Population Growth (per annum)	1.17%	1.82%	2.05%	2.17%	2.11%
Budgeted Capital Construction Costs (\$mil) ¹	80.3	76.7	193.2	159.6	92.4
Registration in Recreation Programs ²	129,526	129,526	141,175	134,786	135,000
Fire Rescue Responses ³	9,164	9,710	9,643	10,326	11,152
Public Works Calls for Services ⁴	13,800	11,342	12,225	13,501	14,700

Source: 1 Capital model, 2 Registration Summary Report 3 Fire Rescue, 4 Hansen

* Estimates for population growth, registration, fire rescue responses and public works calls for service.

Item #3 – Gather Public Input

Staff are looking at options to engage citizens in the budget process, and are working with the Communications department to consider tools and methods to gather input during the planning process such as:

- Utilizing public consultation tools within Let's Talk Richmond
- Townhall meetings to discuss the budget process and gather input on specific budget items, such as where to direct surplus funding (prioritization of one-time expenditure requests) and general capital funding where limited funding requires projects to be prioritized
- Public surveys on specific programs

The preliminary timeline for gathering this public input is expected to be in September 2016.

Items #4-13 – Budget Preparation

During July and August, staff will be working on preparing budget submissions (capital and additional levels) and reviewing operating budgets to ensure the most efficient allocation of resources. In September, the budget will be revised based on input gathered. Details of the key budget processes are summarized in Attachment 3.

The final proposed budget that has been presented to Finance Committee, typically in the month of December, goes through a rigorous review process by SMT and the CAO to ensure City wide priorities are met and that projects competing for the same funding sources are prioritized with recommendations made accordingly. Important budget recommendations are finalized in the month of November to determine which projects to recommend for funding and what to do with the projects that are not recommended for funding. This is particularly an issue where financial resources are limited, such as projects seeking funding from the Revolving Fund and one-time expenditures funded by Rate Stabilization Account.

Options for projects not recommended for funding include:

- Reducing the scope of the project to an amount that can be funded
- Deferring the submission to a future year
- Pursuing alternate funding sources, such as the Rate Stabilization Account
- Withdrawing the submission
- Confirming the project cannot proceed due to limited funding resources

For the 2017 budget, all budget recommendations will be presented to the Finance Committee by December for approval. This will include a complete draft five-year plan.

Items #14-15 – Public Consultation and Bylaw Adoption

Once the 2017-2021 5YFP receives preliminary approval from Council, the public consultation process will be initiated as required under the Community Charter, prior to adoption of the financial plan.

Staff are planning ways to further engage the public when the complete financial plan is drafted, which may include:

- A news release
- Newspaper advertisements
- Let's Talk Richmond
- Town hall meetings to present the financial plan
- Improved budget documents
- Longer period for public consultation

Tax Rates

Once the financial plan bylaw is adopted, the tax rates will be set accordingly. In 2015, the average property tax per dwelling in Richmond was \$1,520 which is below the average of \$1,875. 2016 averages for all Cities are not yet available, but will be provided with the 2017 Budget report.

Figure 5 – 2015 Average Residential Property Tax per Dwelling



Financial Impact

None.

Conclusion

The 2017-2021 budget process responds to Council's referral to increase public engagement in the budget process with additional opportunities to provide input into the 5 Year Financial Plan. The service levels from 2016 will establish the base for the 2017-2021 budget.



Melissa Shiau, CPA, CA
Manager, Financial Planning and Analysis
(604-276-4231)

MS:ms

- Att. 1: 2017 Budget Cycle
- 2: Types of Services
- 3: Budget Process Summary

2017 Budget Cycle



* Council involvement

City of Richmond
Types of Service - Departments/Sections/Work Units by Division

Core: *Services required by legislation from the federal or provincial governments.*

Traditional: *Time-honoured services that are commonly considered essential or foundational.*

Discretionary: *Services that may have value but if the fiscal situation requires it, these services could be reduced, eliminated, or contracted out.*

Division	Department/Sections/Work Units	Types of Service		
		Core	Traditional	Discretionary
CAO's Office (7)	CAO's Office			
	• Corporate Administration	✓	✓	
	• Administrative Support Services (including the Mayor's Office & Councillors' Office)		✓	✓
	• Intergovernmental Relations & Protocol Unit			✓
	• Corporate Programs Management Group			✓
	• Corporate Communications		✓	
	• Production Centre			✓
	• Corporate Planning		✓	
Deputy CAO (4)	Human Resources			
	• Training & Development		✓	
	• Employee & Labour Relations	✓	✓	
	• Compensation, Job Evaluation & Recognition	✓	✓	
	• Workplace Health, Safety & Wellness	✓	✓	

Division	Department/Sections/Work Units	Types of Service		
		Core	Traditional	Discretionary
Community Services (20)	Parks			
	<ul style="list-style-type: none"> Parks Operations (includes Asset Management, Construction & Maintenance, Turf Management, Horticulture, Urban Forestry) 		√	√
	<ul style="list-style-type: none"> Parks Programs (includes Nature Park) 		√	
	<ul style="list-style-type: none"> Britannia 			√
	<ul style="list-style-type: none"> Parks Planning & Design 		√	√
	Recreation & Sport			
	<ul style="list-style-type: none"> Community Services Admin. 		√	√
	<ul style="list-style-type: none"> Community Recreation Services (includes community centres) 		√	√
	<ul style="list-style-type: none"> Aquatic, Arena & Fitness Services 		√	√
	<ul style="list-style-type: none"> Sport & Event Services (includes volunteer management) 			√
	<ul style="list-style-type: none"> Planning & Project Services 			√
	Arts, Culture & Heritage Services			
	<ul style="list-style-type: none"> Arts Services (includes Art Gallery, Art Centre, Cultural Centre) 			√
	<ul style="list-style-type: none"> Heritage Services 			√
	<ul style="list-style-type: none"> Richmond Museum 			√
	<ul style="list-style-type: none"> Gateway Theatre (liaison) 			√
	<ul style="list-style-type: none"> Richmond Public Library (liaison) 		√	√
	Community Social Development			
	<ul style="list-style-type: none"> Social Planning 			√
	<ul style="list-style-type: none"> Affordable Housing 			√

Division	Department/Sections/Work Units	Types of Service		
		Core	Traditional	Discretionary
	• Diversity & Cultural Service			√
	• Child Care Services			√
	• Youth Services			√
	• Senior Services			√
Engineering & Public Works (10)	Engineering			
	• Engineering – Planning	√	√	
	• Engineering – Design & Construction	√	√	
	• Facility Services		√	
	• Capital Building Project Development			√
	• Sustainability (includes district energy, corporate energy, environmental sustainability)			√
	Public Works			
	• Public Works Administration		√	√
	• Fleet Operations & Environmental Programs		√	√
	• Roads & Construction Services	√	√	
	• Sewerage & Drainage	√	√	
	• Water Services	√	√	

Division	Department/Sections/Work Units	Types of Service		
		Core	Traditional	Discretionary
Finance & Corporate Services (26)	Finance			
	• Finance Administration		✓	✓
	• Finance Systems		✓	✓
	• Financial Reporting	✓	✓	✓
	• Financial Planning & Analysis	✓	✓	✓
	• Revenue/Taxation	✓	✓	✓
	• Purchasing and Stores		✓	✓
	• Treasury & Financial Services	✓	✓	✓
	• Payroll		✓	✓
	Information Technology			
	• IT Administration		✓	✓
	• Business & Enterprise Systems		✓	✓
	• Innovation			✓
	• Infrastructure Services		✓	✓
	• GIS & Database Services		✓	✓
	• Customer Service Delivery		✓	✓
	City Clerk's Office			
	• Operations/Legislative Services	✓	✓	
	• Records & Information	✓	✓	
	• Richmond Archives		✓	✓

Division	Department/Sections/Work Units	Types of Service		
		Core	Traditional	Discretionary
	Administration & Compliance			
	• Business Advisory Services		√	√
	• Business Licenses		√	√
	• Risk Management			√
	• Economic Development			√
	• Corporate Partnerships			√
	• Customer Service		√	√
	• Corporate Compliance			√
	• Performance			√
	Real Estate Services			√
Law & Community Safety (9)	RCMP			
	• Administration (includes Telecommunications, Records, Crime Prevention, Information Technology, Victim Assistance, Finance, Risk Management, Court Liaison)	√	√	√
	Fire-Rescue			
	• Administration	√	√	√
	• Operations	√	√	√
	• Fire Prevention	√	√	√
	• Training & Education	√	√	√
	Community Bylaws		√	√
	Emergency Programs	√	√	√

Division	Department/Sections/Work Units	Types of Service		
		Core	Traditional	Discretionary
	Legal Services		√	√
	Law & Community Safety Administration		√	√
Planning & Development (10)				
	Planning and Development – Admin	√	√	
	Transportation			
	• Transportation Planning	√	√	
	• Traffic Operations		√	
	• Traffic Signal Systems		√	
	Building Approvals			
	• Plan Review	√	√	
	• Building, Plumbing & Gas Inspections	√	√	
	• Tree Preservation		√	√
	Development Applications			
	• Developments	√	√	√
	• Major Projects			√
	Policy Planning	√	√	
Total = 86		27	60	63

Budget Process Summary:

The key budget processes are summarized below.

i. **Capital Project Ranking and Review**

- Each capital submission includes a business case, unless an exception has been granted. An exception can be granted by Council or the CAO at the Capital Budget submission stage. The provision of a mechanism for an exception is important because the nature of some projects is such that the community benefit far outweighs the business case factors.
- Each submission is first self-ranked using a common ranking criteria across all projects and the final ranking is decided upon by a Review Committee comprised of staff from each respective division to provide an objective review of all capital projects and the associated OBI.
- After the capital projects are reviewed and ranked by the Review Committee, the list of capital projects and OBI will be forwarded to SMT for further review and CAO approval prior to submission of the recommended projects for Council decision.

ii. **Operating Budget Impact (OBI)**

- Capital projects will require a business case, with exceptions; therefore any OBI, operating or utility, should be analyzed and substantiated in the business case.
- OBI can only be included on current capital projects. Any other OBI requests will be included as additional level requests.
- OBI information will be broken down between labour and other expenditures and standard costs will be provided, which includes a 25% estimate for indirect costs.
- FP&A will provide the initial review of the OBI submissions; however, comprehensive review will be conducted by the Review Committee in conjunction with the capital review, with final review by SMT and CAO prior to forwarding recommendations for Council decision.

iii. **Operating Budget Process**

- In order to ensure consistent application of budget assumptions, FP&A will input the budgets into the systems and departments will review and sign-off.
- Departments will highlight any non-discretionary increases and provide supporting documentation to FP&A.
- Salary and fringe benefits will be input by FP&A with instructions from Payroll and Human Resources Department (HR).
- Only non-discretionary increases with sufficient documentation to support the increases will be allowed.
- Each department's budget submission will be compiled and reviewed in conjunction with any Service Level Review Reports produced as a result of operational and service level reviews conducted in that area of the organization.
- Each department's budget is to be signed-off by the respective GM in accordance with Council Policy 3016.

iv. **Capital Budget Submissions and Close-outs**

- The list of outstanding active projects will be reviewed by each GM, and all projects that should be closed are to be identified in a memo. All 2013 and prior projects should be closed by the end of the 2016 year and if required to be kept open, rationale should be provided to the GM, Finance and Corporate Services and copied to FP&A.

- All capital project submissions are required to clearly identify timing of cash flow requirements, in order for the Treasury and Financial Services section to plan investment strategies to maximize the City's portfolio investments, while ensuring cash flow requirements are met.
- Capital submissions, including any associated Operating Budget Impact (OBI), are to be approved by each respective GM prior to submission.

v. Additional Levels of Service (ALOS) Requests

- Additional levels of service requests are not to be included in the current year operating budget and the proposed 5YFP, in accordance with Policy 3016, rather they are identified separately.
- There are two types of ALOS: (a) Ongoing, to be included in the tax base and funded by a tax increase and (b) One-time, to be funded by sources other than taxation.
 - a) Ongoing ALOS requests are proposals to add new services, programs, program enhancements, or to increase expenditures as a result of growth. Ongoing ALOS are proposed to recur each year and form the new base level of service. Examples include: increasing maintenance from once to twice per year, increasing hours of operation and additions to the staff complement.
 - b) One-time ALOS expenditure requests apply to the current budget year only and could be funded by the City's rate stabilization account and/or other non-tax sources, subject to Council approval. Examples include: funding for consultants, purchase of minor capital equipment, and one-time services or programs, which may include temporary staff requirements for a specific period of time.
- All ALOS requests are to be signed off by the GM of the respective department, ranked by the Review Committee, reviewed by SMT and approved by the CAO prior to presentation to Committee/Council for a decision.



City of Richmond

Report to Committee

To: Finance Committee
From: Jerry Chong, CPA, CA
Director, Finance
Date: June 21, 2016
File: 03-0970-25-2016-
01/2016-Vol 01
Re: Update on Richmond Public Library Strategies to Reduce Expenses and
Increase Revenue

Staff Recommendation

That the staff report titled "Update on Richmond Public Library Strategies to Reduce Expenses and Increase Revenue" dated June 21, 2016 from the Director, Finance be received for information.

Jerry Chong, CPA, CA
Director, Finance
(604-276-4064)

Att. 1

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Arts, Culture & Heritage	<input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 	APPROVED BY CAO

Staff Report

Origin

At the Richmond City Council meeting held on July 13, 2015 the “Richmond Public Library Strategies to Reduce Expenses and Increase Revenue” report was presented. These strategies were developed as a result of a Council referral arising from the 2015 budget.

Under Section 10 of the *Library Act*, the Richmond Public Library is required to submit its annual budget to Council on or before March 1 in each year and the municipal Council must approve, with or without amendment, the budget submitted. Council must include the approved municipal contribution, to balance the library’s budget, in the municipality’s annual budget.

This report is in response to the following Council referral:

That staff be directed to update the report [titled] “Richmond Public Library Strategies to Reduce Expenses and Increase Revenue,” dated June 18, 2015, from the Director, Finance within 12 months.

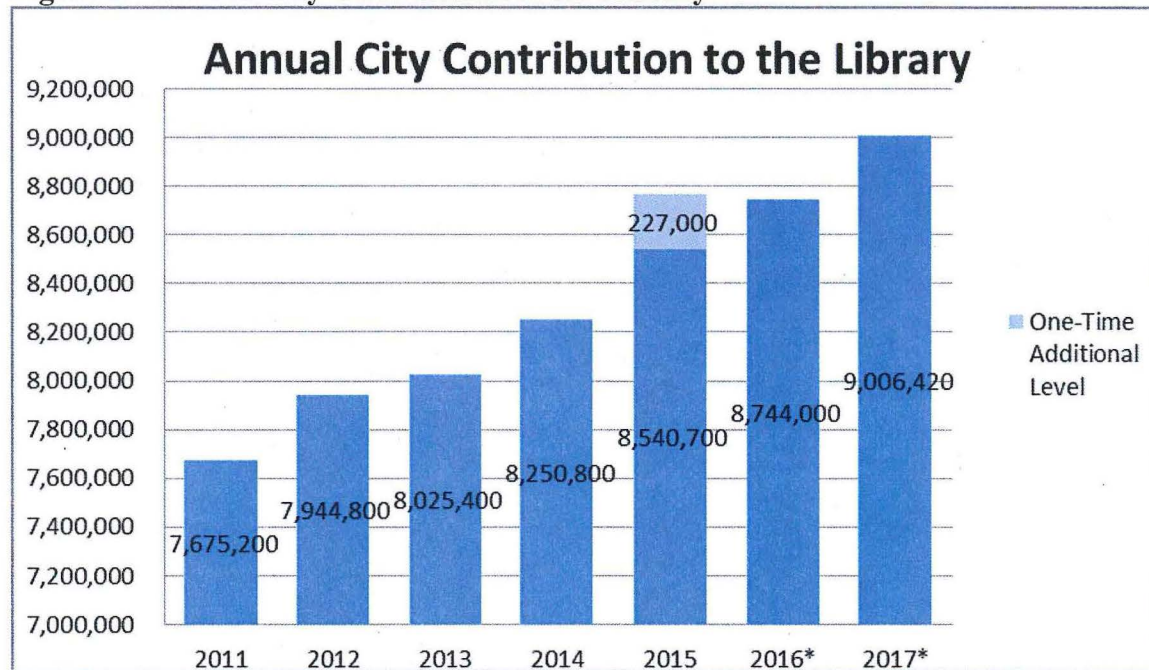
This report supports Council’s 2014-2018 Term Goal #7 Strong Financial Stewardship:

- 7.1. Relevant and effective budget processes and policies.*
- 7.2. Well-informed and sustainable financial decision making.*
- 7.3. Transparent financial decisions that are appropriately communicated to the public.*
- 7.4. Strategic financial opportunities are optimized.*

Analysis

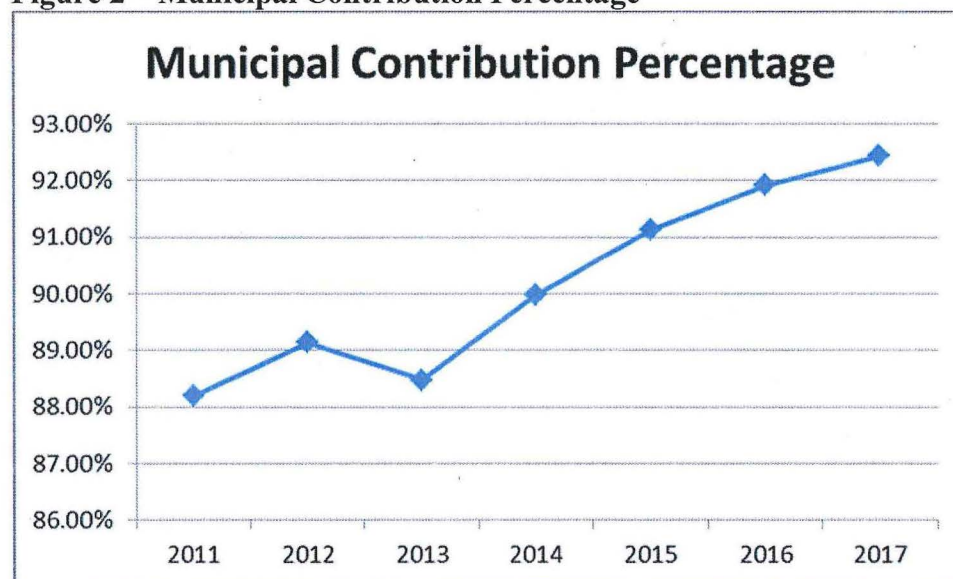
The Library has seen a declining trend in revenues. From 2011 to 2016, budgeted revenue has decreased by \$230,400. The City has increased its annual contribution every year in order for the Library to maintain the same level of service.

Figure 1 shows the municipal contribution that has been approved annually. From 2011 to 2016, the municipal contribution has increased by a total of \$1,068,800, or an average of 2.86% each year. In 2015, a one-time additional contribution was approved from the Rate Stabilization Account, which is not included in the average calculation. The projected increase for 2017 is 3.00%.

Figure 1 – Annual City Contribution to the Library

*2016 and 2017 Actual figures are Library forecasts

The following figure looks at the percentage of the Municipal Contribution compared to total budgeted revenues. This is the percentage of Library operations that is funded by taxpayers. From 2011 to 2013, the Municipal Contribution percentage is 88-89% and in 2014 this increased to 90%. This percentage increase means that as costs are rising, that additional burden is shouldered by the City rather than reducing expenses or finding alternative funding sources. In 2015, the percentage rose further to 91%. Based on forecasts provided by the Library, which are included in Attachment 1, this is expected to increase further in 2017 to 92%.

Figure 2 – Municipal Contribution Percentage

It is important to note that actual results vary from budget; however, if other revenue sources do not meet budget targets in a given year, the Library has responded by reducing expenses accordingly.

For 2017 and future budgets, the City is expected to be faced with the decision of accepting the additional increase in Library operating costs, or requesting the Library to amend their budget submission until an acceptable contribution is achieved. The Library Board has completed a comprehensive review of the possible strategies to increase revenues and reduce expenses. These were implemented in 2016 with some results (increased fines, photocopier and printing revenue, revised circulation policies, and reduced hours at certain branches), however, other changes have not generated as much revenue as anticipated in the 2016 budget. The update on the strategies is included in Attachment 1. The Library strategy also addresses changes in circulation policies to maximize the service potential of existing resources; based on feedback collected in April 2016, some of the policies will be maintained, while others will be modified.

Financial Impact

None at this time.

Conclusion

This report analyzes the trend of municipal contributions to the Library since 2011, which has seen an increasing reliance on taxpayers to fund Library operations. This trend is projected to continue in 2017. The attached report is the Library Board's update on the strategies for increasing revenues and reducing expenses as well as revised circulation policies.



Melissa Shiau, CPA, CA
Manager, Financial Planning and Analysis
(604-276-4231)

MS:jy

Att. 1: Richmond Public Library Report on Library Expenses and Revenues dated June 21, 2016



Richmond
Public Library

REPORT TO COMMITTEE

To: Finance Committee
From: Greg Buss,
Chief Librarian & Secretary to the Board
Richmond Public Library
Re: Report on Library Expenses and Revenues

Date: June 21, 2016

Staff Recommendation

That the Report on Library Expenses and Revenues be received for information.

Greg Buss,
Chief Librarian & Secretary to the Board
Richmond Public Library
604-231-6418

Attachment 1: Progress to Date on Library Board's Action Plan
Attachment 2: Impact of Changes on Users and Library Board's Response
Attachment 3: Project Report: April 2016 Member Feedback Survey

Staff Report

ORIGIN

On July 13, 2015 the Richmond Public Library presented a report on Revenues and Expenditures that outlined 20 action points the Library Board was taking to address the decrease in revenues due to changes in borrowing patterns and the need to control expenditures. Included in the report was an outline of significant changes to the library's loan periods and fines and charges that were to be implemented in early 2016. These changes were aimed at promoting faster turnaround time for books thus providing better access to the collection. Council received that report for information and made the following referral:

That staff be directed to update the report "Richmond Public Library Strategies to Reduce Expenses and Increase Revenue," within 12 months.

This report is in response to the referral. It also includes information on the impact of the 2016 budget process that resulted in the Library Board reallocating \$150,000 from Staff and Salaries to Collections in order to maintain buying power for books as well as cutting an additional \$50,000 from Staff and Salaries to reduce the municipal contribution down to a 2.38% increase. This resulted in a service level reduction of 26 fewer open hours per week for the branches taking effect February 12, 2016.

In April 2016 the Library Board conducted a survey of users to determine what impact the changes to loan periods, fines and charges and branch hours were having on their library use. A total of 3,043 surveys were completed and 1,156 comments received from respondents regarding the changes. As a result of this feedback the Library Board will be making small amendments to some of the changes in order to improve service to the public without weakening the intent of the changes.

This report provides information on:

1. Progress to date on Library Board's action plan.
2. Projected Revenues and Expenses for 2016 and 2017.
3. Impact of changes on users and Library Board's response.

SUMMARY OF FINDINGS

1. Progress to Date on the 20 Point Action Plan

The June 2015 report on Revenues and Expenditures outlined 20 action points the Library Board was taking to address the continuing decrease in revenues and the need to continue to control expenditures. While progress is being made on the action points it is not sufficient to turn around the decline in revenues from book fines and reimbursement payments for reciprocal borrowing. For the past many years Richmond has enjoyed very high circulation and benefited from substantial revenue from fines and reimbursement payments for reciprocal borrowing—thus keeping down the municipal contribution to the library's budget. Changing trends in borrowing patterns that are common to libraries across North America are resulting in a dramatic decrease in these revenues. Library users are borrowing less print material and moving towards digital services; both of these trends result in less revenue from fines and reciprocal borrowing.

The library's expenses continue to increase at a moderate rate and are well below the average for libraries in the Lower Mainland. (See Chart 2, page 5) As library use continues to shift away from print resources

and moves towards eBooks and other digital resources, including access to digital technology and programming, increased expenditures will have to be made in these areas.

Attachment 1 provides a comprehensive update on progress for each action item the Library Board identified in June 2015. Highlights include:

- Implementation of revised loan periods and borrowing limits January 11, 2016
- Implementation of increased fines and charges January 11, 2016
- Significant progress in developing a Community Volunteer Program
- Significant progress on a Fund Development Plan including Board and staff training
- A \$65,000 Canada 150 Infrastructure Grant for Launchpad redevelopment

2. Projected Revenues and Expenses for 2016 and 2017

Chart 1 on the following page outlines the 2016 Budget, 2016 Projected Actuals and 2017 Projected.

2016 Projected

Revenues

Revenue targets for 2016 are expected to be met for the InterLINK reimbursement and Other revenue accounts and a modest increase is anticipated for Printers and photocopiers. In-house book sales are falling below target despite efforts to expand and refresh items available. Falling sales are believed to be part of the overall trend for less reliance on print material. Provincial Grants are \$5,500 below budgeted due to receiving less for that portion of the grant that comes from reimbursement of non-resident borrowing which has declined. While Fine revenue increased substantially over 2015, the initial bump seen in the first quarter 2016 due to the lowering of the fine payment threshold has not been sustained. Also, after an increase of fines it is common to see the public adopt a more vigilant attitude in the short term in order to avoid fines. Overall projected revenues are \$28,500 less than budgeted.

Expenses

Contracts is projected to be over budget by \$2,800 due to the exchange rate with US vendors. In order to compensate for this, and the \$28,500 shortfall in revenues, the General Administration and Supplies accounts will be monitored very carefully and discretionary expenses will be cut accordingly to bring them in under budget. Other expenditures are projected to be on target.

2017 Projected

Revenues

A continuing decline in revenues is anticipated in 2017 with an overall decrease of \$60,100 or 7.54% from 2016 budget. The decline continues to be attributable to changing circulation patterns that result in less fine revenue and less reimbursement from InterLINK and the province for non-resident borrowing.

Expenditures

Overall expenditures are expected to increase by \$202,320 or 2.12% over 2016 budget. Increases are non-discretionary due to collective agreement increases (\$170,320) and anticipated increases to contracts and subscriptions tied to the US exchange rate (\$32,000).

To cover decline in revenues without adjusting expenditures would call for an approximate 3.00% increase in the municipal contribution for 2017. Given that in the 2016 budget the original submission had an increase of 2.96% which was reduced to 2.38% in a later submission, the Library Board is anticipating the need to reduce expenditures.

CHART 1

Richmond Public Library
2016 Year End Projection and 2017 Projected

	2016 Budget	Projection to Dec 31, 2016	Projected for 2017	Increase / Decrease from 2016 Budget	% Increase / Decrease
REVENUE					
Interlink reimbursement	\$84,600	\$84,600	\$78,000	-\$6,600	-7.80%
Printers and photocopiers	41,600	45,000	45,000	\$3,400	8.17%
In House Book Sales	28,900	22,000	22,000	-\$6,900	-23.88%
Provincial Grants	406,600	401,100	396,100	-\$10,500	-2.58%
Other Revenue	16,100	16,100	16,100	\$0	0.00%
Book Fines	219,500	200,000	180,000	-\$39,500	-18.00%
Total Revenues	\$797,300	\$768,800	\$737,200	-\$60,100	-7.54%
EXPENDITURE					
Total Salaries and Benefits	\$6,872,000	\$6,872,000	\$7,042,320	\$170,320	2.48%
Other Operating Expenditures					
General and Administration	334,300	317,000	363,400	\$29,100	8.70%
Supplies	114,000	100,000	114,000	\$0	0.00%
Equipment Purchases	40,200	40,200	40,200	\$0	0.00%
Professional Fees & Insurance	20,600	20,600	20,600	\$0	0.00%
Contracts	468,200	471,000	471,100	\$2,900	0.62%
Leases	240,100	240,100	240,100	\$0	0.00%
Utilities	125,800	125,800	125,800	\$0	0.00%
Operating expenses	\$1,343,200	\$1,314,700	\$1,375,200	\$32,000	2.38%
Transfer to Provision					
Collections	1,311,500	1,311,500	1,311,500	\$0	0.00%
Enterprise Fund Repayment*	14,600	14,600	14,600	\$0	0.00%
Total Financial Expenses	\$1,326,100	\$1,326,100	\$1,326,100	\$0	0.00%
TOTAL EXPENSES	\$9,541,300	\$9,512,800	\$9,743,620	\$202,320	2.12%
SUMMARY:					
REVENUE	\$797,300	\$768,800	\$737,200	-\$60,100	-7.54%
EXPENDITURE	-\$9,541,300	-\$9,512,800	-\$9,743,620	\$202,320	2.12%
NET BUDGET (MUNICIPAL CONTRIBUTION)	\$8,744,000	\$8,744,000	\$9,006,420	\$262,420	3.00%
SURPLUS (DEFICIT)					

*Building energy efficiency initiatives were completed with funds loaned from the City's Enterprise Fund.

Municipal Contribution

The Library Board has discussed various options to reduce 2017 expenditures in order to bring down the municipal contribution increase closer to the 2.38% increase in 2016. In 2016 the Library Board reallocated \$150,000 from Salaries and Benefits to the collections budget in order to maintain its buying power for books. An additional \$50,000 was cut from Salaries and Benefits in order to reduce the municipal contribution. Service reductions of 26 hours from the branches were made as a result of the reallocation and reduction to Salaries and Benefits.

The Library Board does not see further reductions to branch hours as a viable option for 2017. Any requirement to reduce expenditures would be met through a reduction to the collections budget.

Regional Comparison with Other Libraries

When compared to other libraries in the lower mainland expenditure per capita and municipal support per capita for Richmond are both below the average. At the same time library use, as measured by circulation and visits per capita, is above average. (see Chart 2 below)

CHART 2

City	Population	Floor Space per Capita Sq. ft.	Circulation per Capita	In-person visits per capita	Virtual visits per Capita	Total Visits per Capita	Expenditure per Capita	Municipal Support per Capita
Vancouver	667,888	0.75	15.1	10.2	7.7	17.9	\$70.51	\$60.50
Surrey	482,834	0.39	9.3	4.9	4.7	9.7	\$36.07	\$31.19
Burnaby	231,811	0.44	15.5	7.7	11.6	19.2	\$50.64	\$53.94
Richmond	199,949	0.35	17.2	8.4	17.7	26	\$45.85	\$41.26
Coquitlam	129,740	0.45	9.5	5.9	8	13.9	\$37.82	\$35.43
North Vancouver District	92,282	0.73	17.2	9.4	7	16.6	\$65.74	\$59.34
New Westminster	68,534	0.6	11.7	8.2	6.5	14.7	\$52.66	\$57.15
North Vancouver City	52,439	0.69	12.8	9.2	6	15.2	\$72.13	\$65.65
West Vancouver	46,411	1.19	22.1	11	10.3	21.3	\$99.73	\$86.92
Port Moody	34,567	0.36	18.5	9.8	8.4	18.1	\$52.03	\$44.93
Average of above libraries	200,646	0.60	14.9	8.5	8.8	17.3	\$58.32	\$53.63
Richmond	199,949	0.35	17.2	8.4	17.7	26	\$45.85	\$41.26

Based on BC Ministry of Education Public Library Services statistics for 2014 (latest available).

The library is providing very good value for money spent and is holding its expenditure per capita well within the range of other libraries. The decline in revenues from fines and reimbursement for reciprocal borrowing has resulted in a greater reliance on the municipal contribution portion of the budget than in previous years. Given that the trend to lower circulation of print materials is common to libraries across North America, the library can expect to see its revenues from fines and reimbursement to continue to decline.

Going forward, balanced library budgets will require either an increase in municipal contribution or a decrease in expenditures with a resulting service level reduction. An increase in the municipal

contribution would still place Richmond well below the average municipal support per capita as shown in Chart 2 above.

3. Impact of Changes on Users and Library Board's Response

On January 11, 2016 the Library Board implemented significant changes to its loan policies in an attempt to provide better access to the collections and increased fines and charges to increase revenues. On February 12, 2016 the Library Board implemented reduced service levels in the branches a total of 26 hours per week in order to meet budget expectations.

In April 2016 a five question survey was sent out to users in order to learn how these changes have affected their use of the library. The survey was available for a period of three weeks from April 1, 2016 to April 22, 2016.

- 26,635 email surveys were sent out and 2,839 were completed
- 85 surveys completed on library computers
- 119 surveys completed on the website
- **Total responses were 3,043 completed surveys**

Attachment 2 outlines the impact of the changes on library users and the Library Board's response to the feedback. Many of the changes were successful and will be maintained, a few have created obstacles to effective library use for some users. In order to lessen these obstacles the Library Board will be making amendments to some of the changes while maintaining the intent of the initial change.

The following policies will be maintained or amended:

1. Maintain the change from a 28 day to a 21 day loan period.
2. Maintain the change from a 28 day renewal to a 21 day renewal but amend the number of renewals from 1 to 2 for regular print books with no holds.
3. Maintain the fine increase for holds not picked up from \$1.00 to \$2.00; adult fines from \$0.25 to \$0.50 and young adult fines \$0.10 to \$0.25.
4. Maintain the threshold at which fines must begin to be paid from \$10.00 to \$5.00.
5. Maintain reduced Monday hours at the Ironwood, Steveston and Cambie branches to 10:00 am to 5:00 pm. (evening closure)
6. Amend reduced Friday hours at the Ironwood, Steveston and Cambie branches from 2:00 pm to 9:00 pm (morning closure) to 10:00 am to 5:00 pm. (evening closure)
7. Amend the borrowing limits for books from 10 items to 20 items per category.
8. Amend the overall borrowing limit per card from 25 items to 30 items.

Attachment 3 provides full details of the survey, an analysis of its results and a complete listing of all comments from the respondents.

FINANCIAL IMPACT

None at this time.

CONCLUSION

The Library Board has implemented a twenty point action plan to increase revenue and to control expenditures while ensuring the most effective use of existing resources. To date these strategies have not been sufficient to alter the continuing decline in revenue related to the shift in borrowing patterns. At the current level of municipal contribution future library budgets will include service level reductions in order to balance revenues with expenditures.

A handwritten signature in black ink that reads "Greg Buss". The signature is written in a cursive, flowing style.

Greg Buss
Chief Librarian & Secretary to the Board
Richmond Public Library
(604-231-6418)

Attachment 1: Progress to Date on Library Board's Action Plan
Attachment 2: Impact of Changes on Users and Library Board's Response
Attachment 3: Project Report: April 2016 Member Feedback Survey

PROGRESS TO DATE ON LIBRARY BOARD'S ACTION PLAN**JUNE 2016**

1. Library Board to continue advocacy efforts, largely through the British Columbia Library Trustees Association (BCLTA), to maintain provincial grants.

Ongoing

- Susan Koch, Vice Chair of Library Board member of BCLTA executive.
- BCLTA and the Association of British Columbia Public Library Directors (ABCPLD) working actively with Ministry of Education on updated Strategic plan for Libraries Branch of Ministry.
- Canadian Public Libraries for Fair Book Pricing lobbying with some success book publishing industry.

2. Adopt a more stringent policy towards the collection of fines while recognizing hardship situations require flexibility.

Completed

- Staff instructed to tighten up on collection of fines and charges.
- Ended fine free status for Board and staff.

3. Implement changes to fines and charges to increase revenue.

Completed

- Effective January 11, 2016 threshold for fine collection reduced from \$10 to \$5. Fines for 2016 are forecast to be \$198,723, an increase of \$53,852 from 2015. Fine revenue in 2017 is expected to drop to \$180,000 as the effect of the change becomes normal and the pattern of fine revenue decreasing with circulation continues.
- Survey on impact to users conducted April 2016 and based on feedback no further changes to fines and charges are contemplated.

4. Investigate using a collection agency for material not returned after repeated requests.

Completed

- Investigation shows costs of employing collection agency exceeds value of material that would be recovered. Therefore this option will not be pursued.

5. Investigate adopting upgraded self-checkout units with RFID technology and develop business case if appropriate.

In progress

- Working with vendor to identify options and costs of moving to RFID. Current barcode based self-check units reaching end of life.

6. Expand in-house book sales while ensuring Friends of the Library sales do not suffer.

Completed

- More sale material being offered and refreshed more often. Sales revenue not increasing but in fact declining as the overall trend away from wanting to own print books continues.

7. Implement increase in photocopy and printing charges.

Completed

- Revenue in these areas show a very modest increase but they are expected to level off as users adopt other technologies such as scanning and email.

8. Develop a strong fund development program.

In progress

- Board workshop of Fund Development took place June 10th, 2015.
- Fund Development Action Plan developed.
- Library staff member attending fund development course at BCIT.

9. Continue to pursue grants and special funding opportunities.

Ongoing

- Canada 150 Infrastructure Grant of \$65,000 for Launchpad redevelopment.

10. Continue to support the Friends of the Richmond Public Library.

Ongoing

- Friends continue to be the most effective alternate source of funding.

11. Library staff to review budget lines and reduce and re-allocate wherever possible.

Ongoing

- Done as part of 2016 budget process and will continue with 2017 budget preparation.

12. Library staff to continue to investigate and implement expense controlling measures.

Ongoing

- Done as part of 2016 budget process and will continue with 2017 budget preparation.

13. Continue group purchasing and consortium buying initiatives with Public Libraries InterLINK and BC Libraries Co-operative.

Ongoing

- Significant savings achieved through joint licencing for databases and digital services, library cards and training and development.

14. Investigate areas of possible further co-operation with city.

Ongoing

- Received large number of older computers from city that are useful for lower level applications.
- Adopted *I Can Help* volunteer management software in partnership with city.

15. Begin implementation of Community Volunteer Program.

Ongoing

- Created *Get Involved* web page on library site.
- Library specific page on city's *I Can Help* site.
- In 2015 271 volunteers contributed 2,766 hours in 492 different programs.

16. Expand collaborative programs and services with community organizations and groups that fully utilize library resources.

Ongoing

- Many new partners being developed particularly in area of digital services.

17. Implement Refocused Traditional Library Collections Strategy.

In progress

- Areas of collection that will continue to grow and develop have been identified, as well as those areas that will decline. Shifting of books to reflect these decisions has started.

18. Implement Digital Library Collections Strategy.

In progress

- eBook collection growing as well as digital resources in the areas of robotics and coding.

19. Allocate the \$200,000 one-time additional collection funds received in 2015.

Completed

- Steveston and Ironwood collections refreshed as well as Kids collection and eBook collection enhanced.

20. Implement changes to loan policies.

Completed

- Implemented January 11, 2016
- Survey on impact to users conducted April 2016.
- Amendments to policies based on feedback will be implemented.

IMPACT OF CHANGES ON USERS AND LIBRARY BOARD'S RESPONSE

BACKGROUND

In 2015, the Richmond Public Library Board conducted an extensive review of fines, charges and borrowing policies. This review was to ensure that the library was making the best possible use of its resources and that users had fair access to collections. The Board approved changes to these policies took effect on January 11, 2016.

In order to balance the 2016 budget while prioritizing library collections, the Library Board also made the difficult decision to reallocate \$150,000 from Salaries and Benefits to Collections and to further reduce Salaries and Benefits \$50,000 in order to reduce expenditures. To accomplish this the hours of operation at Cambie, Ironwood and Steveston branches were reduced. The changes to branch hours took effect on February 12, 2016. The three branches changed from a 10:00 am to 9:00 pm opening for Mondays and Fridays to a 10:00 am to 5:00 pm on Mondays and a 2:00 pm to 9:00 pm on Fridays. The reduction of 26 hours per week still has Richmond Public Library on par with library hours in other municipalities and all branches remain open seven days a week. Brighthouse (Main) Branch hours remained unchanged.

In summary the changes were:

1. Shorter Loan Periods – reduced from 28 days to 21 days for books.
2. Being able to borrow fewer items – limits on number of items per category decreased from 25 to 10 or less; combined total limit all categories decreased from 50 to 25.
3. Shorter Renewal Periods – reduced from two 28 day renewals to one renewal for 21 days.
4. Increased Fines and Charges – holds not picked up increased from \$1.00 to \$2.00; adult fines increased from \$0.25 to \$0.50, young adult fines increased from \$0.10 to \$0.25; children's fines unchanged at \$0.10; threshold for stop on card until fines paid lowered from \$10.00 to \$5.00.
5. Reduced Hours at the Cambie, Ironwood and Steveston Branches – Mondays changed from 10:00 am – 9:00 pm to 10:00 am – 5:00 pm (closed evening) and on Fridays from 10:00 am – 9:00 pm to 2:00 pm – 9:00 pm (closed morning).

In April 2016 a survey was conducted to determine the impact of these changes on library users. Attachment 3 contains the full survey information and analysis and a complete listing of all comments. This attachment interprets the comments gained from the survey and outlines the Library Board's response to the feedback.

ANALYSIS AND SUMMARY OF COMMENTS

Each of the five survey questions offered respondents the opportunity to add free-form comments regarding the subject matter of each question. Library staff organized the comments as neutral/positive, negative, or as a question to assist in understanding the data.

Question	Neutral/Positive	Negative	Questions	Total
Loan periods	38	134	1	173
Borrowing limits	57	232	2	291
Renewal periods	44	151	2	197
Fines	87	117	5	209
Hours	75	203	8	286
Total	201	837	18	1,156

Reading through all comments and feedback received, it is apparent that some users are more affected than others. There were a number of positive and neutral comments but the negative comments outweighed those responses generally 4 to 1. This ratio has been maintained when providing representative examples of comments.

Groups of users who commented that the changes **did not greatly affect them** are:

- **Online users** (members who comfortably renew and manage their accounts regularly online)
- **eBook readers** (members who borrow and return eBooks, eAudiobooks and use other digital services)
- **Infrequent users** (drop in users who borrow material less frequently)

Groups of users who commented that the changes **negatively affected them** are:

- **Families** (parents and children borrowing multiple items and sharing library cards)
- **Seniors** (regular or less frequent library users who may be limited in transportation or flexibility in time)
- **Regular, frequent users** (use the library frequently, place multiple holds, take out many items)
- **Time challenged users** (students, working members, parents, daycares, individuals and those with other challenges in getting to the library at their convenience)

Below are highlights for each question and the follow-up action the Library Board will be taking in response to the public's feedback.

QUESTION 1: Regarding shorter loan periods.

Comments summary for Question 1	
Neutral and positive	38
Negative	134
Questions	1
Total comments	173

Examples of neutral and positive feedback:

- "I only borrow books when I visit the ice arena next door which isn't very often. I am not affected by these changes."
- "I have had to count books to be able to borrow a full 20 to read to my grandchildren, but it is working OK except that I find the books are not being reshelfed as fast as they come in and they show in the computer they are in but can't be found on the shelf."
- "As a person who uses eBooks I have not noticed any problem."
- "I only borrow for KOBO and tablet now so no changes."

Examples of negative feedback:

- "I have greatly reduced the usage of the library and as a result I am reading fewer books from RPL."
- "Not happy with this. Creates hardship for seniors and mobility challenged."

- *"I am no longer borrowing materials for my classroom. It is sad to no longer be able to support class topics using the public library."*
- *"Definitely not enough time to read a book! If you've got other things going on 3 weeks is not long enough. I have not noticed things coming in earlier."*
- *"More often (visits to the library) is very inconvenient for older folks trying to drive less."*
- *"I stopped coming to the library because of this. Don't have time to read the material and the fines are higher. No thank you."*
- *"I take out fewer items because I know I can't get them finished with the shorter borrowing time."*
- *"We (I have 4 children) now borrow less because we do not have time to complete the books and we are constantly running to the library to return books. We will not use the library as much as we used to because of the shorter borrowing days."*
- *Spending more time driving back and forth to the libraries."*
- *"In my view the old system worked better. We should be encouraging the use of the library and developing a love/appreciation of books. It is unlikely that there is such a dire need for a book (if there was, surely the library would have one or more copies available) to impose such an arbitrary time restriction.)"*

LIBRARY BOARD RESPONSE TO FEEDBACK

Maintain the shorter 21 day loan period but increase the number of renewals.

Members have adjusted to a loan period that is in line with all other Interlink libraries except Burnaby. The loan period change required a period of adjustment in order to provide enough time for communication and time to adapt to a shorter loan cycle. While the loan period change received many negative comments, the change will provide better access to the collections. With an increase to a second renewal, the loan period will in effect be extended.

QUESTION 2: Regarding lower limits on how many of each type of material may be borrowed.

Comments summary for Question 2	
Neutral and positive	57
Negative	232
Questions	2
Total comments	291

Examples of neutral and positive feedback:

- *"I don't borrow too many items each time so this change does not affect me much."*
- *"I mostly borrow eBooks."*
- *"Family members already have library cards so we've been able to divide borrowing amongst us without being inconvenienced."*
- *"I don't reach the limit so this has not affected me."*

Examples of negative feedback:

- *"It's extremely inconvenient because we usually need a lot of books but rarely borrowed DVD/CDs and when my children work on projects, they need at least a few books on the topic. Since we can't necessarily come to the library frequently, the new rules really limit their choice of books."*
- *"It's an immense inconvenience to have more than one library card for other family members because I need to borrow more materials. I cannot keep track of overdue books because I have multiple accounts. I would prefer to see that the limit be increased to each category."*
- *"It is frustrating to remember how many items of each type are on each card. It was much simpler when we just had to remember how many items total – not how many DVDs/picture books/ chapter books!"*
- *"I do NOT like to have to come more often because the parking is very bad, I am a senior and do NOT enjoy having to do the trip more often!"*
- *"This is very inconvenient to people with jobs!!!"*

- *'Makes it hard for teachers to borrow books for the classroom.'*
- *'My borrowing habits have changed to fewer.'*
- *'I am now reading less.'*
- *'Big problem for me as I am a voracious reader, definitely looking elsewhere to support my habit.'*
- *'Borrowing fewer items and more frequent visits does not work for me. Parking is also an issue. Why the need for more frequent visits?'*
- *'Greater limit of children's material for my adult card. I rarely have their cards with me as they are kept with their Mom. Which means my card gets to the borrowing limits very quickly.'*

LIBRARY BOARD RESPONSE TO FEEDBACK

Extend the borrowing limits placed on regular print books to 30 items per person.

Parents, seniors and time challenged members are finding these changes difficult and it is limiting their borrowing ability. Families are finding this change particularly challenging as they are juggling multiple library cards and are finding it difficult to be able to borrow a sufficient number of picture books and children's material without returning to the library multiple times. Extending the category limits in some areas in response to feedback is recommended.

QUESTION 3: Regarding fewer and shorter renewal periods.

Comments summary for Question 3	
Neutral and positive	44
Negative	151
Questions	2
Total comments	197

Examples of neutral and positive feedback:

- *"I am borrowing electronically much more now."*
- *"Doesn't affect me as I use eBooks."*
- *"The change is reasonable."*
- *"It prompts me to focus on one book and finish it as soon as possible."*
- *"I finish reading the items I have borrowed first before I place a hold on other items."*

Examples of negative feedback:

- *"Not happy with this. Creates a hardship for seniors and mobility challenged."*
- *"Using the library less often because of this."*
- *"Shorter loan periods plus shorter renewal periods are creating frustration."*
- *"My children like to read books again and again but the policies are hindering their reading. I think libraries are supposed to encourage reading not change rules to make it difficult."*
- *"I have a disabling illness and it is now even harder to ensure I get my loans back on time."*
- *"You have effectively reduced the loan period from 12 weeks max to 6 weeks max. This is very inconvenient!"*
- *"This is difficult when students have projects that require reference material over a longer period of time."*
- *"I purchase more of my own books."*
- *"I am visiting the library less frequently and borrowing fewer books."*
- *"I am trying to read books in English which is my second language. It feels a little stressful to finish a novel in 21 days."*
- *"It's too much hassle to borrow books now."*
- *"Our family stopped using the library."*
- *"Not happy with this. Creates a challenge for seniors and mobility challenged."*
- *"So very inconvenient and disruptive to use for the purposes of teaching."*
- *"With the shorter lending period I have to renew items more often."*

LIBRARY BOARD RESPONSE TO FEEDBACK

Extend the number of renewals to 2 for regular print books.

The reduced renewal period from 28 days to 21 days and the reduced number of renewals from 2 to 1 has been difficult on many members and has created barriers. Increasing the renewal period to 2 renewals of 21 days each on top of the 21 day loan period would alleviate frustration and the difficulties facing busy families and seniors. It would also address the shorter regular borrowing period challenges.

The intent of a reduced renewal period and number of renewals was intended to make material available quickly to other members. Coupled with the reduced loan period, members are finding this change particularly distressing and we recommend an increase to 2 renewals, both at 21 days. When there are holds on the items, no renewals will be permitted.

QUESTION 4: Regarding increased fines and charges.

Comments summary for Question 4	
Neutral and positive	87
Negative	117
Questions	5
Total comments	209

Examples of neutral and positive feedback:

- *"I appreciate the notice when my books are due ensuring I am not late in returning my books."*
- *"I think it is fair that people who are misusing the system be penalized."*
- *"I am a responsible person. I always return on time."*
- *"I borrow only eBooks so that I have no fines."*
- *"I am glad the fines on kids' materials did not increase."*
- *"I think it is a great idea, it forces people to be more responsible."*

Examples of negative feedback:

- *"Not fair to families with children and on lower income."*
- *"I am buying more books."*
- *"Higher fine with lower threshold makes it more difficult."*
- *"We constantly have to run to the library or get late fees on books we haven't finished reading. It is not worth me borrowing books for my young family anymore! It is cheaper for me to just buy them books, but then we don't have the same exposure to so many great books!"*
- *"More prohibitive than helpful."*
- *"This is preventing my children to be able to read more because we are borrowing less. Very sad."*
- *"I have stopped using the library."*
- *"It has been a very unhappy experience for my kids. The fines to them are too harsh."*
- *"I am paying more in fines due to the shortened borrowing time. Really upset about this and the increase in fines."*
- *"Higher threshold is better for young readers. Not good for kids who borrow books without expecting to pay a fine at checkout."*
- *"Special lower penalties for under-privileged children from lower income families."*

LIBRARY BOARD RESPONSE TO FEEDBACK

Maintain current fines and charges and continue to ensure flexibility as needed for special cases.

The increase in fines was slight and the threshold of \$5.00 will be easier for the majority of users to manage over time. In the short term, members were faced with a larger fine than they were expecting and

they were asked to pay the full amount. The increase in fines plus the decrease in the threshold had a big impact initially, but will be less dramatic over the long term. It will be more affordable for members to pay at the \$5.00 threshold than the \$10.00 threshold.

QUESTION 5: Regarding reduced hours at the Cambie, Ironwood and Steveston Branches.

Comments summary for Question 5	
Neutral and positive	76
Negative	202
Questions	8
Total comments	286

Examples of neutral and positive feedback:

- "Doesn't impact us eBook readers."
- "Brighthouse is my branch so this does not directly affect me."
- "Not a problem now that I am aware of the new open hours."
- "I just have to pay attention to what day it is, so I don't accidentally come when it is closed."

Examples of negative feedback:

- "There is a group of about thirty seniors, on a regular basis that go to the Steveston fitness classes at 10:30 am on Fridays. We are all very upset that we cannot get into the library before our class. Please find a way to change the Friday start time to at least 10am".
- "Very frustrated, should not have to travel out of my community to come to Brighthouse."
- "Again, very limiting for families. Morning closures are especially problematic as mornings are prime time for preschool aged children."
- "It is very confusing to have different opening and closing hours on different days."
- "I came from East Richmond to the Cambie branch to find the library unexpectedly closed today. Disappointing, but at least now I know to check the hours first."
- "Used to be able to add a visit to the Steveston branch after the kid's activities. No we don't visit as much as we would like."
- "Not good for Steveston preschoolers who get off class 1pm the latest... and they did not have a chance to go to the library after school. Also, many kids like to go to the library after dinner its family time."
- "Dislike the shortened hours although this hasn't greatly impacted me, I believe libraries should increase accessibility, not put barriers in place."
- "Wasted time and gas to visit other libraries that are open."
- "Disappointed and inconvenienced by reduced hours- increase was needed."
- "Smaller branches are supposed to serve their respective neighborhoods. Limited hours create too much inconvenience for those working or going to school at hours such as 9:00 am - 5:00 pm. Limited local branch hours also make more people driving longer distance to Main branch, and may cause insufficient parking in that area, since there are also other facilities in Brighthouse."
- "We can't use the library when we want to, such as after work, after school, pro- D days, and school breaks."
- "As a parent who frequents the Steveston Library on Fridays, I am disappointed to see the reduced hours. Our two kids (and myself) are only able to attend the Friday morning Storytime and now this is no longer an option for us. We really hope the reduced hours are reconsidered."
- "Friday change is annoying. Libraries with opening hours on one day that are different from any other day are difficult to remember and I keep turning up on Friday morning and finding it not open. I randomly do errands in the mornings and this is harder to keep track of. Variable hours in the evenings isn't a big deal because all libraries and stores do this so one knows to check..."

LIBRARY BOARD RESPONSE TO FEEDBACK**Change Friday hours from 2:00 pm – 9:00 pm to 10:00 am – 5:00 pm.**

All branches are in retail or community centre settings. Switching to an earlier opening on Friday would bring hours in line with other activities going on and may make the reduced hours less inconvenient. Young children and parents have experienced a reduction in access to storytime programs and the inconvenience of not being able to add on a library visit while in the retail area or Community Centre has created some difficult barriers. Seniors have been impacted also as they may have less flexibility with their schedules, particularly those relying on rides. There are no other walking distance alternatives for library access. A shift to Friday hours would also be in line with Monday hours at the 3 branches.

SUMMARY OF LIBRARY BOARD RESPONSES

Many of the changes were successful and will be maintained, a few have created obstacles to effective library use for some users. In order to lessen these obstacles the Library Board will be making amendments to some of the changes while maintaining the intent of the initial change.

The following policies will be maintained or amended:

1. Maintain the change from a 28 day to a 21 day loan period.
2. Maintain the change from a 28 day renewal to a 21 day renewal but amend the number of renewals from 1 to 2 for regular print books with no holds.
3. Maintain the fine increase for holds not picked up from \$1.00 to \$2.00; adult fines from \$0.25 to \$0.50 and young adult fines \$0.10 to \$0.25.
4. Maintain the threshold at which fines must begin to be paid from \$10.00 to \$5.00.
5. Maintain reduced Monday hours at the Ironwood, Steveston and Cambie branches at 10:00 am to 5:00 pm. (evening closure)
6. Amend reduced Friday hours at the Ironwood, Steveston and Cambie branches from 2:00 pm to 9:00 pm (morning closure) to 10:00 am to 5:00 pm. (evening closure)
7. Amend the borrowing limits for books from 10 items to 20 items per category.
8. Amend the overall borrowing limit per card from 25 items to 30 items.

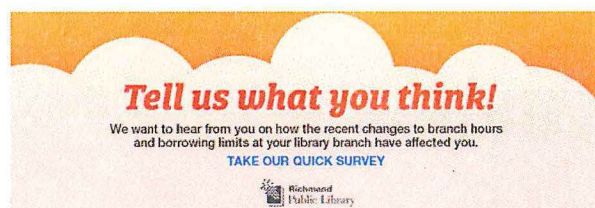
PROJECT REPORT: APRIL 2016 MEMBER FEEDBACK SURVEY**PROJECT REPORT**

DATE: May 18, 2016
PROJECT: April 2016 Member Feedback Survey
PERSON RESPONSIBLE: Mark Ellis, Manager, Information Technology
STATUS: Completed

Introduction

On April 1, we launched a five question web survey of the approximately 37,000 members who have borrowed material since our circulation policy change was implemented on January 11, 2016. Of these 27,635 had valid, non-duplicate email addresses to which we could send the survey invitation. Two initial email blasts were sent on April 1 and 4, with a follow-up blast sent to non-responders on April 15. The survey closed April 22.

Each active user was sent the following invitation email via MailChimp containing a link to a Google Forms based web survey encouraging them to complete it.



On January 11, 2016, the library made a number of changes designed to make material more available to borrowers. There were changes to loan periods, borrowing limits, renewal periods and late fines.

More recently, the library reduced branch hours on Mondays and Fridays in order to reallocate resources to the book collections.

We want to hear from you on how these changes have affected your borrowing habits.

Please click the button below to be taken to the survey. Your feedback will be compiled and shared with the Library Board to assist them in decision-making throughout the year.

[Take Our Survey Now](#)

Based on MailChimp's customer statistics, we had very good open and click-through rates compared to other non-profits (61% vs 25%, for opens and 14% vs. 3% for click-throughs). Of those emailed, 10% ultimately completed the survey.

To capture responses of those without email addresses on their accounts, we placed a dedicated survey computer in each branch as well as promoting the survey on our web site's home page with a high frequency banner. Responses from each source were tabulated separately. These methods yielded an additional 204 responses.

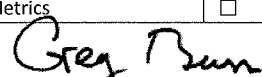
Number of Responses

Method	Sent	Opened	Clicked	Responses	Response Rate
In library computer	n/a	n/a	n/a	85	n/a
Email	27,635	17,448	3,765	2,839	10%
Website	n/a	n/a	n/a	119	n/a
Total	27,635	17,448	3,75	3,043	

Comment Summary

Each of the five survey questions offered respondents a field in which they could add free-form comments regarding the subject matter of each question. We classified the responses as neutral/positive, negative, or questions.

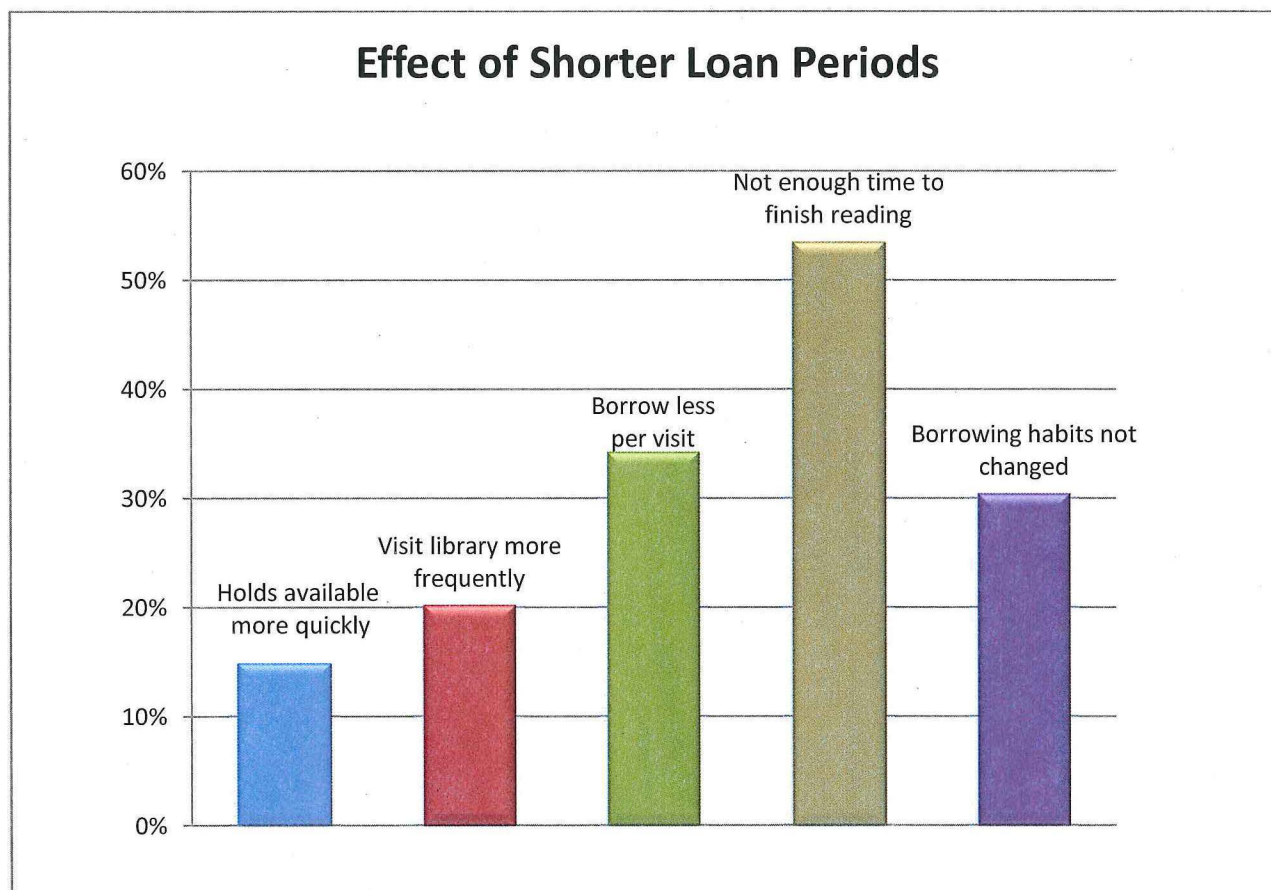
Question	Neutral/Positive	Negative	Questions	Total
Loan periods	38	134	1	173
Borrowing limits	57	232	2	291
Renewal periods	44	151	2	197
Fines	87	117	5	209
Hours	75	203	8	286
Total	201	837	18	1,156

<i>Project's Strategic Role:</i>		<i>Project's Implementation Strategy:</i>		<i>2014 Staff Survey Issues to be Addressed</i>	
<input type="checkbox"/>	Refocused Traditional Library	<input type="checkbox"/>	Proof-of-Concept Service	<input type="checkbox"/>	Staff Recognition
<input type="checkbox"/>	Learning Hub Library	<input type="checkbox"/>	Synergies and Partnerships	<input type="checkbox"/>	Respectful Workplace
<input type="checkbox"/>	Living Room Library	<input checked="" type="checkbox"/>	Web-Based Public Consultation	<input type="checkbox"/>	Organization of Work
<input type="checkbox"/>	Digital Library	<input checked="" type="checkbox"/>	Improve Customer Services	<input type="checkbox"/>	Improved Communication
<input type="checkbox"/>	Activity Library	<input checked="" type="checkbox"/>	Improve Operations	<input type="checkbox"/>	Role of Supervisor
<input type="checkbox"/>	Creative Library	<input checked="" type="checkbox"/>	Improve Metrics	<input type="checkbox"/>	Staff Training and Development
<input type="checkbox"/>	Multicultural Library	Report Received: 			
<input type="checkbox"/>	Gathering Place Library				

1. Shorter Loan Periods – reduced loan periods for books from 28 days to 21 days. (Check all that apply)

Question	Count	% of Respondents
Items I have placed on hold are available more quickly	453	15%
I am now coming to the library more frequently to return material and to select	615	20%
I am borrowing less per visit as a result of the shortened loan period	1,042	34%
I do not have enough time to finish reading the materials I have borrowed	1,628	53%
My borrowing habits have not changed	926	30%
		153%*
Respondents	3,043	

* NB: Multiple responses are permitted, so responses exceed respondents and total % of respondents can exceed 100%



Notable Findings:

30% of survey respondents indicated that their borrowing habits have not changed, while 53% of survey respondents indicated that they do not have enough time to finish reading the materials they have borrowed.

15% of respondents indicate that held items are becoming available more quickly. While this is a small proportion, it indicates some success in achieving the results intended by reduced loan/renewals periods, better serving members with a limited collection budget.

Comments summary	
Neutral & Positive	38
Negative	134
Questions	1
Total comments	173

1. Shorter Loan Periods – reduced loan periods for books from 28 days to 21 days.	
	Neutral & Positive Comments
1.	I mainly get ebooks
2.	borrow dvd for my kid
3.	I belong to two book clubs and obtain my books that way.
4.	I mostly borrow ebooks
5.	I am having to adjust I ha
6.	I only borrow books when I visit the ice arena next door which isn't very often. I am not affected by these changes
7.	i have had to monitor my renewals of material more carefully
8.	Ereader
9.	Online reading now
10.	It's fine
11.	I have had to count books to be able to borrow a full 20 to read to my grandchildren, but it is working OK except that I find the books are not being rechecked as fast as they come in and they show in the computer they are in but can't be found on the shelf.
12.	As a person who only uses ebooks I have not noticed any problem
13.	I use ebooks almost exclusively
14.	Not aware of the change
15.	hard to delete audio books after i have finished listening to them.
16.	I usually only borrow through overdrive
17.	This brings the practices in the Richmond library system in line with those of the Vancouver Public Library system (and presumably those of the other Lower Mainland libraries.) This ensures some consistency throughout the greater Vancouver area
18.	Mostly borrowing on line
19.	No change since I borrow mainly ebooks
20.	I use ebooks
21.	No comment
22.	I think borrowing period should be different by the length of the books.
23.	I borrow online now
24.	See #2
25.	I read faster
26.	I actually hadn't realized that changed until I got the courtesy notice and it seemed earlier than it used to be. Oops.
27.	n/a
28.	I use eBooks mostly
29.	I use the library app on my ipad
30.	i extend loans as needed and visit the same amount
31.	I am renewing more often

1. Shorter Loan Periods – reduced loan periods for books from 28 days to 21 days.	
32.	I'm OK with the change
33.	I am hoping we can have an Almost Expired email to me, one day before Returning book
34.	I only borrow e-books
35.	No problem
36.	I don't know the reason, but my holds are becoming available more quickly. Please revert to the 10-holds policy.
37.	borrowing epub books
38.	i only borrow for kobo and tablet now so no changes
Negative Comments	
39.	I have greatly reduced my usage of the library and as a result am reading fewer books from RPL.
40.	Not a fan of the shorter loan or the 1 week renewal
41.	I disagree with cutting back on books and opening times.
42.	it is frustrating to keep returning to the library to hand a book in, wait a day and retake it out!
43.	I havent finished the last 4 books which is frustrating. slow readers are being punished
44.	it is difficult to have to come more often
45.	Using the library less often because of this
46.	Its terrible
47.	I had no idea this had changed. Didn't see any notices in the library. Should have emailed us.
48.	the loan period is TOO short!!!
49.	it's difficult when borrowing for more then one kid
50.	I am borrowing more often from VPL
51.	my hold items take longer to get here
52.	I do not use Richmond library now
53.	I take out ebooks and they return themselves after two weeks with no option to renew. Very hard for me to complete a book when I work full time.
54.	More late fine.
55.	Should never have been changed.
56.	I put books on hold rather than coming to the library to choose them because I can never find the book I'm looking for on the shelves.
57.	My Ill loan could not be renewed and the staff member didnt reorder it for me after He had said he would. It has now been almost a month I am still waiting for this book.
58.	Bring back the 28-day loan! That was one of the best features that RPL had over other public librasries.
59.	e-book loans are even shorter - not quite enough time!
60.	I do not like to come more frequently because parking is terrible !!
61.	I use the library less.
62.	I am no longer borrowing materials for my classroom. It is sad to no longer be able to support class topics using the public library.
63.	I used only ebooks from the library. With the reduced number of books I often find a favorite book after my limit has been reached and I find it difficult to delete a book I order to borrow another book.
64.	I liked the 28 days so if I am travelling and do not have internet access to renew the 21 days is just a little too short.
65.	This is very inconvenient. I like to read but do not have much time to go back and forth to the library. It is also easier to keep track of 8 days than 21 days. And yes I receive the alerts
66.	The help desk should be allowed to renew if there is another copy in library!
67.	I find that the 21 loan period is too short. Please return to 28 days.
68.	he shorter loan period does not work for someone who is away for more than 3 weeks vacation.
69.	Did not know about changes, will renew if not enough time to finish
70.	I want the period time longer is better about a month

1. Shorter Loan Periods – reduced loan periods for books from 28 days to 21 days.	
71.	Definitely not enough time to read a book! If you've got other things going on 3 weeks is not long enough! I have not noticed things come in earlier either
72.	I need to keep track of returning kids books more often
73.	I stopped coming to the library because of this. Don't have time to read the material and the fines are higher. No thank you
74.	I purchase more or my own books.
75.	I do not like the shorter loan period
76.	not using books too much !
77.	This is deterring me from borrowing materials. I had to pay \$7.50 just to use my card again and times are way too short.
78.	I hadnot went to Richmond Library for long time
79.	I am using the library less as a result of this change, combined with the lower number of books that can be borrowed at one time.
80.	Having a feeling of pressure
81.	I feel a little stressed to read the material in the shortened period
82.	It is difficult at times to finish in the shorter time
83.	the change is too extreme, 1st renew is 21 days & then 7 days
84.	The renew period is shorter, I borrow less item and change to go to Vancouver
85.	I didn't realize and incurred charges
86.	It is hard to remember the return date.
87.	I am pausing more books online
88.	Not borrowing from this branch any more.
89.	I do not like shorter loan periods.
90.	waste time to go to library
91.	I have not been to the library after the change
92.	i hate it
93.	If several of my books on hold become available, i do not have time to finish reading them
94.	using Burnaby or Vancouver for longer loan periods
95.	dont like the shorter period
96.	It is onlt partially correct that be available sooner.m Now I would have to renew a book afetr only 3 weeks when I would have completed reading in one month. This means holdin on to the item longer. I suggest stickign to one month the first time, and the renewal period be reduced to say, 2 weeks. It works better and faster.
97.	My borrowing habits have changed because I have to go more often.n.
98.	I take out fewer items because I know I can't get them finished with the shorter borrowing time.
99.	Bad changes, creating so much hassle to borrowers, who came up with this inconsiderate decision?
100.	I will likely pay more overdue fines
101.	My children love reading but now they are always in a rush to finish the books. This is not helpful and very disturbing change
102.	loan time too short
103.	I start to read less
104.	I DONT LIKE THERE IS A LIMIT ON CERTAIN KIND OF BOOKS PER CARD. MY KID IS ONLY 9,he can only read kids book, so his card limit is reduced to kid book limit.
105.	in only put books on my ipad and 21 days is not long enough
106.	I do not like the shorter periods. Don't have time to try as many recipes as I want in borrowed cookbooks for example.
107.	my borrowing habits have changed
108.	The 21 day limit makes it difficult to brorrow books online for vacation spots with no internet
109.	We (I have 4 children) now borrow less, because we do not have time to complete the books, and

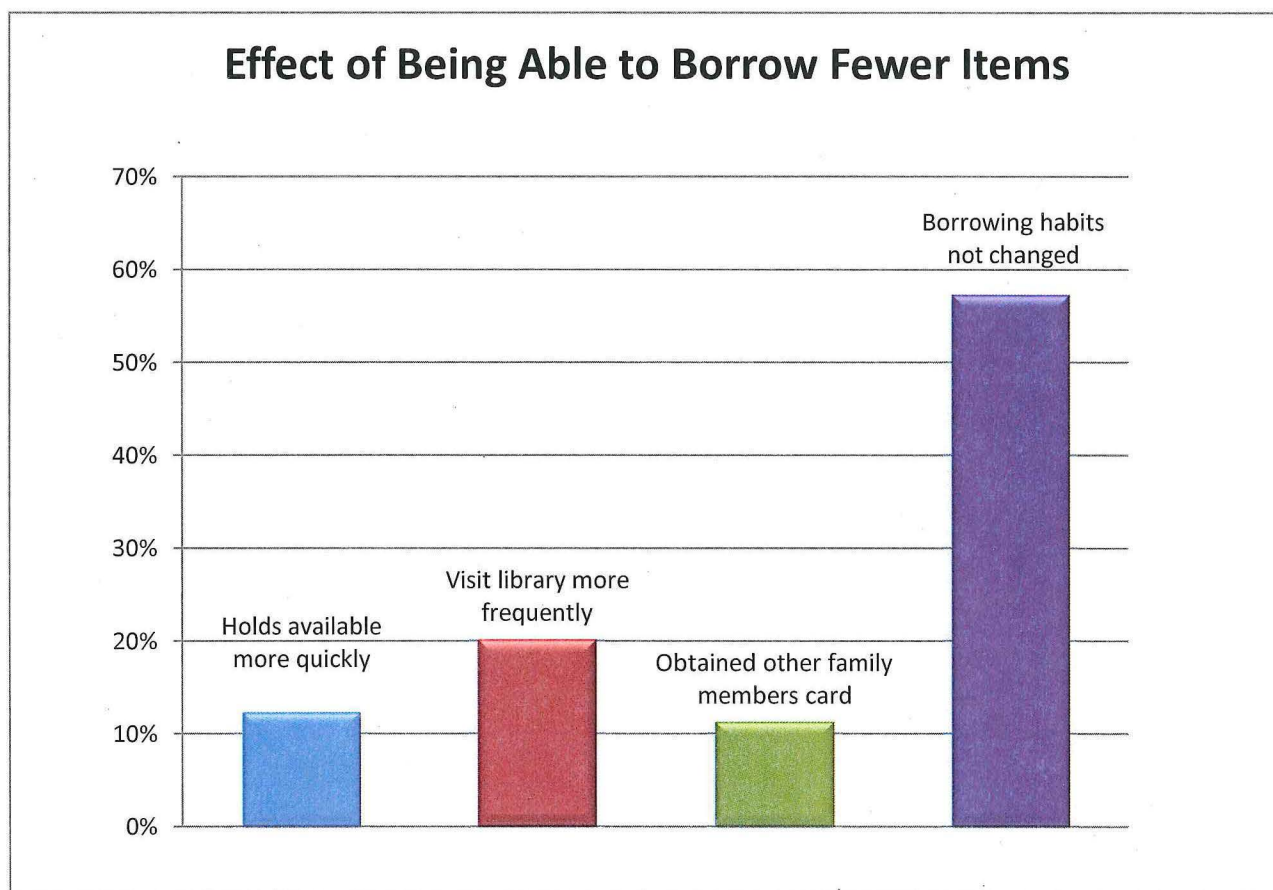
1. Shorter Loan Periods – reduced loan periods for books from 28 days to 21 days.	
	we are constantly running to the library to return books. It sucks and we will not use the library as much as we use to because of the shorter borrowing days.
110.	I have to return and hold unfinished materials and wait to repick them up when they're ready. It's inconvenient. Learning and absorbing takes time.
111.	I wasn't even aware of the change
112.	spending more time driving back and forth to the libraries
113.	Feel more pressure to finish off books, instead of enjoying reading them
114.	Has discouraged me from borrowing books at all
115.	sometimes, I do not have enough time to finish reading materials I have borrowed.
116.	I cant get the books in on time so i have too many fines and i dont go to the library anymore
117.	I did not have time to adjust to the shorter period and incurred penalties for recent loans, which is unfortunate.
118.	I feel rushed and it seems like my books are due very soon after I borrow them.
119.	I am dropping off books more regularly, but not going in to borrow more. I will no longer order holds.
120.	I will probably borrow fewer books. As a classroom teacher, I need time to plan and use the books and three weeks often is not enough time.
121.	When I renew a long book, I don't have time to finish it.
122.	More often is very inconvenient for older folks trying to drive less.
123.	Changing from 28 days to 21 days is reasonable. However, changing from 28 days to 7 days is ridiculous. It forced me to stop borrowing books. It was ridiculous to change from 28 days of renewal to 7 days.
124.	I am glad that you did away with the earlier policy of 3-1-1 week renewals. Also even if no one else is waiting for the book I have to return it, then come back 2 days later to take it out. I find this annoying.
125.	This is not enough time to read all the books we want to read to our child as well.
126.	I don't mind wait a little longer for the items. I have other items on hand anyway. There are "rapid read" items which promises faster return. The urgent need items can be put into that category. The one-week renewal is ridiculous. The only way it helps is to pay less fine. Busy in working, I don't have time to go to the library twice a day. It creates more inconvenience than help.
127.	The borrowing time is not sufficient for books that I borrow for preschool, the children just get use to them when I need to return them or renew them with the few that have to be returned. I find a lot more time wasted on borrowing or checking online for renewal
128.	Gives me less time to find time to return the books I borrowed.
129.	going to other locations for books
130.	In my view the old system worked better, we should be encouraging the use of the library and developing a love/appreciation of books. It is unlikely that there is such a dire need for a book (if there was surely the library would have one or more copies available) to impose such a arbitrary time restriction.
131.	I don't like the changes. My kids cant finish reading the books
132.	I have a disabling illness and it is now even harder to ensure I get my loans back on time
133.	e-mail reminders were sent too close so could get confused
134.	especially frustrating when trying to learn from a self help book and it has to be returned before the time required to complete the course
135.	The whole thing is too hurried. Every 4 weeks was easy to remember. 'Third Tuesday of the month'. Three weeks takes too much concentration and it's inconvenient.
136.	After trying several times to log in, with no luck, I gave up and was not able to check anything out.
137.	I stopped using the library because the new loan times are too short
138.	Using other libraries (VPL, eg) more.
139.	Loan period shorten without me knowing until I need to pay the fine!

1. Shorter Loan Periods – reduced loan periods for books from 28 days to 21 days.	
140.	I am now incurring more late fines
141.	this shorter loan period is very inconvenient for my use and i consider not using the library at all!!!
142.	21 days are often not enough
143.	Not happy with this. Creates a hardship for seniors and mobility challenged.
144.	often my borrowed books are overdue
145.	Really disappointed in the reduced loan period!!
146.	Library makes more money on late return from many poeple.
147.	I GREATLY prefer the former 4-week loan period. Please reinstate it ASAP.
148.	Prefer 28 days
149.	too short loan period please increase
150.	in line with other libraries but not as agreeable overall
151.	would love to see extensions available for e books maybe with a fee attached
152.	Would prefer to be able to return books at other locations outside of Richmond
153.	please return back to 28 days
154.	I hope you can roll back 28 days
155.	Have to renew more often
156.	needed to renew online earlier as I may not br available to bring both of my young children to library
157.	Suggest initial loan period return to 4 wks renewal period remains at 21 days
158.	Loan period should be changed back to 28 days.
159.	A little stressful to remember, but I will adjust.
160.	Maintain loan periods to 28-days.
161.	Shorter renewal caught me by surprise.
162.	I deal on line for ebooks which already have 21 days
163.	I prefer 28 days
164.	I want a long time (4 weeks) for thicker books to read.
165.	Often times u need more than 21 days depending on the material
166.	I prefer the 28 days
167.	Prefer longer loan periods
168.	I have to renew more often
169.	It's not convenience than before
170.	I have to renew my books more frequently so I can finish them
171.	Some books take longer to finish than others. "Long" books could use a longer loan period. Maybe put books into "long" and "short" categories?
172.	need to give 2 renewals
	Questions
173.	When are we getting a bigger liobrary?

2. Being able to borrow fewer items – limits on how many of each type of material may be borrowed (Check all that apply)

Question	Count	% of Respondents
Items I have placed on hold are available more quickly	375	12%
I am now coming to the library more frequently to return material and to select	614	20%
I do not have enough time to finish reading the materials I have borrowed	343	11%
My borrowing habits have not changed	1,743	57%
		101%*
Respondents	3,043	

* NB: Multiple responses are permitted, so responses exceed respondents and total % of respondents can exceed 100%



Notable Findings:

While the majority of respondents (57%) indicate that their habits have not changed since borrowing limit changes were introduced, and the remainder indicate adaptive responses to the change, this question drew the highest number of complaints in the comment option of any of the survey questions.

Comments summary	
Neutral & Positive	57
Negative	232
Questions	2
Total comments	291

2. Being able to borrow fewer items – limits on how many of each type of material may be borrowed.	
Neutral & Positive Comments	
1.	less late fees
2.	Unsure
3.	I mainly get ebooks
4.	only change as noted in 1 above
5.	This is good as my reading is now more focused and less going from book to book before finishing one.
6.	not affected
7.	I am not mobile (no car) so enjoy the book club sets.
8.	I mostly borrow ebooks
9.	Ok to reduce items
10.	I only borrow one book at a time because I can only read one book at time. I read for pleasure.
11.	not a problem
12.	I come to the library more frequently to return material but not to select new material. See above.
13.	Not applicable
14.	I like the 28-day loan. I have not noticed any advantage since it became 21-day loan
15.	I am more selective in what I borrow now
16.	I borrow more books online
17.	Did not know
18.	Reading online
19.	I don't borrow too much items each time so that this change doesn't affect me much
20.	If each person can borrow 8 items each time, still ok.
21.	See comment above
22.	Same as above
23.	Borrowing fewer items is a change that has not affected me because I never borrowed to the maximum allowed
24.	I ask the librarian to check out more books. I don't self serve sometimes.
25.	Not aware of the change
26.	This has not affected me
27.	Good idea
28.	I usually borrow through overdrive
29.	Borrowing on line more often
30.	I
31.	hope unlimit items.
32.	does not affect me
33.	More use of e-books
34.	No comment
35.	You can borrow so much as you can handle. No difference.
36.	If the maximum items borrowed is 10 (books, DVDs or whichever format), then it's fine with me.
37.	the items I have requested are popular so haven't been able to know if they come in quicker or not...no experience yet
38.	this make sense for borrowers who are hoarding the books and realistically unable to read so many borrowed books at a certain period of time
39.	not applicable

2. Being able to borrow fewer items – limits on how many of each type of material may be borrowed.	
40.	I am trying to borrow online books
41.	n/a
42.	I don't reach the limit, so this did not affect me
43.	Most everything I borrow are eBooks or audiobooks
44.	No change
45.	not interested
46.	I have to download books more often
47.	We need to apply for another library card for other family members.
48.	Family members already have library cards so we've been able to divide borrowing items amongst us without being inconvenienced
49.	I don't borrow enough to reach the limit.
50.	No problem
51.	Look at question no. 1
52.	I don't know the reason, but my holds are becoming available more quickly. Please revert to the 10-holds policy.
53.	X
54.	borrowing only epub books
55.	This actually becomes a good discipline for myself.
56.	Just ok
57.	This has not affected me yet.
Negative Comments	
58.	I fill up a card more quickly and have to use other family member's cards, instead of being able to keep all items on one card.
59.	I want to take more stuff but I can't. I don't understand why you would restrict people's ability to READ MORE!!!
60.	it's more difficult to borrow
61.	Not practical, especially if you don't have kids or teens in the family
62.	Routinely run into limit compared to before.
63.	It's an immense inconvenience to have more than one library card for other family members because I need to borrow more materials. I cannot keep track of overdue books because I have multiple accounts. I would prefer to see that the limit be increase to each category.
64.	borrow more frequently, because get less
65.	I do NOT like this change, it's much less convenient for me.
66.	I reduced my visits - almost nit worth going.
67.	Disgusting
68.	I do not like the limits placed on the type of material to be borrowed
69.	I would like to go back to 10 checkouts for eBooks - 5 is not sufficient
70.	I borrow fewer items
71.	I borrow less
72.	Please fire the chief and deputy chief librarian. How does an annual 8 million dollar budget for 4 old branches not be enough.
73.	Big impact for borrowing kids books, they like to get lots at once
74.	It is frustrating having to remember how many items of each type are on each card. It was much more simple when we just had to remember how many items total - not how many dvds/picture books/chapter books!
75.	I now borrow fewer items
76.	Should have been notified either in library at check out or email or library postings.
77.	Able to check out less - come less often
78.	We don't borrow DVD or CD. I don't think it is fair for people mainly borrow books only.

2. Being able to borrow fewer items – limits on how many of each type of material may be borrowed.	
79.	I borrow fewer items than I used to.
80.	Due to limits on types of materials, I have borrowed less overall. Sometimes I have had to put back 4 or more items because I have too many picture books.
81.	it's extremely inconvenient because we usually need a lot of books but rarely borrowed DVD/CDs and when my children work on projects, they need at least a few books on the topic. Since we can't necessarily come to the library frequently, the new rules really limit their choice of books
82.	I am borrowing more often from VPL
83.	I borrow fewer items
84.	Less books being read
85.	borrowing less items too much hassle to go to front desk everytime
86.	Re eBooks. I read quickly, return ebooks within 24-72 hours. 5 holds and 5 checkouts simply are not sufficient. Please return to the 10 holds and 10 checkouts for us speedy readers.
87.	This rule effectively reduces kid's card to kid's book limit. I don't understand the rational behind this rule! Don't want kids to read more? Force the whole family to share cards in order to make life more difficult for everybody? Please!
88.	Not helpful as busy family
89.	My habits have changed
90.	I dont take as much
91.	really annoying as I'm still waiting on a holkd from last year!! but anything new I get out has to be returned before I can finish it! frustrating!
92.	It is getting annoying, the limit is too small and i have to wait for the reception to return the books before i get the chance to borrow books
93.	I find that 5 items are not enough as I borrow on my Kobo for travelling.
94.	I am paying more in fines now due to closures with no information on the website .
95.	I avoid going to thr library now
96.	have to pay more fines
97.	The shorter loan periods have made me come to the library less frequently.
98.	I come to the library less
99.	borrow less now
100.	as above
101.	I do NOT like to have to come more often because the parking is very bad , I am a senior and do NOT enjoy haveing to do the trip more often !
102.	Don't like ahortened loan period, perhaps more copies of popular books, upon research.eriod
103.	As a above -- I make less use of the libraryi I
104.	I am no longer borrowing readers for my class. The readers are not tracked by title, only the number. Again, it is a real loss for school classrooms.
105.	I have been unable to take out certain items due to the new policy
106.	I go to another library
107.	It's not feasible to use the library to borrow books now
108.	I don't like the change
109.	I cannto share materials with my elderly parents as the loan limit is too restrictive now
110.	We are borrowing less now.
111.	Borrowing less because hold don't come fast enough
112.	I can't stand this. It's incredibly inconvenient to take out books for my kids. Using multiple cards is such a pain. Horrible idea.
113.	I am not able to borrow what I want when I want to.
114.	I'm downloading instead of going to the Library because I went to the Library only to discover you would not be open until the afternoon.
115.	I definitely do not have time to read the books I take out and return them before I am finished reading them and do nit have time to come in to look for more in the shortened period of rental

2. Being able to borrow fewer items – limits on how many of each type of material may be borrowed.	
	time
116.	Items I have placed on hold are not available more quickly
117.	I come to the library less and borrow less
118.	less urg to go to the library - I understand why but
119.	I have to come to the library more often and that's taking me so much more time. I ended up borrowing less books and reading less.
120.	Stop from borrowing further
121.	not returning
122.	Hate the new system.
123.	Hate the new system.
124.	I use on-line. Dislike having to go online more frequently to borrow. When going on holiday 5 is not enough. Much preferred the 10. No other family members I can have take out for me.
125.	Coming less
126.	Make it hard for teachers to borrow books for the classroom
127.	Dislike the limitation on kids books & kids DVD
128.	I do not like the limit as often we have books out for projects and then we like to take books out to read as well
129.	This has been very frustrating for us because we read 30plus books per week. When returning books it takes 2 days to go through the system and we cannot borrow more books on the same card.
130.	Don't come anymore to the library
131.	I purchase more of my own books.
132.	Limits on items are annoying but I can live with these restrictions.
133.	I borrow fewer and read them before the expiry date.
134.	Don't like new time rules
135.	See above.
136.	I borrow much less now
137.	I end up borrowing from other libraries if the book is available there
138.	I had not went there for long time, incovenient.
139.	I did not know there was a limit now
140.	We are borrowing fewer books. I find the limit on picture books is too low.
141.	Don't feel good
142.	Inconvenient especially for research
143.	We take out less books, kids are too young to get more cards
144.	since I do not live in Richmond, I go less than before, I think RMD library not welcome us.
145.	spending more time going to library, trying to reduce visits
146.	I come less to the library, I'm afraid I can't finish a book in the shorter period
147.	Not happy as this will impact my vacations. I want to be able to borrow 10 ebooks or be able to return and borrow from wherever I am.
148.	I am not borrowing as much or as frequently
149.	do like the longer borrow time
150.	I put holds on pause as I feel pressured rather than relaxed and so I often end up with no reads available to me.
151.	Stopped coming to library
152.	Limitation cause confusion & misunderstand discrimination
153.	I am pausing more books online
154.	Has discouraged me from borrowing from the library
155.	I have not been able to borrow as many books as I would like. Now my kids have to use their own cards and it's been very hard to keep track of the books. Having kids only take 10 books (they take 5 minutes to read) is a waste of time.

2. Being able to borrow fewer items – limits on how many of each type of material may be borrowed.	
156.	I am now reading less.
157.	Not borrowing
158.	Don't like the change at all
159.	i hate it
160.	I need to use other family members' cards, which results in more confusion for renewals and such.
161.	i don't like to have to come back to exchange and get the other mats i need
162.	using other library systems in order to get more materials in one trip thereby reducing the number of trips that I have to take
163.	My borrowing habits have changed to fewer.
164.	My borrowing habits have changed and I don't appreciate making more trips to the library.
165.	I understand the reason for the change but it does impact me as I can't remember how many of what type of item I can borrow until I go to the check-out kiosk
166.	Just cannot finish reading all my books...dislike it!
167.	It's a complete hassle to citizens, what's the purpose of a library?
168.	Very disturbing change
169.	I am borrowing less and I found less choices
170.	I borrow less or don't borrow at all
171.	see the above comment. kid card limit is reduced to kids book limit.
172.	we are now using VPL
173.	online, lost hold due to only 5 books allowed at a time, do not know when holds will be available
174.	This is quite a nuisance as it means that I now have to make more trips to the library.
175.	I don't go to the library as often
176.	I try to fulfill my library need by other resource
177.	I am borrowing fewer items than I might have otherwise
178.	Now I am reading less
179.	Big problem for me as I am a voracious reader, definitely looking elsewhere to support my habit!
180.	This is very limiting for families. Those with small children regularly borrow 25 picture books but do not need other materials.
181.	Fewer DVDs allowed means I will no longer come to the Richmond library. Though you have a good selection, my time is precious and I don't appreciate you creating a situation where I have to come frequently to get DVDs that I go through very quickly, it's too much imposition on my time. I'll go to Vancouver libraries, where the DVD item limit is 15 at a time and the renewal periods are longer.
182.	This is less convenient to borrow for vacations
183.	Not really convenience
184.	Didn't know they had changed???
185.	wasn't aware
186.	i am borrowing less, choosing to go to VPL instead.
187.	This has affected my special needs child, who used to have no limit. She borrows daily, but now she must return books and videos to the circulation desk if she wants to get more items. The librarians suggested the lack of limit, but now they have no power to make that kind of suggestion.
188.	don't borrow anymore
189.	I am unable to take a large number of books out for research
190.	I totally don't like that!
191.	limits my research
192.	this is very inconvenient to people with jobs!!!!
193.	I'm just more annoyed than anything to be honest! Going to bookstores now instead of our local library.
194.	not enough allowances
195.	I worry about when I'm on holidays and run out

2. Being able to borrow fewer items – limits on how many of each type of material may be borrowed.	
196.	I am no longer coming to the library
197.	It's a pain in the butt.
198.	Have not used Richmond Library much as the shortened hrs is bit limiting to me as caregiver
199.	I am disappointed that my borrowing has been cut by half, I borrow e books and often travel, often internet access problematic.
200.	not enough borrowing items for my kids
201.	Not good
202.	limits library usage
203.	I cannot borrow as much variety of formats of materials
204.	paying more fines :(
205.	The limit on ebooks is troublesome for vacation reading
206.	I was unable to take out all the books I wanted
207.	My borrowing habits have changed. It caused me pay more fine and makes me don't come to library anymore.
208.	Not taking out as many books for my family
209.	On hold items are not any quicker coming in
210.	It has deterred my interests to visit the library.
211.	I find that I do not borrow as many books
212.	i am able to borrow less dvds
213.	I am using the library less
214.	A limit of 15 to 20 should be fine. Whereas, Not able to go to the library each week, I'd rather get more books I may read during the weekend
215.	i hate it.
216.	Borrowing fewer items and more frequent visits does not work for me. Parking is also an issue, why the need for more frequent visits?
217.	For the kids materials, 21 days are seem to be enough. But for some adults readings, 21 days are simply not enough. Can we have a flexible retuning period, like if I borrow only one book, I can have 28 days. If I borrow 10, I should return them in 21 days?
218.	I am borrowing less often
219.	Do not prefer this
220.	restricts me from borrowing the books I want to read
221.	Really? Is this meant to be more efficient -how is this expected to improve borrowing and access to materials.
222.	Before children used to learn reading. Now they cant completely read the books
223.	I don't like the limit
224.	Being disallowed to borrow more items really suck.
225.	I am borrowing less per visit
226.	I don't visit the library very often so I would like to be able to borrow more books at once
227.	I wait the same amount of time, I just have fewer books come available so I get to take out fewer books
228.	I find it annoying because I don't get to take out how much I'd like to.
229.	very inconvenient. I used to check out books for my family on my card.
230.	As a mom of two different aged children whom I always bring with me to the library I find t very difficult to be at the checkout and find out we cannot take all the books they have chosen because the book we returned at the start of our visit have not been checked by the library staff This has happened every single time we have used the library since the changes. Something needs to change on the return end so that you can actually have the number of books you are allotted
231.	It is super Inconvenient and annoying
232.	I don't like the smaller max.

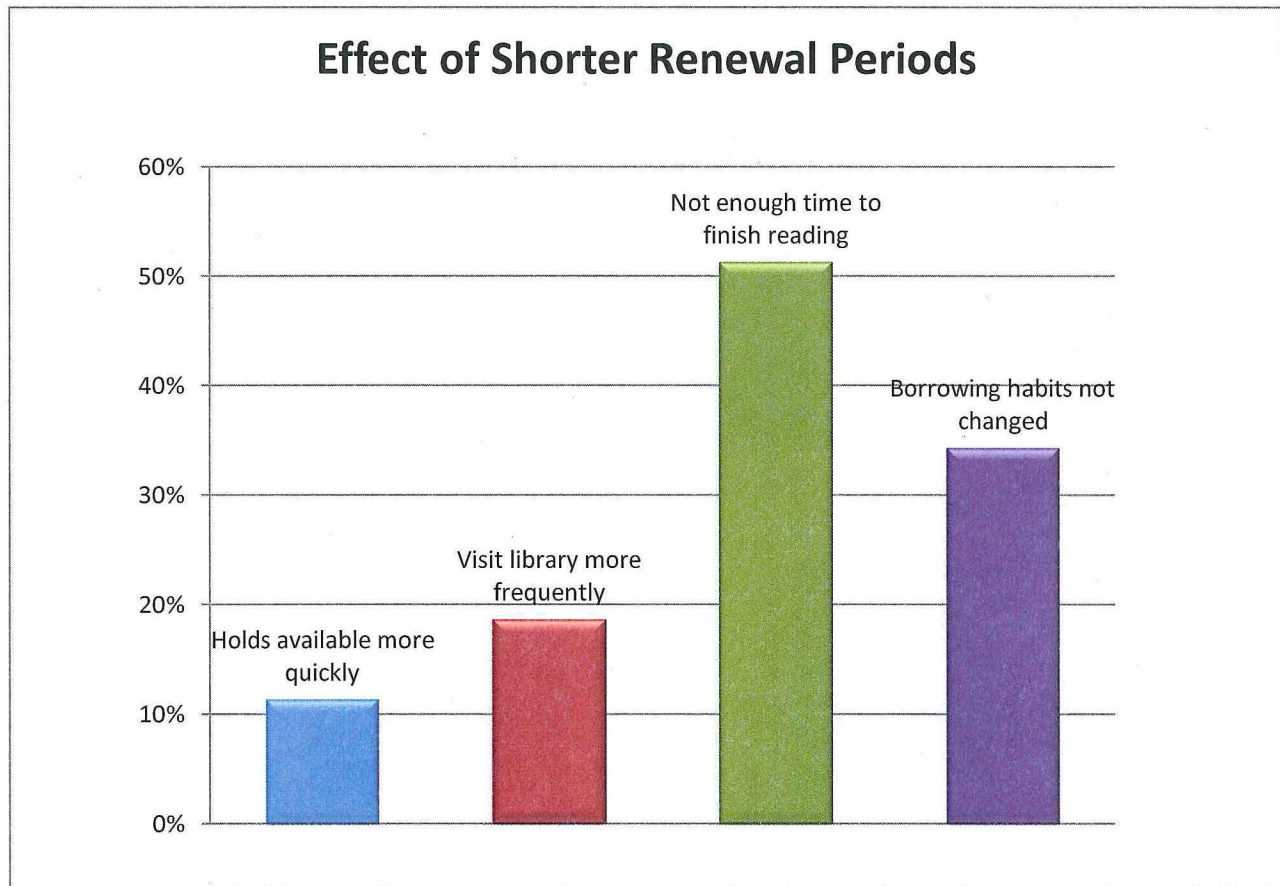
2. Being able to borrow fewer items – limits on how many of each type of material may be borrowed.	
233.	tough for kids, specially with little books
234.	My kids read 30+ books per week and we are finding that we are unable to borrow more as the books we return take a while to be listed as returned. This limit has been frustrating.
235.	I borrow less items
236.	Borrowing fewer
237.	We haven't been to the library for many months now as a result of that. We used to borrow many books, but that resulted in inconvenience and a lot of fines. We live far away, so it's very inconvenient for us to have to finish reading all the materials and return in a week.
238.	Borrow less
239.	this is not enough for vacation
240.	I can only come occasionally I like to load up.
241.	Not coming as often due to my busy schedule and inability to borrow many books
242.	I may not be able to borrow all I need
243.	I am unable to borrow the amount of material I require
244.	Stopped using the library
245.	Coming to library less.
246.	borrow less
247.	very inconvenient
248.	I don't come in as much
249.	I do not appreciate this change.
250.	The cut in hours means I now have to make extra journeys as I cannot retrieve books on Friday mornings after my yoga class.
251.	Feeling clumsy to have to go to front desk to check in returned materials, in order to loan out new materials of the same type within limit.
252.	Turn off, I'm now visiting the library less frequently
253.	Turn off, I'm now visiting the library less frequently
254.	Turn off, I'm now visiting the library less frequently
255.	Not happy with this. Creates a hardship for seniors and mobility challenged.
256.	restricts reading
257.	I cannot read as many books
258.	I am considering not using this library any longer
259.	borrowing less items
260.	I would like to have some more time to finish the book and not place it again on hold.
261.	sometimes you need more materials
262.	It was wonderful to be able to take a load of varied reading home and not worry about short time limit to peruse them
263.	I would like to be able to borrow more childrens books
264.	I liked the old limits.
265.	Prefer 10 items not 5 esp. on vacation
266.	longer getting books
267.	It is not easy to access information in the library-you will be going online more often.
268.	I miss being able to take out books on many subjects.
269.	As above when camping or boating I do not have access to the Internet so more digital items would be appreciated
270.	Make allowance for special cases.
271.	Books and knowledge need more options , please do not place limits on.
272.	no no if anything I would like 20 holds
273.	You can only read so many books in a given time, but magazines can be read quicker. So don't reduce the number of magazines that can be borrowed.

2. Being able to borrow fewer items – limits on how many of each type of material may be borrowed.	
274.	Greater limit of children's material for my adult card. I rarely have their cards with me as they are kept with their mom. Which means my card gets to the borrowing limits very quickly .
275.	online- have lost book on hold because of 5 books already checked out and do not know when holds will come available, bringe back 10 book limit for online books!
276.	Decrease the limit on borrowing.
277.	I have to renew to finish reading
278.	My kids (6 and 8) are voracious readers. I can understand limiting the number of adult materials but it would be nice to allow kids to borrow more.
279.	I'd suggest a longer loaning period but fewer items per account
280.	I would like the monthly limit on hoopla increased to more than 8 items
281.	I would like to be able to borrow more ebooks especially for when i travel.
282.	I want to borrow more library items at once , it's save my time
283.	28 days
284.	I resort to doing my research at the library so I dont' have to take it out
285.	I like the higher number of items
286.	The limits are too low.
287.	If I drop off 8 m'zines, then I can't take any out as they will not have been checked in. Something needs to be done to allow for acknowledgment that the m'zines have been returned.
288.	why would u do that. we are so used to the 28 days and it worked well for me so why change
289.	I am borrowing another person card to have access to more books at the time as I read fast
	Questions
290.	how many can we borrow?
291.	purpose?

3. Shorter renewal periods – one renewal period for 21 days for books. (Check all that apply)

Question	Count	% of Respondents
Items I have placed on hold are available more quickly	345	11%
I am now coming to the library more frequently to return material and to select new	568	19%
I do not have enough time to finish reading the materials I have borrowed	1,561	51%
My borrowing habits have not changed	1,044	34%
Respondents		116%*
	3,043	

* NB: Multiple responses are permitted, so responses exceed respondents and total % of respondents can exceed 100%



Notable Findings

Responses to this question and the accompanying comments are very consistent with the first question about loan periods. Comments are substantially the same as those for shorter loan periods, i.e. insufficient time to finish reading their books. Some state that further renewals should be allowed if holds are not outstanding.

Comments summary	
Neutral & Positive	44
Negative	151
Questions	2
Total comments	197

3. Shorter renewal periods – one renewal period for 21 days for books.	
Neutral & Positive Comments	
1.	I mainly get ebooks
2.	only change as noted in 1 above
3.	I try to finish the book ASAP, in 21 days period.
4.	My borrowing has changed
5.	Unaware that I can renew ebooks.
6.	Same as above
7.	21 days renewal is better it was just 7 days for the first renewal and that seriously impacted my borrowing habits.

3. Shorter renewal periods – one renewal period for 21 days for books.	
8.	the renewal period is for 7 days only
9.	Same reason as above
10.	I am borrowing electronically much more now
11.	This is much better than previous 7 days renewal period.
12.	ereader
13.	Answered in question 1.
14.	Too soon to tell about habits for us
15.	Renewal time longer is better than 21 days about a month
16.	OnLine reading
17.	Not aware of the change
18.	I am more conscious of time to complete books borrowed.
19.	restore original borrowing periods
20.	42 days should be sufficient for active readers
21.	I liked being able to renew for the full borrowing period, not just one extra week.
22.	The revised renewal regime (one 21-day renewal is adequate and reasonable). The initial scheme (two one-week renewals permitted) was not very practical or reasonable.
23.	Borrowing on line more often
24.	It would have received notification so I would try to read quicker
25.	n/a for ebooks
26.	It's fine
27.	I finish reading the items I have borrowed first before I place on hold on other items.
28.	No Comment
29.	I never have to renew books
30.	when I renewed it was only for 7 days. this was not enough. 21 days should be ok.
31.	I am now coming to the library more frequently to return material
32.	I renewal for 21 is enough
33.	I am now coming to the library more frequently to return material and to select same material
34.	n/a
35.	eBooks and audiobooks are deleted automatically
36.	Please see above re. renewed books
37.	This change is reasonable.
38.	I'm OK with the change
39.	doesn't affect me as I use eBooks
40.	No problem
41.	I find I have to renew more material to finish prior to returning
42.	Look at question no. 1
43.	One time renewal online is good.
44.	it prompts me to focus on one book and finish it as soon as possible.
Negative Comments	
45.	this means I come to the Library WAY LESS
46.	Not a fan of this change.
47.	The renewal time is too short.
48.	I really dislike this, especially when borrowing a children's novel that is old and rarely used
49.	I haven't really noticed a change in terms of the holding period being shorter. I also dislike the new renewal period of 21 days because it is a hassle for people who don't read as much or read slower. I am not sure if there is a new policy surrounding how many times you can renew a book if it isn't on hold, but if it is still 3 times like before, the library can consider increasing it 4-5 times.
50.	When I renewed my books they only renewed for one week. That was not enough time for me.
51.	Using the library less often because of this
52.	I borrow fewer items

3. Shorter renewal periods – one renewal period for 21 days for books.	
53.	Terrible
54.	That make me got some overdue.
55.	Also greatly impacting our borrowing habits with relation to kids books
56.	I incurred fines
57.	TOO short!! Crazy policy
58.	I need to have almost 3 months to finish one English book.
59.	I am borrowing more often from VPL
60.	ebooks need more time and can't be renewed, some books need more renewal than just once only
61.	I would like possibility of two renewals if there are no holds to give my husband and me more time to finish book.
62.	At the beginning only 7 days renewal. Makes no sense. Only add admin costs. Should allow 2 renwals of 21 days like VPLif no holds. If holds, no renewal.
63.	Borrow less per visit,
64.	I don't find that my holds are available more quickly but the opposite
65.	I have a reading club so this is a challenge.
66.	This a very irritating questionnaire
67.	This is difficult when students have inquiry projects that require reference material over a longer period of time.
68.	Need more time with items
69.	Again, hardly anyone puts holds on kids books, and books in general. If the titles are popular, that limit borrowing periods for those books. NOT ALL BOOKS.
70.	I don't feel free to take out 2 or 3 novels as I know I won't get to read them.
71.	This is very inconvenient. I do not have time to finish my books
72.	I don't like to limitation on renewal, especially when there is no request.
73.	I do not borrow often
74.	one renewal is not enough. two was good. why make us return so soon if no hold on it
75.	my borrowing habits have changed!!!
76.	Force me to stop borrowing
77.	Inconvenient
78.	Same as above
79.	It was very frustrating when books were only allowed to be renewed once for a 7-day period. I think I'm okay with the 21-day renewal period
80.	Increase my overdue charges
81.	not convenient as I need to return just that book. again I am a busy mom
82.	Don't come to the library anymore
83.	I purchase more of my own books
84.	I borrow fewer to read and do not bother to renew them.
85.	Need at least two renewal periods. One renewal period is not enough.
86.	, I just go to the other library or online.
87.	I am visiting the library less frequently and borrowing fewer books.
88.	No good
89.	I feel stressed
90.	very nevous to keep track the checkout items
91.	more pressure to finish books, less enjoyable
92.	I incur fines more easily. Therefore, I'm trying to borrow less and come to the library less.
93.	I am pausing more online
94.	Have not received notification for item on hold, even available in library.
95.	I did not realize the dates had changed and now I've paid more that \$20 in overdue fines. There was not grace period for this new change.
96.	I am trying to read books in English which is my second langauge. I fell a little stressful to finish a

3. Shorter renewal periods – one renewal period for 21 days for books.	
	novel in 21 days.
97.	i hate it
98.	Shorter loan periods plus shorter renewal periods are creating frustration
99.	using Burnaby or Vancouver to get additional loan periods and more renewals.
100.	1 week renewal is too short. Should be changed back to another 28 days.
101.	I find it difficult to finish my books in the shorter renewal time. Not very happy about that.
102.	Items I placed on hold take a long time
103.	I don't bother to borrow from the library anymore, your changes aren't encouraging reading habit, let's play more computer games
104.	My children like to read books again and again but the policies are hindering their reading. I think libraries are supposed to encourage reading not change rules to make it difficult
105.	do not like the renewal for one period if there is no hold on the item why can't it be renewed again especially for DVD. Do not understand why a Tv series Dvd with 6 disc is for 7 days and only renews once. TV series DVD with multiple DVD should be for 21 days.
106.	I borrow fewer books at one time to ensure I can read them all
107.	I do not like that I can only renew once. If no-one else have placed a hold on the book, it makes no sense.
108.	I am reading less books
109.	did not like the renewal process of unable to renew earlier because this would cause a chance of overdue for failure to renew or last minute renewal
110.	1 extra week for renewal sometimes is not enough especially when I borrow a very thick book
111.	See #2
112.	My daughter takes online English and her book studies run 10 weeks, with the new ridiculous borrowing and renewal times we will not be able to use the library, but instead will have to purchase books. It costs us more money and we are not able to use what use to be a great resource!
113.	I find this inability to renew again a a difficult change to manage.
114.	Please see previous comments
115.	I am borrowing less
116.	More and more interested in audible online nooks.
117.	I don't like this change
118.	mor fines
119.	If material is not completed being read, heard, or watched, I am forced to return the item before I'm able to finish it
120.	I have to go to the library website more frequently to place a hold on the same book after I returned it without being able to finish reading the book, due to the reduced load time.
121.	too much hassle to borrow books now
122.	as above
123.	I return more unfinished material
124.	Its reduced my interst in borrowing
125.	Too many fines too short of a period!
126.	I am finding it an adjustment and have racked up a lot of fines
127.	Cause me pay more fine and I don't want to borrow books because of shorter renewal time
128.	I wasn't aware of the change and I was late returning my books
129.	i am unable to renew a book if someone has placed a hold on it. this means i don't have enough time to read/use the book
130.	Very poor communication with patrons about these changes
131.	Hate this!!! Really turned off by this new change. Returning materials unread or partially read only
132.	I incur more fines
133.	i do not visit like I used to, bec of the changes. I borrow less and sometimes I even return before

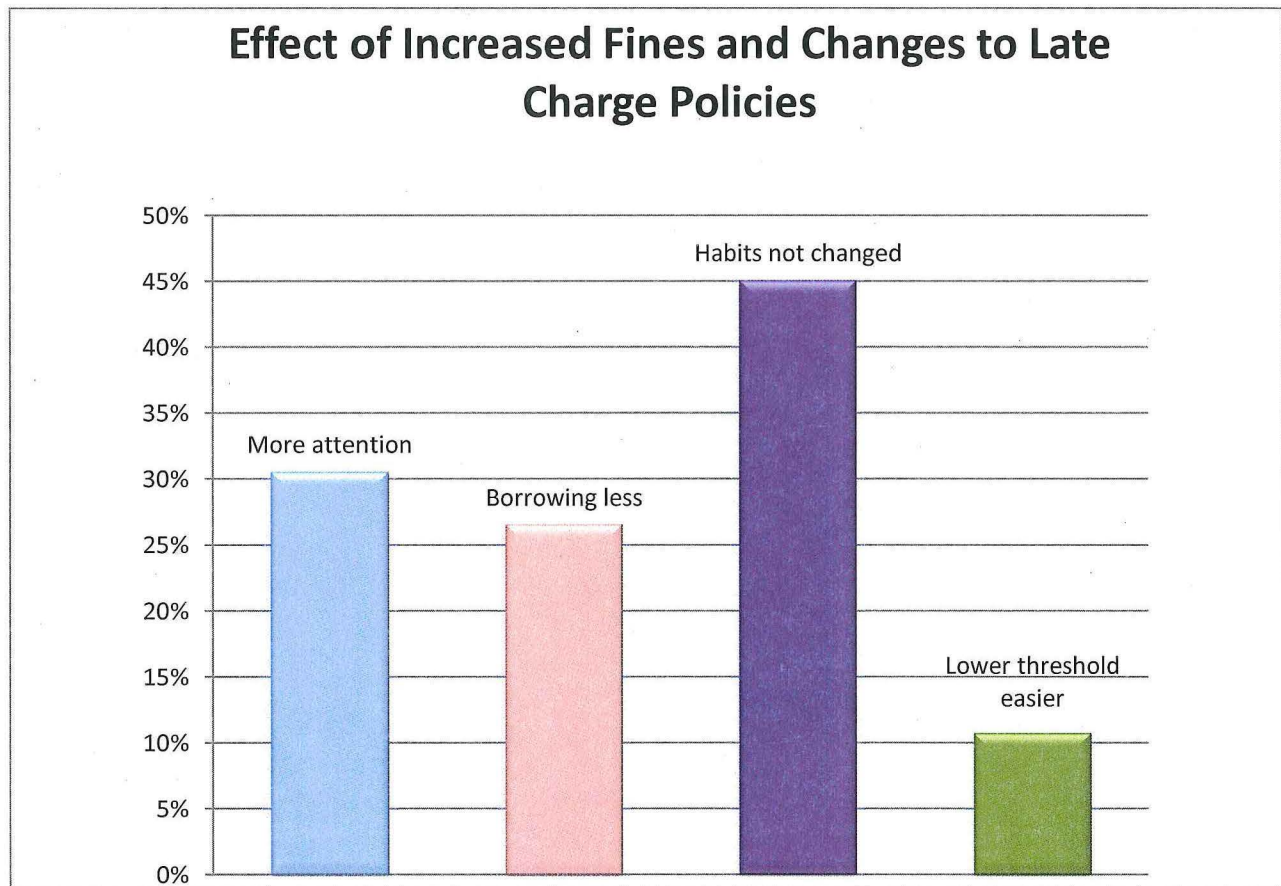
3. Shorter renewal periods – one renewal period for 21 days for books.	
	due date just bec I try to avoid fines, although not finished. I try not to renew if it's only one week.
134.	Renewal period is only one week and that is sometimes too short
135.	I am borrowing less often
136.	less time to read some books twice
137.	I have a disabling illness and it is now even harder to ensure I get my loans back on time
138.	I am borrowing less per visit
139.	You have effectively reduced the borrowing period from 12 weeks max to 6 weeks max. This is very inconvenient!
140.	I don't like the shorter renewal period
141.	Our family stopped using the library
142.	too short, especially if you want to take some reading material on a trip
143.	borrow less
144.	x
145.	I primarily check out e books and find 21 days is nto quite long enough for soem books and then am frustrated when the book expires and then have to go and place a hold in order to finish the last few chapters
146.	very inconvenient
147.	I'm borrowing ebooks and using VPL more
148.	I keep forgetting that they are due earlier, and I am now incurring more late fines
149.	so very terribly inconvenient and disruptive to our use purposes of teaching usint the materials.
150.	Same as above
151.	Same as above
152.	Same as above
153.	Not happy with this. Creates a hardship for seniors and mobility challenged.
154.	I don't have a credit card - I am not old enough so I cannot renew my books when my fines are \$5 so more fines are charged until my mom can take me to the library. It's not fair!!! Don't you want kids to read?
155.	I am considering not using this library any longer.
156.	When there is no holds on the book, there really is no reason to only allow one renewal.
157.	The not being able to finish material is an occassional thing and not a major issue - but - does happen
158.	I am renewing books more often because of the shorter renewal time frames.
159.	one renewal does not seem enough .If books are popular then put them on a fast read cycle
160.	should be able to renew more than once if no one is waiting for the item.
161.	The renewal is only 7 days and if you renew when the notice is emailed it is down to 4 days
162.	this is crap!
163.	I may need to renew my books sometimes for not finish books
164.	one renewal for 28 days are better
165.	Other library policies are not as restrictive as Richmond. Check Surrey for examples of fair and progressive borrowing times and policies. DVDs are 3 weeks if older than 1 year and 2 weeks if new. Can hold 30 items per card and take out 10 items at a time.
166.	Would like to go back to 2 renewals per item
167.	Get check-in/out from front desk more often.
168.	Please roll back the old rules
169.	cannot renew if there is a hold
170.	The number of times an item can be renewed should be extended (not limited to just once) like other municipality libraries if there are no holds requested for the specific item.
171.	i would like to still be able to renew more
172.	No need to shorten the renewal period providing the book is not wanted by someone else.
173.	Some books esp non-fiction take a lot longer to read. You need to "digest" the material slowly...I read the book at discrete intervals.

3. Shorter renewal periods – one renewal period for 21 days for books.	
174.	Borrowing period should be differ by books.
175.	DVDs should have shorter loan periods, from 7 to 3 days.
176.	I have to renew my books more and that increases the chance of the book having a hold
177.	Not every item borrowed is waitlisted by others. Maybe a "hot list" of popular items can be created for no renewals.
178.	With the shorter lending period I am having to renew items more often
179.	Keep as before ie, 28-days
180.	Like the option of more than one renewal, sometimes doing research/travel makes sense for a longer access time to book
181.	Suggest initial loan of 4 weeks, 1st renewal of 2 weeks, and final renewal of 1 week.
182.	40 days is not long enough
183.	I wait until the last day to renew in order to get a few more days. It would be nice to be able to renew and start the renewal period from the expiry date.
184.	I generally use the online catalogue, rather than books on the shelf to decide what to borrow, so this is not any more convenient for me. I prefer longer loans for everyone including those ahead of me.
185.	21 Day renewal period is too long.
186.	I liked the two times borrowing since for some books it used to work better.
187.	A month to read a book and one renewal period of three weeks would be better.
188.	Pls start the renewal period from the end of the first loan period rather than on the date of the renewal.
189.	I prefer the old system 2 renewals
190.	Silly - very silly.
191.	30 day limits were better
192.	wish the longer period sitill existed
193.	Make the borrowing process longer, as family cards are getting swapped.
194.	It's not convenience than before
195.	"Long" books could use a longer renewal period.
Questions	
196.	If there is no hold, why can I not renew it repetitively?
197.	Does the shorter renewal periods really increase the circulation of the books? The library should have the statistics to the reality.

4. Increased fines and changes to late charge policies – fines increased on some materials and the threshold for late charges lowered to \$5. Fines on kids' materials did not change. (Check all that apply)

Question	Count	% of Respondents
Items I have placed on hold are available more quickly	930	31%
I am now coming to the library more frequently to return material and to select	808	27%
I do not have enough time to finish reading the materials I have borrowed	1,372	45%
My borrowing habits have not changed	327	11%
		113%*
Respondents	3,043	

* NB: Multiple responses are permitted, so responses exceed respondents and total % of respondents can exceed 100%



Notable Findings

The largest proportion of members indicated that they would not change their borrowing habits due to these changes. Recurring themes in the comments are “cash grab” and that the \$5.00 suspension threshold is too low, sometimes blocking online renewals.

Comments summary	
Neutral & Positive	87
Negative	117
Questions	5
Total comments	209

4. Increased fines and changes to late charge policies – fines increased on some materials and the threshold for late charges lowered to \$5. Fines on kids’ materials did not change.

Neutral & Positive Comments	
1.	i'm reading out of my iPad so I do not get fines.
2.	not applicable
3.	I don't have fines because I return things well before their due dates.
4.	Unsure
5.	I mainly get ebooks
6.	Not an issue
7.	only change as noted in 1 above

4. Increased fines and changes to late charge policies – fines increased on some materials and the threshold for late charges lowered to \$5. Fines on kids' materials did not change.	
8.	No diff
9.	my habits changed
10.	never late
11.	wasn't aware of this change
12.	not applicable
13.	I mainly borrow on line
14.	N/A
15.	I appreciate the notice when my books are due ensuring I am not late in returning my books
16.	I read quickly so even if I borrow books seldom does this affect me
17.	n/a
18.	I think it is fair that people who are misusing the system be penalized.
19.	This does not really affect me
20.	Did not know about these changes
21.	People that hit \$5 should be suspended from borrowing for 2 weeks regardless if they pay it off.
22.	My books were never overdue
23.	I am a responsible person. I always return on time.
24.	No difference
25.	Never had to pay a few
26.	I use electronic borrowing almost exclusively now
27.	I borrow only ebooks so that I have no fines.
28.	I always watch renewal dates to avoid fines even before the change
29.	I always return my books on time, so this makes no difference.
30.	I would prefer to focus on Reminders by email re overlooked borrowings
31.	I feel you should charge a small download fee for digital items (maybe 10-25 cents) this would help to maintain your coffers and after all we are lucky to have the service.
32.	Love the emailed reminders - thank you !
33.	I generally do not incur late fines
34.	I don't mind increased fines
35.	I think it's a great idea -- it forces people to be more responsible
36.	I never keep books long enough to accrue fines.
37.	I have signed up online so will receive return reminder to avoid late charges, I count on this service.
38.	holiday book stickers r not obvious enough
39.	Knowing that the Library rely's on fees from patrons as a revenue stream has ensured that I never have an overdue fees.
40.	Error
41.	see above
42.	not relevant
43.	Reminder of books due via internet very important
44.	That is a good idea to make peopple returning materials on time.
45.	Agree
46.	I don't mind the fines
47.	I support the change in fines.
48.	Borrowing on line so n/a
49.	n/a for ebooks
50.	No late fees for ebooks - so doesn't affect me.
51.	I have xalways been aware of the charges and manage my borrowing accordingly i.e. renew online, pause, etc.
52.	I have never been in a situation where I have had to pay a fine

4. Increased fines and changes to late charge policies – fines increased on some materials and the threshold for late charges lowered to \$5. Fines on kids' materials did not change.	
53.	Fine increase is good
54.	No Comment
55.	Have not been affected by changes to fines.
56.	I make sure I don't fault on dates. Yes, go ahead and increase the fine to get people into line.
57.	I LOVE online borrowing as returnig is auto without fines
58.	Fully support this
59.	not only money, use some different way
60.	Have always felt that your fines were too small so I approve of the increase
61.	Does not apply as I borrow e books
62.	A very good idea
63.	See #2
64.	I am not sure what the threshold means.
65.	I have no problem with increased fines, however, during the transition period I was stuck with more than \$20 of fines when it would have been much less on the old system. I'm much more careful now.
66.	I prefer the old fines
67.	n/a
68.	No effect
69.	As before I do my very best not to get to the point of being fined
70.	I mainly borrow ebooks which expire automatically
71.	No increase fine
72.	I borrow electronically so fines don't accrue
73.	Good policy in order for reader to return books on time.
74.	I rarely have overdue books.
75.	I'm glad that the fines on kids' materials did not increase.
76.	I appreciate the email reminder for upcoming due items
77.	\$5 or \$10 doesn't make that much of a difference. Either case, I tried to return books before it's due. The reminder to the emails really helps.
78.	A good financial decision
79.	I only borrow e-books
80.	I only borrow books through overdrive so they are returned automatically...no more late fees!!
81.	I only borrow books through overdrive so they are returned automatically...no more late fees!!
82.	My fines help pay for library materials so it's OK, it's not because many people want to borrow all items
83.	not applicable
84.	I am always alert to deadline so this does not affect me.
85.	haven't noticed this
86.	EMAIL REMINDER IS GOOD
87.	This urges the borrowers to clear the fine balance more frequently.
Negative Comments	
88.	The \$5 threshold makes it harder to use the online catalogue. I can't even renew if I realize that I have overdues, since your fines have increased. It doesn't make sense when some libraries like VPL don't even charge fines for children's materials.
89.	Your fines a higher than anyone else
90.	I do not like this change
91.	it seems to discourage people from borrowing after having a large fine assessed
92.	Not fair to families with children and on lower income
93.	Prefer the \$10 min for late charges before having to pay
94.	Why does the fine structure vary? This is worse than Blockbuster and they are out of business. Go figure!

4. Increased fines and changes to late charge policies – fines increased on some materials and the threshold for late charges lowered to \$5. Fines on kids' materials did not change.	
95.	I feel robbed
96.	Late charges previous to increase should not apply. This increase is not fair!
97.	I had no idea this had changed until I was charged a late fee. There were no notices posted. Should have emailed us. Not sure what it was before, but should have been notified. .
98.	Fines add up too fast and I can't renew online, at home.
99.	This is preventing my children to be able to read more because we are borrowing less. Very sad. Vancouver/Fraser Valley public libraries are not like this.
100.	I am borrowing more often from VPL
101.	I am buying more books
102.	Excessive
103.	Very expensive so use library less
104.	I avoid borrowing
105.	I was told after I brought the IIL book in on a tues when it was due on a sun that I would be charged for 2 late days when it should have been one. Staff memeber was not helpful.
106.	got charged when i didn't have any books out
107.	Don't take more money out of patrons pockets when
108.	I have observed several times at different branches, that staff do not collect on fines, often waiving old fines to library users. What is the point of having a fine system, if it is not enforced. No deterrent at all if late books are not collected on. Please tell staff to enforce fines, so users do no take advantage of a policy not enforced.
109.	I am reading less
110.	I am no longer borrowing items.
111.	My borrowing habits have been hindered by the lower threshold
112.	I have stopped using the library
113.	I have never had a problem paying if I was late. The fees are not realistic in todays world. Should make them far far greater to offset the operating costs. You dont pay if you return on time.
114.	It's been very unhappy experience for my kids. The fines to them are too harsh.
115.	Am not at all happy with the reduced borrowing time.
116.	Using more gas to return books on time instead of paying late fine next time I am in the neighbourhood.
117.	i was not given warning of changes to the fines, i was a new client as of Jan 2016 i ended up paying \$15 in fines. i was upset and staff were not accommodating. not planning to return anytime soon.
118.	No use. It only makes me have an impression that you want to make money. It is very negative.
119.	Same as above
120.	do not agree to the reduction on fee.
121.	I'm paying more in fines due to shortened borrowing time. Really upset about this and the increase in fines.
122.	Don't come anymore to the library
123.	I am feeling more stressed about borrowing materials
124.	More fines b/c I'm keeping books longer to finish them.
125.	Higher fine with lower threshold makes it more difficult.
126.	If I can't make it to the library to return, I can't renew them all online because I reach the \$5 threshold too quickly
127.	I didn't realize what was going on, and ended up incurring charges because I thought I could renew once more.
128.	I am just confused!
129.	Now every time I want to renew books, I have to pay the fine first. I am now borrowing less.
130.	i hate it
131.	I don't have issue with paying fines, but have bumped into the lower threshold when doing things

4. Increased fines and changes to late charge policies – fines increased on some materials and the threshold for late charges lowered to \$5. Fines on kids' materials did not change.	
	like trying to renew from home. A day late with some videos can take one to the limit instantly.
132.	I have had to pay a lot and I was always responsible about returning and paying. I don't like that the account freezes at \$5, this makes it difficult for my son. I don't like the new fines.
133.	would've been nice to have been told before locking my card.
134.	My borrowing habits have changed much to my dislike.
135.	The increased fines for adult books and materials are ridiculous. 5 dollar limit should be increased to \$10 dollars.
136.	I see not enough manpower at the library & more people lined up to pay fine. Totally bad move.
137.	I notice that you have not included a feedback section on your survey. Significant changes have been made which I feel has resulted in longer line-ups at Brighthouse, I have been charged for books that I have already returned & I have not been informed of books that I had on hold when they arrived at the library but I was charged the new \$2.00 fee when I didn't pick up the books. I do not find that the lower threshold is at easier to manage as I am quite capable of managing a \$10.00 threshold. I have been a member of the Richmond library for many years and overall I find the changes frustrating.
138.	I have to pay fines now because my kids like to read the books again and again.
139.	With the heightened fees and the lowered threshold, I spend more time waiting in line to pay fines.
140.	I was unaware of the changes. I will likely use the library less. The reason I use the library is it is economical I support the fines for best sellers and heavily used books but it doesn't seem to make sense for the general collection
141.	my borrowing habits have changed
142.	Had to pay late fees last 2 books and that is new for me.
143.	We are constantly having to run to the library or get late fees on books we haven't finished reading. It is not worth me borrowing books for my young family any more! It is cheaper for me just to buy them books, but then we don't have the same exposure to so many great books!
144.	My special needs daughter used to be forgiven small fines and charges, but now she is charged.
145.	I dislike that a lot!!
146.	my late fees have increased due to shorter borrowing times
147.	\$5 is inconvenient
148.	I was not aware of the increases before fines were charged to my account.
149.	I'm just annoyed. All you've done is create more work for your staff.
150.	Also discouraged me from borrowing at all.
151.	The fines for late magazine returns are unnecessarily high.
152.	borrowing less
153.	It's Too much as library is a public service
154.	I was upset to bring 1 book in late and be suspended
155.	Too much!!!
156.	I am irritated by the changes. I am an avid reader and like to have several books on the go (mysteries, recipe books, non-fiction, etc)
157.	I will not borrow due to concern of frequent fines.
158.	I had to pay my child's fines before renewal
159.	The purpose of fine for library is to let borrowers to remember return books it is not for collecting money especially for library.
160.	The \$5.00 locks the system preventing me from borrowing so not as convenient.
161.	increasing fines is harsh and does not change habits
162.	A lower threshold is not fair as it penalizes those who were within the threshold before but above \$5.. Not good customer service to cash grab.
163.	Readers should be notified through the email of the change of threshold and raising of the fine amount. It has caused confusion and hassle for my account.
164.	don't like that you can't renew online if you are over the \$5.00

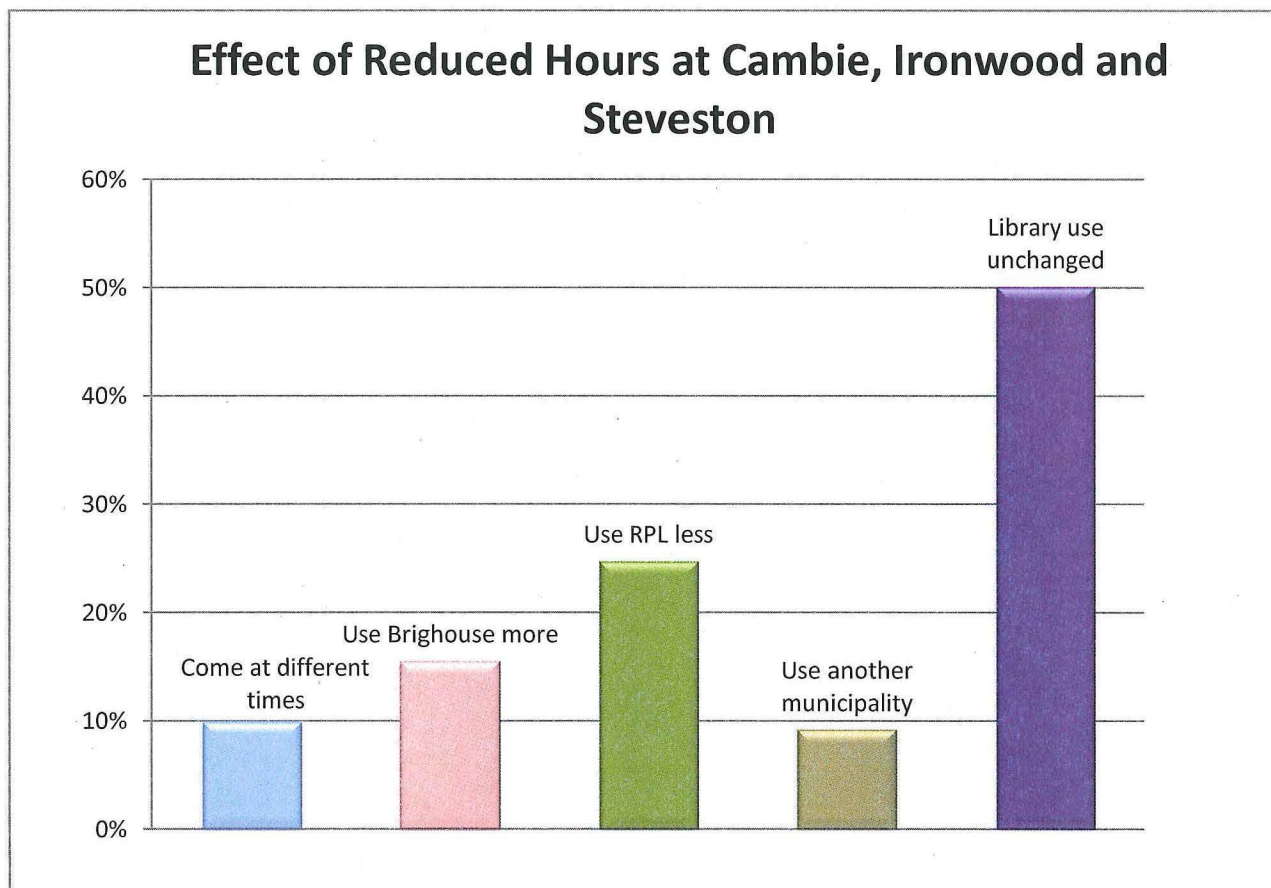
4. Increased fines and changes to late charge policies – fines increased on some materials and the threshold for late charges lowered to \$5. Fines on kids' materials did not change.	
165.	it is very frustrating that once you reach \$5 of fines, you cannot renew your book!
166.	i hate it.
167.	It's so expensive.
168.	Generally go once a week, now it's every three to four weeks.
169.	Very inconvenient - this is clearly a cash-grab and is punitive in nature. This is a small-minded, ham-fisted attempt at good management – clearly the people involved forget that the library assets and ongoing operations are tax funded to encourage broad use of this resource. This reduced level of service and hidden user fees should become a ballot issue come next election.
170.	I am paying more fines. and the library has hurt my children's reading habits
171.	I am borrowing less per visit
172.	A lower threshold is very annoying. It is not difficult to pay, but it means a person can easily have their borrowing cut-off.
173.	Relying on late charges as a source of income for the library is not a reasonable business plan.
174.	I thin the fine amount was reasonable before \$5 is bit high
175.	I strongly dislike the reduction to 5.00 and higher fines are very mean spirited
176.	It's a terrible idea and money grab
177.	to much!
178.	I think this is too much.
179.	Too much hassle at a threshold of \$5. Pennies. Feels silly. Especially because fines went up. Too finicky.
180.	Look at question no. 1
181.	No longer using the library
182.	Instead of improving services it feels like the library is going toward to be commercialized!
183.	higher threshold is better for young readers. Not good for kids who borrow books without expecting to pay a fine at checkout
184.	Too much. Needs to be lowered to 2 or 3 dollars
185.	I am not happy with the change.
186.	I don't like the new policy
187.	Unfortunately I have just incurred more late fines. I need to pay better attention to the borrowing times
188.	\$5 is Too expensive
189.	i assume that i will most probably have to pay fines more often as the borrowing time is less as is renewal time ,again very inconvenient and annoying and frustrating, causing me to rethink even using library materials at all.
190.	It is costing me more in fines because I can't renew them without paying. I don't have a credit card.
191.	I think \$10 was more fair & I'm not happy with this change.
192.	Library makes more money on late return from many poeple.
193.	special lower penalties for under privileged children from lower income families
194.	there should be no late for for kids card
195.	Kids should not be charge of overdue fee
196.	I hope the change in borrowing period length and renewals did not (contrary to what was originally reported in the Richmond newspapers) have anything to do with increased "revenue". That would not have been, in my opinion, how our library should run its affairs.
197.	\$5 is just too low
198.	more prohibitive than helpful
199.	\$5 is too low
200.	Threshold too LOW. Should be back to \$10.
201.	Kids should not be charge
202.	The fines on kid's materials should be lowered and limited.

4. Increased fines and changes to late charge policies – fines increased on some materials and the threshold for late charges lowered to \$5. Fines on kids' materials did not change.	
203.	\$10 threshold preferred, especially since not grand-fathered
204.	Some DVDs borrowing periods are too short.
	Questions
205.	I have always made a point of avoiding fines. Also, I have seen library staff forgive fines. Why? Shouldn't everyone follow the rules and be fined if they don't return material on time?
206.	Who designed this?
207.	why do you charge late fees for kids cards. There should be more grace
208.	What is this a "cash cow". Why increase fines and charges.
209.	What is to like?

5. Reduced hours at the Cambie, Ironwood and Steveston branches – 5 PM closing time on Mondays and 2 PM opening time on Fridays at smaller branches. Brighthouse hours have remained the same. (Check all that apply)

Question	Count	% of Respondents
I have started coming to my local branch at a different time than I did before	301	10%
I am now using the main Brighthouse branch more	472	16%
I am using Richmond Public Library less	752	25%
I am going to another municipality's library during the times when my local	279	9%
My library use has not changed	1,524	50%
		109%*
Respondents	3,043	

* NB: Multiple responses are permitted, so responses exceed respondents and total % of respondents can exceed 100%



Notable Findings:

The majority of verbatim feedback received for the Public Survey question about changes to hours of operation were complaints: 203 complaints vs. 75 neutral/positive comments. The highest number of complaints was in regards to the overall changes to hours of operation; however there were 58 complaints specifically about changes to Friday hours vs. only 21 complaints specifically about changes to Monday hours. Survey respondents mentioned the Steveston branch most frequently when complaining about changes to hours of operation (in 36 separate complaints).

Comments summary	
Neutral & Positive	75
Negative	203
Questions	8
Total comments	286

5. Reduced hours at the Cambie, Ironwood and Steveston branches – 5 PM closing time on Mondays and 2 PM opening time on Fridays at smaller branches. Brighthouse hours have remained the same.

	Neutral & Positive Comments
1.	I always go to Brighthouse
2.	I find it easier to go to Brighthouse than my local branch, Ironwood.

5. Reduced hours at the Cambie, Ironwood and Steveston branches – 5 PM closing time on Mondays and 2 PM opening time on Fridays at smaller branches. Brighthouse hours have remained the same.	
3.	2pm opening in Steveston not great but workable
4.	I mainly get ebooks
5.	I think this is a great change! I see lots of advantages in making this change.
6.	I use Hamilton Sat location only
7.	I use on-line access to get e-books more often
8.	convenient for picking up books
9.	Doesn't impact us eBook readers.
10.	borrowing ebooks more
11.	I am reading more eBooks now
12.	ebooks. This question doesn't apply to me.
13.	no problem with hours ..only use Brighthouse
14.	I borrow ebooks MUCH more than physical hard copies
15.	I am new to its library system.
16.	I always go to the Main library. The staff are very very helpful and friendly. The atmosphere in the children's section is family oriented and warm. Please convey to the Board and staff much appreciation for their creativity and service. Stephanie Bloodworth
17.	I am borrowing e-books and audiobooks almost exclusively now.
18.	My default library is Brighthouse and so no change for me.
19.	Brighthouse is my main
20.	I have always been using the main Brighthouse branch.
21.	I wish Hamilton branch opens more days
22.	I do not go to the other Libraries
23.	I prefer electronic books
24.	I borrow books exclusively so the changes have not affected me.. I love being able to borrow books.
25.	Brighthouse is my branch so this does not directly affect me.
26.	Because I only go to the Brighthouse branch
27.	I forgot & went when it was closed. I just need to remember new times. Otherwise doesn't affect me
28.	I only go to Brighthouse
29.	Not a problem now that I am aware of the new open hours.
30.	Need more books to read...a bigger library.
31.	Early closing on Monday night won't affect anybody.
32.	I use Brighthouse
33.	My library use has changed due to changes in borrowing limits and loan periods. I use Brighthouse, so no change due to the change in hours at other branches.
34.	For the budget consideration, it's OKed
35.	No applicable.
36.	I'm using e-books more
37.	Borrowing on line
38.	it's okay.
39.	n/a for ebooks
40.	I read ebooks
41.	I am almost completely electronic now
42.	this is a significant change, hasn't affected me yet but I'm sure sometime it will. i do use other municipalities ' libraries but so far not for that reason
43.	More use of e-books
44.	No Comment

5. Reduced hours at the Cambie, Ironwood and Steveston branches – 5 PM closing time on Mondays and 2 PM opening time on Fridays at smaller branches. Brighthouse hours have remained the same.

45.	have not changed at other libraries
46.	My use may not be typicalmostly do. Ebooks.
47.	I continue to go to Brighthouse branch.
48.	I download most of my books via overdrive on my kindle
49.	Er
50.	Hours haven't affected me
51.	I primarily use digital services e.g. Zinio, One Click.
52.	I love Richmond Library the most because of long hours
53.	I Use the Hamilton library
54.	I use Brighthouse branch
55.	I borrow ebooks
56.	I mainly borrow ebooks
57.	I do most of my reading line.
58.	I've always used Brighthouse.
59.	not applic
60.	so far this has not affected my use at these branches
61.	I read e books
62.	I only borrow e-books
63.	n/a
64.	I place hold online more often
65.	I read e-books, so reduced hours has not affected my borrowing habits
66.	One learns to adapt.
67.	brighthouse is my branch
68.	Look at question no. 1
69.	If all items signed out from smaller branch (e.g. blue box DVD) can be returned in the main branch, then no problem.
70.	There is no change for me because I visit Brighthouse Library only.
71.	borrowing online only
72.	It is a bit inconvenient but it is also a matter of getting use to the change
73.	Using mainly Brighthouse Branch.
74.	I just have to pay attention to what day it is, so I don't accidentally come when its closed.
75.	I only go to Brighthouse.
Negative Comments	
76.	the brighthouse is getting to nosiy, and tomamy kitts not like before 10/15 yeaes ago
77.	Make brighthouse super pack ALL the time
78.	Parking at Brighous branc is a gong show. I avoid visitng that branch
79.	I only go to Brighthouse branch so this change won't affect to me.
80.	my library has changed as it is getting crowded on Brighthouse due to early closure of other branch
81.	i wish brighthouse is open later on weekend that's the time best for us to go
82.	Brighthouse branch is crowded all the time
83.	My friends and us do not like reducing hours for cambie.
84.	I came from East Richmond to the Cambie branch to find the library unexpectedly closed today. Disappointing, but now at least I know I need to check hours first.
85.	Suggest opening the Cambie branch on Saturdays until 5:30pm or 6pm. I'm fine with later opening time on weekdays.
86.	See #2
87.	It's very inconveninet that ironwood has shortened hours as i go there quite often
88.	My children and I used to love visiting all branches of the Rmd public library. They always found different books from different branches. Now, we get very disappointed when we find (eg,

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	Ironwood 2 weeks ago) branches closed when we go.
89.	Ironwood is our home library, but we have been using Brighthouse because the kids are in an Art class there. However, when that is complete, I can see the shortened hours being a pain. Also if I want to go without the kids in the evening that won't be happening as I am not driving to the centre of Richmond when I live a 5 min drive from Ironwood.
90.	Not crazy about the new Steveston hours.
91.	Steveston is well used and should not have been cut back .
92.	I don't like this change to Steveston
93.	I now have to plan my visits to Steveston
94.	Used to be able to add a visit to the steveston branch after the kids activities. Now we dont visot as much as they would like.
95.	I now tend to mostly put books on hold and have go to the Steveston Branch, which is a convenient branch for me. Since I can only only get out so many books for a shorter time, I don't browse the library as much.
96.	the steveston library is too small and limited hours doesnt help the situation
97.	Very inconvenient my Steveston branch is closed sometimes when I get there. Funding should be kept for having all branches open.y Libraries are vital for healthy communities. Use funds from wasteful public art expenditures.
98.	libraries should not reduce their hours particularly in a busy branch like Steveston
99.	I am very disappointed with the Steveston branch. It has to be expanded to accommodate a wider selection of books. In case you had not noticed Steveston is a growing community yet services have not kept up with that growth. Many of my friends have stopped using the library and started to buy the bestsellers etc. as they don't become available in some cases for a year. your changes wont help in this regard. More money should be allocated to improving the availability of new books and not spending less. I wont hold my breath waiting for an expanded Steveston library.
100.	Disappointing - this effectively creates second-class status for smaller communities within Richmond. I would prefer to walk to my local branch versus driving to the downtown branch. Again, really?? In a city the size of Richmond with the tax base - how much do we inted to save from reducing hours and access to the library. The library in Steveston is a central hub that is a gathering place - do our politicians want to turn the citizens away - perhaps they would like us to sit at starbucks...?? Short-sighted, small-picture
101.	I reside in Steveston such that the reduced hours are a big letdown, no doubt.
102.	I do not like the Steveston branch new hours.
103.	had to modify my usually visit time as Steveston is not open
104.	Very disappointed that the library has cut back on the hours it is open in Steveston.
105.	Not good for Steveston preschoolers who get off from class 1pm the latest... and they did not have a chance to go to the library after school. Also, many kids like to go to the library after dinner time it's family time.
106.	I put books on hold so that they can be transported from Brighthouse to my Steveston branch since I never go to Brighthouse but now my holds never come 3 weeks, 4 weeks later, I still have the hold and the book is still available on the Brighthouse shelf. So not only have you cut back on branch hours of Steveston, you've also appeared to have cut off services to it as well, forcing us all to trundle to Brighthouse. Not very inclusive service, in my opinion.
107.	Very frustrated/should not have to travel out of my community to come to Brighthouse.
108.	terrible idea why are we paying taxes
109.	The hour changes are simply not convenient for me. Find the funding for the old policies and hours.
110.	My habits changed
111.	Not an era where access to books and learning should be cutback

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112.	The City Council has put the library in a very difficult position here. The budget should have been raised. Shorting hours to fund the collection cut two of the library's core functions.
113.	This has inconvenienced me quite a bit.
114.	don't like the closing time, too early for those that work and open too late on fridays when I can come in. Its really inconvenient.
115.	because of reduced hours, hold items take longer to be processed due to shorter working hours
116.	Inconvenient
117.	There is less spontaneity of going to the library as I have to think about hrs
118.	Disagree with cut hours
119.	Don't like this reduced hrs.
120.	Disagree with cut in hours. Public institute should be kept open for increased use.
121.	It is getting inconvenient to come to the richmond libraries
122.	The time change made us change our book club meeting times.
123.	Brighthouse is my local library, so I have not been affected. Nevertheless, I know that these shortened hours have affected my friends.
124.	I have not been coming to the library that regular because I mostly use ebooks.
125.	This is unfair to the people that do not live in the city centre. Children who should have access to books are now limited, and that is so wrong. All libraries should have the same access hours.
126.	We already pay taxes RPL is saying they don't have good budget
127.	I go to another library
128.	I have stopped using the library
129.	Libraries are for public, NOT good & NOT convenient to reduce hours. It should be extended!
130.	I am annoyed and inconvenienced by the changed hours.
131.	I didn't know what your new hours were until I went to the library. I assume they were posted in the Richmond local paper but I missed your posting.
132.	Alternate sources of attaining media, i.e. internet, used book stores etc
133.	I did not know the change in hours so will have to act accordingly.
134.	using it less because only 3 weeks to return it and only one week renewal not worth going to library!!!!
135.	Libraries should be open longer not shorter hours
136.	I get irritated because I don't remember which days the library opens late and I end up having to go back when it's open.
137.	The altered library hours are frustrating.
138.	I more frequently borrow from the Vancouver Public Library in Marpole
139.	Don't come as often
140.	difficult as we can't access the other branches as easily due to reduced hours
141.	I am interested to know the overall response for this survey -- if the result can be posted at a later time.
142.	Dislike the shortened hours although it hasn't greatly impacted myself, I believe libraries should increase accessibility, not put barriers in place.
143.	Hours are confusing and inconvenient.
144.	All you have done is make it less convenient. Saving money on library and education while spending big buck on tall ships etc. makes me angry
145.	I do not agree with the reduced hours.
146.	Inconvenient
147.	I stopped going to other branches besides Brighthouse.
148.	I am very disappointed in the new hours.
149.	My daughter's interest in visiting the library has decreased. There's money for the Olympic Oval, but not the libraries. Seriously? Shame on City Council.

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150.	i hate it
151.	waster of time and gas to visit other libraries that are open.
152.	Not happy with the change
153.	Reducing hours is selfish and counterproductive
154.	While trying to get better habits, I am not happy with your various changes! They are making it less convenient all around.
155.	Vision issues have me seeking audio books. But I've had no success with downloading any.
156.	Disappointed and inconvenienced by reduced hours - increase was needed
157.	smaller branches are supposed to serve their respective neighborhoods. Limited hours create too much inconvenience for those working or going to school at hours such as 9:00-5:00. Limited local branch hours also make more people driving longer distance to the Main branch, and may cause insufficient parking in that area, since there are also other facilities in Brighthouse.
158.	It is annoying...
159.	I don't get to the library as often
160.	It is always sad to see anywhere the opening hours being reduced. Branches are needed. People sometimes can only access a given Library at the end of thier day and the Main branch is most of the time a jurney that makes it unattainable. I am opposed to any
161.	Again, very limiting for families. Morning closures are especially problematic as mornings are prime time for preschool aged
162.	I don't like the new changes! I'm very unhappy!
163.	I am forced to go to a noisy coffee place to study, since i cannot study at home with distractions!
164.	Very disappointed, highly inconvenient
165.	Prefer open longer
166.	You have forgotten the teachers and students who use the library. You have forgotten those who access the web after work. You have forgotten THE PEOPLE in your insane scramble to save money on the backs of the people, even as the city collects ever higher taxes on our properties. Why are we running a public good (and RIGHT) out of such a sense of impoverishment!
167.	I forget and arrived at the closed door disappointed.
168.	We can't use the library when we want to, such as during after-work, after-school, pro-d days, and school breaks
169.	I am no longer able to borrow books from other branches when I finish school after 5pm. If the Brighthouse branch is far from where I end work/school, I will have to bus a long way to get my book on time.
170.	Another reason to not bother with borrowing from the library
171.	I am upset about the hours reduction
172.	I am disappointed to see library services reduced.
173.	I don't use these branches.
174.	I show up to a closed library since I prefer to pick up my books after work.
175.	I think the public library is such an important part of our community. Fewer hours and reduced book purchases will not serve us
176.	It is completely wrong to reduce hours-visiting/going to the library should have extended hours not shortly... It is an activity that should encouraged not shortened...
177.	Used to always be open when I went so I never paid attention to times, now I have gone and find it closed:(
178.	In a way, it is good as there is lower overhead but it poses inconvenience for other patrons.
179.	This has had the most impact on my borrowing habits
180.	I don't have enough time to pick up my holds due to the reduced hours.
181.	Going less often as not open
182.	This is not having an impact now, but will negatively affect my library use during the summer and during school holiday breaks.

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183.	Only a person who does not use the public library at all could have come up with the recent policy changes. They are very shortsighted and I find them annoying as a customer.
184.	Another terrible decision, we should be increasing resources for the library
185.	I am borrowing less
186.	I do not like the new times. They are ridiculous. Christmas and Easter the library was closed for too long, I think that is unacceptable
187.	i do not read e-books and so the reduced hours mean nothing but reduced service to me
188.	It is confusing to have different opening and closing hours on different days.
189.	Overall my family has mostly gone to using a different municipality. Richmond is very inconvenient now and other cities are less picky. I'm disappointed in RPL.
190.	Stopped using the library
191.	this is a service that should not have been cut. there are tax dollars out there that are used for useless programs like Tall Ships when they should go to the library and learning resources. Outrageous.
192.	I do not appreciate this change.
193.	The reduction in hours means I have to use my car to make extra journeys.
194.	It causes slight inconveniences, but it is not a big deal.
195.	I have gone and realized it was closed and have had to come back another day
196.	I have begun borrowing from Vancouver Public Library now.
197.	Library makes more money on late return from many poeple.
198.	All increased fines, reduced borrowing periods and hours are designed to discourage library use.
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Negative Comments Regarding Monday Hours	
200.	the early closure of Ironwood has affected the book club meeting options
201.	Ironwood Monday evening was a big convenience.
202.	I usually go to Ironwood in the evenings, so 5pm is inconvenient for me
203.	My mom can't take me to the library on Mondays at Steveston anymore. Its not fair. Can't you rotate the nights you are closed?
204.	Closing at 5 pm made the library less accessible for all those who have to worki
205.	5 pm closing is a problem
206.	I have less opportunity to visit the library. I normally visit on Monday evenings.
207.	Can't pick up holds on Monday, but that's ok
208.	10am opening and 5pm closing is not ideal for working students who need to study
209.	Closing earlier on Monday is NOT such a good idea : since a lot of stuff are borrowed over the weekends
210.	I had to return a disc to the dispenser on a Monday evening and discovered the earlier closing time and was therefore unable to return the item. It is more difficult for people working day shifts to make it to the Library on Mondays before 5:00. Considering that Sunday the library also closes early it might be preferable to open noon to 7 pm or 2 to 9 pm on Mondays or have the 10:00 am to 5:00 pm on Tuesdays so that shorter hours are not offered on back to back days.
211.	A liitle inconvenience at 5pm. I prefer little longer.
212.	Very unfortunate, as it limits access to working people
213.	I dont get time to take kids to library after work.
214.	5pm is just ridiculous , how do working people and students get to go ?
215.	I like to go to the library in the evening...this has been inconvenient for me
216.	5:00 pm it's too early
217.	We often visit library on Monday evenings, so now it is closed and we can't go on Mondays
218.	I think the short day should not be on Mondays. I think more people like to borrow movies from

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	the dispenser Friday evening. The due day will fall on the next Monday and with the 5pm closing time people can't make it to the library after work.
219.	difficult to get to branch before 5 on due dates for DVDs. Irritating
220.	closing at 5 is not a good idea, opening late might not be a problem.
	Negative Comments Regarding Friday Hours
221.	Opening late on Friday is wired, I've seen many people were stuck at the door around noon in front of Cambie branch.
222.	The late opening on Fridays exacerbates the parking problems at Cambie. There is already little, if any, parking available daily from 11:30am-2pm
223.	The 2 PM Friday opening at Ironwood drives me nuts.
224.	Why would you open Ironwood branch at 2 in the afternoon on Friday?? The busiest intersection in Richmond on a Friday pm!! I live in the Neighborhood.. Never, ever go to Ironwood on a Friday afternoon.
225.	i work in richmond and use the ironwood library, the friday 2 pm opening is when I start work, give me a 1 pm opening please. It is my usual day for picking up books.
226.	The ironwood Friday 2 pm is challenging. Fridays are often Pro D days - change to Tues instead? Fri must be regular hours
227.	I was surprised one Friday when I went to Ironwood just before 2 pm to see that it was closed. Many people were confused until I located a sign with the new hours on it. It is an adjustment that we are all learning to make. By the way, I love RPL and wish the hours had not changed, but I understand that it is a cost-saving measure which is involved. Thank you for all your collective efforts in delivering library service to our community. Libraries bring everyone together and we can all feel a sense of belonging and participate.
228.	It would be nice if Ironwood opened earlier On Fridays.
229.	2:00 pm is too late to open on Friday at Ironwood. Once I went and did not know why it was not open and there was no hours on the door or notice.
230.	Wish 9:30 opening was reinstated at ironwood
231.	I work in the ironwood library I visit the library on Friday's to get material for the weekend. Now with 2 pm opening time I'm unable to get to the library at all.
232.	Friday a.m. at Ironwood is one of the busiest days but you are closed.
233.	I am so sorry the library had to change its hours. Richmond is growing, we need libraries open regular hours. The cut on Friday mornings from Steveston is just an insult to the community - especially to young families. I am so fortunate that my kids have grown - I feel for all the young families here.
234.	The Friday opening hours greatly affect us, we often went to story time at 10:30 and got books and DVDs for the weekend after preschool at 11:30. Brighthouse is not an option as we walk to the Steveston branch as we are a one car family. Please change the Friday opening hours!!!! Especially affects families with young children, going to be especially hard this summer!
235.	It's a pity that the story time for all ages on Friday morning is reduced and the kids can not enjoy it anymore at steveston .
236.	Steveston needs to open on Friday mornings to service the community which is made up of a lot of young children.
237.	The late opening at Steveston on Fridays is a real problem. Between 30-40 seniors show up at 10:00 for a 10:30 fitness class. Most would use the library but now they are all inconvenienced. An early closing would make more sense than a late opening.
238.	I miss the Friday am opening in Steveston
239.	Friday late opening at Steveston is very inconvenient. The Community Centre is busy on Friday mornings with many seniors and families with children using the facilities. I see people every Friday morning standing outside the doors unable to get in for their story time or weekend reading material. I suspect they don't come back later.

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240.	We can no longer go to the friday story time at Steveston, very sad about this
241.	10 am to 5 pm on Fridays would work better at Steveston Branch.
242.	If Steveston could open at 12 on Friday, that will help.
243.	steveston library needs to be open we have tons of preschoolers and kids in this area and they need a local library. 2pm is ridiculous. we went there on a professional day as did other families and it was closed.
244.	I like to go in the library after my exercise class in the morning and now I can't do that on Friday at the Steveston branch
245.	The day I used to make it to storytime was Steveston Friday morning. We won't be coming as often now. Friday's I typically try to go to strong start as it is less busy that day.
246.	There is a group of about 30 seniors, on a regular basis that go to the Steveston fitness classes at 10:30 am on FRIDAYS. We all are very upset that we can not get in to the library before our class. Please find a way to change the Friday start time to at least 10 am. Thank you!
247.	this is shocking. I work with people with disabilities and we have used the steveston library for over 10 years every Friday morning. How do u explain to a person with a disability that suddenly you hv decided to close on friday morning. WHY friday. ProD days are on fridays. do you realise that it makes no sense with this closure. WHY NOT ON A MONDAY. SHOCKING DECISION. SHAME
248.	I WOULD LOVE THAT THE STEVESTON LIBRARY EXTEND ITS HOURS...AND OPEN AT AN EARLIER TIME , AND NOT LATE MORNINGS/OR AFTERNOON.
249.	As a parent who frequents the Steveston Library on Fridays, I am disappointed to see the reduced hours. Our two kids (and myself) are only able to attend the Friday storytime and now this is no longer an option for us. We really hope the reduced hours are reconsidered.
250.	I was here on Friday at noon and I did not know about the hrs. changed.
251.	Friday change is annoying. Libraries with opening hours on one day that are different from any other day are difficult to remember and I keep turning up on Friday morning and finding it not open. I randomly do errands in the mornings and this is harder to keep track of. Variable hours in the evenings isn't a big deal because all libraries and stores do this so one knows to check before one
252.	the 2 pm opening on Friday is terrible as I am at the centre for other reasons in the morning and cannot access the library. It also prevents the children book time Friday am, the late opening is very inconvenient
253.	Thank you for cutting my home branch. How did you come up with a 2PM open time. Ridiculous!
254.	I need Friday morning for kids story time
255.	Should be open Friday during the day.
256.	Storytime for children is not available on Friday
257.	I find that the new hours are not convenient for me, especially when the library is not open early in the day on certain days. Very inconvenient especially in the suburb branches!
258.	Friday hours inconvenient
259.	2 pm opening time on Friday inconvenient
260.	not happy with reduced hours on Friday.
261.	The changes to the hours are quite accetable to me, with one exception. The hours on Friday should be more in line with the hours for the other days of the week. You are trying to please the evening crowd at the expense of the daytime users of the branches affected. Please adjust.
262.	I walked there twice on Friday before 2pm and was sad. Oddly I take for granted that they're open at 2pm, and tend to forget apparently. Other than that, think I'll remember now. And I was only sad for a few minutes. It's no big deal.
263.	friday should be open early
264.	Friday late opening is inconvenient, by 2PM I'm needing to get ready to pick up the kids from school

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265.	The Friday reduced hours are the most inconvenient.
266.	Fri morning closures are a bit petty I feel. What's four hours in the scheme of things really.
267.	The Fri opening at 2pm is the most annoying thing about the changes at the library. This is when I would come it seems. The city could have cut other spending rather than forcing the library to shorten it's hours.
268.	I used to come Friday mornings with my grandson every week and now I can't incorporate the library with him. It leaves a hole in our activities. I miss it ring open Friday morning.
269.	I am finding it most inconvenient as I normally visit the library on friday mornings since we have to sign in half an hour before the scheduled time for my exercise class otherwise the class will be full. Now I have nothing to do during the half hour opening which is most disappointing.
270.	what is with Friday - open at 2?! what an odd hour. Noon would make way more sense.
271.	Miss Friday 10am opening
272.	Not good for others who find Friday a most suitable day. Maybe the shorter horus say on Monday and have more staff work the more popualr hours.
273.	The The shortened hours are inconvenient. especialy Friday.
274.	2 pm on Fridays are too late, suggest open at 11 am on Fridays.
275.	I miss being able to choose books on Fridays, and is inconvenient.
276.	Late Friday opening inconvenience me.
277.	Attended library only to find doors closed on a Friday.
278.	I am totally annoyed. I rely on the library to be open on Friday mornings to work!!!
Questions	
279.	Why the reduced hours? Are there budget cuts?
280.	Unless you want to save money or your stuff are lazy, why do you do this?
281.	It seems the library is doing it's best to discourage reading all together,what's up with that
282.	Where's taxpayers money gone? Reduced hours on Fridays, children have nowhere to go on PD days
283.	What is the purpose in adding more resources to books when I cannot access them due to reduced hours?
284.	Don't know why reduce library hours because of money short less?
285.	I do NOT usually go to these branches. However, the question is the rationale of the shortened hours at those library branches. Is the board of directors trying to save money or trying to accomodate the readers' needs?
286.	What is to like?