



General Purposes Committee

**Anderson Room, City Hall
6911 No. 3 Road**

**Tuesday, September 2, 2014
Immediately Following the Special (Closed) Council meeting**

Pg. # ITEM

MINUTES

GP-2 *Motion to adopt the **minutes** of the meeting of the General Purposes Committee held on Monday, July 21, 2014.*

COMMUNITY SERVICES DEPARTMENT

1. **RICHMOND PUBLIC LIBRARY STRATEGIC AND LONG RANGE PLAN 2014-2018**
(File Ref. No. 11-7000-01) (REDMS No. 4143554)

GP-13

See Page GP-13 for full report

Designated Speaker: Kim Somerville

STAFF RECOMMENDATION

That the revised Richmond Public Library Strategic and Long Range Plan 2014-2018 be received for information.

ADJOURNMENT



General Purposes Committee

Date: Monday, July 21, 2014

Place: Anderson Room
Richmond City Hall

Present: Mayor Malcolm D. Brodie, Chair
Councillor Chak Au
Councillor Linda Barnes
Councillor Derek Dang
Councillor Evelina Halsey-Brandt
Councillor Ken Johnston
Councillor Bill McNulty
Councillor Linda McPhail
Councillor Harold Steves

Call to Order: The Chair called the meeting to order at 4:00 p.m.

MINUTES

It was moved and seconded

That the minutes of the meeting of the General Purposes Committee held on Monday, July 7, 2014, be adopted as circulated.

CARRIED

COMMUNITY SERVICES DEPARTMENT

1. **COUNCIL POLICY HOUSEKEEPING**
(File Ref. No. 01-0105-00) (REDMS No. 3859515 v. 16)

It was moved and seconded

That the staff report titled "Council Policy Housekeeping" be referred to staff for further analysis.

CARRIED

1.

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2. MINORU RECREATION COMPLEX PROGRAM

(File Ref. No. 06-2052-55-01) (REDMS No. 4276756 v. 9)

Jim Young, Senior Manager, Project Development, accompanied by Serena Lusk, Senior Manager, Recreation and Sport Services, provided background information and advised that the staff report focussed on programming and space allocation of the approximately 110,000 sq. ft. facility with a view towards next steps for options related to the form and character of the building. Site preparation has commenced including the (i) relocation of the watermain and sports fields, and (ii) preliminary demolition and pre-load activity.

Staff advised that subsequent to the June 2014 General Purposes referral, Council and staff have had the opportunity to tour the Hillcrest Community Centre and Edmonds Community Center and a review of best practices has concluded. Further to meeting with community stakeholders, staff have met with the Minoru Major Facility Stakeholder Advisory Committee and the Major Facility Building/Project Technical Advisory Committee at which time discussion and consensus was reached on the following five key issues:

- in view of the need for safety, privacy, and efficiency, two reception areas is considered the best option, with one reception area dedicated to older adults and the other to service the rest of the facility;
- best efficiencies will be met through providing a well designed fitness facility, with accompanying changerooms, that would create separate spaces for older adults providing a level of comfort and privacy for individuals, families, and cultural groups;
- in recognition of the valuable hot meal service provided by the Minoru Senior's Society, a single commercial kitchen servicing the entire facility with a separate store front to service the aquatic and sport field users is the best option;
- in addition to the permanently allocated multi-purpose rooms, the Advisory Committees' recommended that some multi-purpose rooms be designated for 'primary' users to ensure that the needs of each group are met; and
- with the continued use of Watermania to serve the needs for competitive swim meets, a 25-metre lap pool accompanied by a variety of leisure pool elements focusing on the needs of city centre residents for lessons, leisure, and training is the recommended option.

In response to queries from Committee, Mr. Young and Ms. Lusk provided the following additional information:

- the lease agreement for the Watermania facility expires in 2025; lease and replacement options are being explored;

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- should current maintenance levels be supported, it is anticipated that the Watermania facility would continue in good operating condition beyond 2025;
- to facilitate a 50-metre pool that would include all of the leisure elements proposed with the 25-metre pool, an additional 8,000 sq. ft. of floor space would be required, increasing the capital cost by approximately \$8 million and the annual operating costs by approximately \$80,000;
- the proposed dedicated activity space for the Older Adults Centre will be behind a separate control point with the proposed primary multi-purpose rooms adjacent to the dedicated space;
- the primary multi-purpose activity rooms will be regulated through the business plan and associated operating agreements to be developed for the proposed facility;
- the feasibility of separate entrances from the Older Adults Centre to the shared fitness centre and changerooms will be considered at the design phase of the project;
- a self-contained Senior's Centre with shared mechanical elements with the Aquatics Centre is achievable, however, the option may result in a loss of approximately five percent of the overall space;
- moving forward, staff will (i) continue formal and informal consultation with stakeholders regarding design and space allocation, and (ii) develop operating agreements to ensure clarity concerning roles and spaces;
- the proposed aquatic facility complete with a 10-lane 25-metre lap pool and leisure pool elements was the Aquatic Services Board preferred programming option;
- bulkheads or moveable dividers can be used with a 50-metre pool to create leisure friendly space; however, operational costs would increase accordingly;
- the proposed 33,000 sq. ft. Older Adult Centre would have approximately 22,100 sq. ft. of dedicated and 'primary' use activity space from Monday to Friday between 9 a.m. and 5 p.m. whereas the existing 18,000 sq. ft. Seniors' Centre has approximately 11,000 sq. ft. of useable activity space;
- the final configuration of the water elements will be determined once a decision has been reached regarding a 25 or 50-metre pool;

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- the maximum eating area capacity at the existing Seniors' Centre is 60 persons; the dedicated eating area in the proposed Older Adults Centre has a capacity of 80 persons with additional available space;
- a separate eating area is proposed adjacent to the pool and a concession area is proposed to service the sport field users;
- possible design features for the fitness centre may include a L-shaped room or removable partitions that would create separate or private spaces for individual user groups;
- the proposed shared changerooms will be universal in purpose with design features that are culturally sensitive and create privacy for users;
- a single commercial kitchen may generate a business opportunity for the Minoru Senior's Society in providing food services for the entire facility;
- the team rooms for sports field users including showers and washrooms are accessible from the exterior and are reflected in the 4,833 sq. ft. of dedicated activity space for team rooms, officials room, first aid, and concession area;
- the rationale for a 25-metre pool was two-fold: (i) the need for a 10-lane 50-metre competitive pool will be met through the Watermania facility and the two facilities currently under construction by the City of Surrey and the University of British Columbia; and (ii) careful consideration was given to the demographic needs, particularly those of the older adult, of the city centre area for flexible leisure pool elements; and
- the allocation of the primary use multi-purposes spaces and policies with regard to its use will be addressed through the business plan and associated agreements.

The Chair noted that at a meeting with the Minoru Major Facility Stakeholder Advisory Committee, Major Facility Building/Project Technical Advisory Committee, Hughes Condon Marler Architects, and Stuart Olson Dominion Construction Ltd. that consensus was reached on: (i) one shared commercial kitchen possibly offering "storefront" in other areas; (ii) one integrated fitness centre with at least 3,000 sq. ft. of separated space; (iii) a main reception desk and a separate reception desk for older adults; (iv) shared multi-purpose space; (v) the 25-metre pool, with a preference for 10-lanes.

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Discussion ensued with regard to (i) various aspects, including design, privacy, and safety, related to integrating the Older Adults Centre with the Aquatic facility, and (ii) ensuring that the proposed facility meets the activity and fitness needs for future generations. Committee was not unanimous on the 25-metre pool option and the opinion was expressed that the community may be better served with the construction of a 50-metre competitive pool prior to the expiration of the Watermania lease agreement.

Bill Sorenson, Member Minoru Major Facility Stakeholder Advisory Committee and Minoru Seniors Society Executive, circulated a copy of an Associated Press article titled “More seniors-only fitness centers popping up” dated June, 19, 2007, for Committee information (attached to and forming part of these minutes as **Schedule 1**). Mr. Sorenson advised that the Minoru Seniors Society had envisioned a dedicated space for the Older Adults Centre and that integrated shared space is a concept suitable for sport or recreation centres. He expressed the view that seniors need autonomy and that Option 3 in the staff report titled “Guiding Principles and Options for configuration of Key Program Elements for Minoru Recreation Complex” dated May 30, 2014, presented at the General Purposes Committee meeting held on June 16, 2014, better reflected the needs of the Older Adults Centre to facilitate the health and wellness of seniors. Mr. Sorenson was of the opinion that the existing Minoru Seniors Centre is considered an example of “best practice” by communities throughout the province and that the City needs to build on the current practice.

In response to queries from Committee, Mr. Sorenson provided the following information:

- that he could not comment on whether it was acceptable to have less space, due to duplication for fitness equipment and amenities, in order to facilitate a fully separated Older Adults Centre;
- that a dedicated Older Adults Centre would be the preferred option;
- that the Society had envisioned a new 22,000 sq. ft. centre and not 11,000 sq. ft. of dedicated space with an additional 11,000 sq. ft. of ‘primary’ use multi-purpose space;
- the Minoru Seniors Centre provides programming exclusive to the centre, particularly in terms of health and wellness; Community Centres focus primarily on fitness programming;
- a separate fitness centre with separate access to the changeroom areas would be preferred;
- the Society has considered the changing demographics and worked closely with Vancouver Coastal Health with regard to health and wellness programming that will meet the future needs of Older Adults; and

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- moving forward it is recognized that a greater fitness component for the Older Adults Centre will be required.

Rosemary Nickerson, Co-Chair, Aquatic Services Board, spoke on behalf of the Board noting that the proposed facility is considered a replacement community aquatic facility and that the Watermania Aquatic Centre meets the need for a competitive pool. The Board was of the view that the Minoru site could not easily accommodate the parking and space requirements associated with the attendance at competitive events. As a replacement facility, the proposed Aquatic Centre including a 10-lane 25-metre pool and accessory elements would best fit the growth and multi-generational needs in the city centre and would allow for a variety of programming. In terms of the combined facility, Ms. Nickerson advised that the shared spaces would maximize user opportunities and the single commercial kitchen could provide a fundraising opportunity to service the entire facility.

In response to queries from Committee, Ms. Nickerson provided the following information:

- the Board prefers a single 10-lane 25-metre pool as it can be easily divided for a variety of programming; and
- while the Board acknowledges the need for a competitive pool for national and international meets, the Board would be hesitant to support the construction of a competitive pool at the Minoru Site at the expense of non-competitive user programming.

In response to a query from Committee, Ms. Lusk advised that creative exterior and interior signage, floor patterns, and colour are design options that could assist in developing distinct entrances or gateway features for the various user groups.

In response to queries from Committee, Michael Henderson, Architect, Hughes Condon Marler Architects (HCMA), provided the following additional information:

- the primary use multi-purpose rooms could be connected internally through a corridor, accessed directly through the larger facility, or through a controlled entrance that is accessible to particular user groups at certain times of the day with less restrictions after hours;
- a separate exterior entrance and an unique internal entrance to the Older Adults Centre is achievable;
- the primary use multi-purpose rooms can be designed in such a way that access is available only through the Older Adults Centre at certain periods of the day; the access would then be converted to prevent access to the Older Adults Centre and allow user groups entrance from the Aquatic Centre for the balance of programmable time; and

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- dual access to the shared fitness centre will be dependent upon the location of the area within the proposed facility; however partial or fully separated spaces for the various groups can be achieved using partitions.

In response to a query from Committee, Ms. Lusk advised that the 4,833 sq. ft. of dedicated activity space for the multi-purpose/outdoor changerooms includes the team rooms, officials' area, concession, first aid area, and public washrooms and showers. Ms. Lusk further advised that the 2,153 sq. ft. primary use multi-purpose room replicates the second floor space of the pavilion.

Bob Jackson, Vice-Chair, Richmond Sports Council, expressed support for the proposed design for exterior access and space allocations for the sport field groups as presented by staff.

Discussion ensued regarding (i) expanding the programming at the proposed Older Adults Centre to include Community Centre programming, (ii) creating positive multi-generational aquatic and fitness programming, and (iii) architectural design including a separate exterior entrance for the Older Adults Centre and flexibility for the 11,000 sq. feet of primary use area to be closed off for the exclusive use of the Older Adults Centre during the day.

It was moved and seconded

That:

- (1) ***the Guiding Principles for the Minoru Recreation Complex program as outlined in the staff report titled "Minoru Recreation Complex Program" dated July 3, 2014, from the Senior Manager, Recreation and Sport Services and the Senior Manager, Project Development, be endorsed;***
- (2) ***the Minoru Recreation Complex functional space program as outlined in the staff report titled "Minoru Recreation Complex Program" dated July 3, 2014 from the Senior Manager, Recreation and Sport Services and the Senior Manager, Project Development, be endorsed; and***
- (3) ***a business plan for the operation of the Minoru Recreation Complex be developed.***

The question on the motion was not called as discussion ensued regarding the dedicated space of 11,000 sq. ft. plus an additional 11,000 sq. ft. for the exclusive use of the Older Adults Centre during the day complete with separate exterior access and visible identification from the exterior for each component of the facility.

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Committee acknowledged that the proposed Minoru Recreation Complex is a replacement facility; however options must be explored for replacing the Watermania pool with a 50-metre competitive pool facility capable of hosting national and international events such as the Canada or Commonwealth Games. Committee also expressed the need for sensitivity to the comments and concerns of the community as the project moves forward.

The question on the motion was then called and it was **CARRIED**.

ENGINEERING & PUBLIC WORKS DEPARTMENT

3. BRIGHOUSE FIREHALL NO. 1 PROGRAM ALLOCATION

(File Ref. No. 06-2052-25-FHGH1) (REDMS No. 4264020 v.7)

In response to queries from Committee, Mr. Young accompanied by John McGowan, Fire Chief, Richmond Fire-Rescue (RFR), provided the following information:

- building materials will be comparable with best practices and those used in the construction of Richmond Firehalls No. 2, 4 and 5;
- an increase in programmable space would cost an additional \$450.00 per square foot;
- while the 2041 Official Community Plan is a baseline document, the 2031 space allocation was provided to the Consultant to ensure a greater level of accuracy that the proposed facility will be adequate to meet future operational needs to 2031 and beyond; and
- the fire prevention office and meeting room space is used by the fire prevention officers to deliver the service to the public, while education is a function of the training facility located at Fire Hall No. 3.

It was moved and seconded

*That the staff report titled **Brighthouse Firehall No. 1 Program Allocation, dated June 25, 2014, from the Director, Engineering and Fire Chief, Richmond Fire-Rescue, be endorsed.***

The question on the motion was not called as in reply to a query from Committee, Mr. Young advised that the mandate of the Major Facility Building/Project Technical Advisory Committee included providing design input on other major projects such as Fire Hall No. 1 upon request on an ad-hoc basis. The question on the motion was then called and it was **CARRIED**.

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4. **CAMBIE FIREHALL NO. 3 PROGRAM ALLOCATION**

(File Ref. No. 06-2050-20-F3) (REDMS No. 4245908 v.11)

In response to queries from Committee, Mr. Young commented that (i) B.C. Ambulance Services support the proposed space allocation for ambulance service, and (ii) the Emergency Vehicle Technicians space has been incorporated into the design of Firehall No. 3.

It was moved and seconded

That the staff report titled Cambie Firehall No. 3 Program Allocation, dated June 25, 2014, from the Director, Engineering and Fire Chief, Richmond Fire-Rescue, be endorsed.

CARRIED

ADJOURNMENT

It was moved and seconded

That the meeting adjourn (6:09 p.m.).

CARRIED

Certified a true and correct copy of the Minutes of the meeting of the General Purposes Committee of the Council of the City of Richmond held on Monday, July 21, 2014.

Mayor Malcolm D. Brodie
Chair

Heather Howey
Committee Clerk

More seniors-only fitness centers popping up

Gyms for baby boomers favor softer music, 'gentle yoga' for older clients

Recommend 21
0 34

AP Associated Press PM ET

NEW YORK — Marshall Kahn attends a gym with yoga, tai chi and Pilates classes, weight training and treadmills. It also has a driving simulator, where members can keep their skills from deteriorating.



Marshall Kahn and his wife Melanie exercise at the Nifty After Fifty gym in Whittier, Calif.

The gym, Nifty After Fifty, is one of many fitness centers popping up around the country aimed at serving older clients.

"I'm 80, my wife is 48. So I have to stay fit," said Kahn, who signed up at one of the company's four Los Angeles locations earlier this year and pays about \$50 per month to work out three times a week. "I joined a gym about three or four years ago, and I didn't like it at my age — it was young, noisy and frenetic. They were doing all these crazy things I couldn't participate in. Here, I'm not intimidated. I'm more inclined to go."

When it comes to designing a gym, it's not all about attracting the hard bodies anymore, and when it comes to senior fitness, there's more out there than water aerobics. As more of America's baby boomers start entering their 60s, more startup gyms are homing in on a more mature market.

Gentler atmosphere

"As we get older, we're sort of intimidated about going into a 25,000 square-foot gym with rock music and people in tight leotards and muscle bulging from every aspect of their tank shirts," said 74-year-old Sheldon Zinberg, who opened Nifty After Fifty last year.

Nifty After Fifty plays softer music than the typical gym, and uses smooth, air pressure-driven equipment for strength training as opposed to your typical metal weights. So does Healthfit, a club based in Needham, Mass., where paintings adorn the walls and the average client is over 50. FitWright — a club that opened last fall in Dedham, Mass., which has seen particular interest recently from people in their 60s and 70s — offers a special "gentle yoga" class for its less limber members.

"I think more than half the calls I get, and there's no regionality to this, are about doing a senior-only health club," said John Atwood, who runs Healthfit and the consulting firm Club Management Group, which advises small or mid-size clubs. "There was very little of this in the '90s."

The business potential is huge, and expanding. Club 50, a fitness chain for the over-40 crowd that has mushroomed to more than 40 franchises since it began in 2003, points out that seniors control more than 70 percent of the country's disposable income.

And the oldest of the baby boomers, born between 1946 and 1964, started turning 60 last year. In less than 25 years, there will be more than 71 million 65-year-olds, twice as many as there were in 2000, according to the National Association of Area Agencies on Aging.

The U.S. health club industry pulls in about \$16 billion in annual revenue, according to data from the International Health, Racquet & Sportsclub Association. Over the last 20 years, the number of people with club memberships has more than doubled and the number of clubs has nearly tripled, IHRSA's data shows.

It's not only the growing number of retirees and their spending power — it's also their schedule. In the late morning and early afternoon, when most gyms are nearly empty, those that are popular among the gray-haired set are bustling.

"The average age at health clubs just went up to 37 years old. Here (at Healthfit), the average age is 53. In the middle of the day, the average age is about 80," Atwood said.

Different goals

An older client's goals are a bit different from those of your typical gym hound. Sure, many want to lose weight, but they are particularly focused on improving their posture, lowering their cholesterol, increasing bone density against osteoporosis, alleviating joint pain and avoiding falls.

"They're not in it for the same things as the 35-year-olds," said Keith Wrightington, who runs FitWright. "They just want to feel better."

A senior-focused gym requires senior-focused equipment and a senior-focused staff. Many of them are hiring only fitness

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More women opting for preventive mastectomy - but should they be?



Rates of women who are opting for preventive mastectomies, such as Angelina Jolie's, increased by an estimated 50 percent in recent years. But many doctors are puzzled because it doesn't carry a 100 percent guarantee, it's not for everyone and women have other options, from a once-a-year mammogram to careful monitoring.

Larry Page's damaged vocal cords: Trade-offs

coaches with bachelor's or master's degrees in subjects like kinesiology, and keep in regular contact with members' primary care physicians to stay on top of their medications.

[Report questioning salt guidelines, files](#)
[CDC: 2012 was deadliest year for West](#)
[What stresses moms most? Themselves](#)

That's not to say that other clubs aren't drawing in the older set. One-third of IHRSA's more than 4,000 clubs have senior programming, the association said, and between 2000 and 2005 the number of members over the age of 55 climbed from 7.3 million to 7.9 million.

Larger chains, such as Bally Total Fitness and Gold's Gym, in recent years have been trying to sign up more baby boomers through campaigns using older people in their advertising. Some have paired up with SilverSneakers, a fitness program started in 1992 offered through health insurers to people with Medicare. New York-based fitness chain Equinox has also seen more seniors signing up, especially older women, said Carol Espel, Equinox's national director of group fitness.

But a big lure for some people of the senior-focused clubs is the notion of fitting in — what the fitness chain Curves for Women appealed to among females — and not worrying about measuring up to the 25-year-old Adonis doing bench presses at the machine next to you.

"I've been working out in gyms since high school," said Healthfit member Horace Aikman, a 53-year-old landscape architect. "And to be honest with you, I've reached the point in my life where I want to be working out with people my age."

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City of Richmond

Report to Committee

To: General Purposes Committee **Date:** August 12, 2014
From: Cathryn Volkering Carlile **File:** 11-7000-01/2014
 General Manager, Community Services
Re: **Richmond Public Library Strategic and Long Range Plan 2014-2018**

Staff Recommendation

That the revised Richmond Public Library Strategic and Long Range Plan 2014-2018 be received for information.

Cathryn Volkering Carlile
General Manager, Community Services
(604-276-4068)

Att. 2

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Facility Services	<input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 	APPROVED BY ^{Acting} CAO

Staff Report

Origin

On April 10, 2012 City Council adopted the following resolution:

1. *That the Richmond City of Readers Strategic Plan 2011-2014 be updated by the Richmond Public Library in consultation with the community;*
2. *That staff identify various sources of funding for the feasibility study for the library system; and*
3. *That City staff present a revised Strategic Plan to Council in 2013.*

The purpose of this report is to:

- Present the Richmond Public Library Strategic and Long Range Plan 2014-2018 (Attachment 1) for information and to provide staff's comments.

This initiative is in line with Council's Term Goal # 9 Arts and Culture:

- 9.3 *Plan for the future of Library Services through the development of a Library Strategic Plan and Long Term Plan.*

Background

Literacy has the ability to transform lives and has a positive influence on the social and economic well being of the community. In 2012, the Richmond Public Library recognized the need to improve its services and developed a plan to integrate evolving digital technologies with ongoing high demand services based on physical media.

To fund the planning process, the Library Board approved that \$110,000 to be taken from the Library's accumulated Operating Surplus. The completion of the Richmond Public Library Strategic and Long Range Plan 2014-2018 took longer than anticipated with the consultant's final report received in early 2014, after a comprehensive public consultation process. The Plan has been prepared by the Richmond Public Library and draws on research of:

- The future role of public libraries;
- Planning studies conducted by City staff, such as the Official Community Plan, Social Development Strategy and City Centre Area Plan; and
- Community consultation on library services.

The Library Board reviewed and approved the Richmond Public Library Strategic and Long Range Plan 2014-2018 which was presented at their meeting held on June 25, 2014. The Board commented that the Plan will provide solid direction to the Library Board and staff while undergoing a major shift in library services. The Library Board has directed library staff to begin implementing as many as possible operational improvements identified through the public consultation process and to begin working on developing proof-of-concept services in the areas

of digital learning and collaborative workspaces. Refocused collections, improved marketing and more targeted programming initiatives are also immediate priorities.

Analysis

The Library undertook extensive consultation with the community, utilizing a wide variety of innovative techniques resulting in over 23,782 feedback contributions. Feedback provided showed that 80% of library users want improvements to their library experience, with two of their biggest concerns being noise and overcrowding.

The Richmond Public Library Strategic and Long Range Plan 2014-2018 identifies that user expectations of library services are changing and that the library needs to be responsive in order to remain relevant to users. Staff have reviewed the Plan and provided comments. Moving forward, it will be important for the Library to balance user expectations with the Library's ability to advance its strategic directions and align itself with the City's greater responsibilities to the community, both in terms of service and budget.

Trends in Library Services

All over North America, cities are examining libraries and wrestling with increasing demand for services and modernizing facilities and services to address the increasing digital information phenomena. Trends in library services include:

- Library leaders are adapting to the shift from the printed page to digital screens for information by reimagining the library as an engaged community gathering place.
- Canada's annual library usage has increased 45% in the last 10 years, from 16.6 to 24.1 transactions per capita.
- Much of this increase in transactions was driven by digital information. For example, use of electronic databases (library Internet subscriptions or stand-alone or networked CD-ROM databases) more than doubled, and internet visits to library websites and catalogues grew five-fold in that period.
- Less of the budget is being spent on books and periodicals, while electronic and audiovisual expenditures have increased from 18% in 2000 to 31% in 2009.
- Less space is being devoted to physical books as the use of digital technology increases, while more public space is being required to house a variety of sophisticated information tools and collaborative work spaces necessary to create, access and share information.
- Spending on materials is related directly to increased library use. The more spent on resources, the more people use the library.

A number of cities including Surrey, Calgary, Edmonton have recently opened new libraries and Halifax will be opening in the Fall and they are responding to library, technology, societal and consumer trends.

Similar themes have been found when looking to the future such as coming together as a community to explore and experiment with new services, welcoming feedback on existing

services, inspiring the minds of all ages, and learning collaboratively from the experts in the community.

The Richmond Public Library is aware that it will be important to continue with ongoing research of cities with new libraries and cities of comparable size for information sharing and examples of success as the Library implements its new strategic plan with the priority being to ensure Richmond's needs are fulfilled.

Strategic Roles for the Richmond Public Library

Libraries have always been important to the Richmond community; safe and welcoming spaces that are open to people of all ages and backgrounds and are instrumental in lifelong learning. While customer service remains the focus for the Richmond Public Library's service decisions, this era of digital technology requires another shift in services, collections, space and staff skills, in order for the Library to remain relevant to its users as well as to help the City advance its vision "to be the most appealing, livable and well-managed community in Canada".

Learning from trends and best practices, public consultation, local demographics and professional analysis, a new strategic direction and a vision for library services in Richmond emerged. Eight strategic roles are defined to spell out the core of library services as they relate to information, literacy, education and culture and provide a focus for the library's activities and resources.

The proposed eight strategic roles for Richmond Public Library are described within the Richmond Public Library Strategic and Long Range Plan 2014-2018 (the Plan) and include the changes of strategic direction from the previous 2011 Strategic Plan to the current Plan:

From 2011 Strategic Goals	To 2014 Strategic Directions	Focus
Support Reading in our Community	The Refocused Traditional Library	Lending physical materials, research, learning and information
Develop Collections to Meet Popular Demand	The Multicultural Library	Place for special collections & programming to reflect Richmond's diversity
Use Technology to Connect Readers	The Digital Library	Access to and experience with a wide range of digital content
Offer Programs that Inform and Inspire	The Learning Hub Library	School enhancing, informal and personalized learning
	The Activity Library	Informational programs and events
	The Creative Library	Learn together, repository and distributor of information and projects
Create Friendly, Welcoming Facilities	The Living Room Library	A quiet place to read, study, relax
	The Gathering Place Library	Talk, learn, share ideas and socialize together

The Library’s intention of increasing its strategic roles in the Richmond City of Readers Strategic Plan 2011-2014 (Attachment 2) from five in the Richmond City of Readers Strategic Plan 2011-2014 (Attachment 2) to eight in the new Plan is not intended to broaden the Plan’s scope but to provide a more focused approach as the Library continues to provide traditional services while adapting to changing technological and societal trends.

These redefined roles may impact future operating costs and have capital implications and, if so, will be included in the City’s capital and operating submission process and be subject to Council’s approval.

As in all new initiatives, a business case will be needed to accompany any request and evaluated against other city priorities. It is also understood that where the Library can adjust their existing funding to offset new initiatives, that this is the preferred funding alternative.

In the Plan, each of the above strategies also has corresponding actions.

Implementation Strategies

The Plan identifies five implementation strategies to focus its activities and resources for the short and long-term. Staff analysis has been provided on these strategies:

Proposed Strategy	Library Rationale	City Staff Comment
Proof-of-Concept Services	Two new proof-of-concept services (tentatively called LaunchPad and Create & Learn) which introduce a collaborative workspace and digital learning opportunities for users has been identified in the Richmond Public Library Strategic and Long Range Plan 2014-2018.	Staff concur that there are advantages to this pilot approach and recommend that the Library submit a request for additional level funding to the City’s annual budget process for Council consideration against other corporate priorities. Ongoing analysis of these pilot initiatives and best practice research of what other cities are doing will help to further refine the services prior to making a final commitment to adjust Library services.
Develop Synergies and Partnerships	Opportunities exist for the Library to partner with other community organizations to deliver library programming, leverage resources and take advantage of available community spaces.	Staff recommend that the Library continue to liaise with Community Services to avoid duplication in programming and to focus on what it can uniquely contribute to the community. It will be equally important for the Library to communicate how it differs in its service delivery from other community facilities by highlighting its role in fostering life-long learning in a safe, non-discriminatory environment.

Proposed Strategy	Library Rationale	City Staff Comment
Continue Web-based Public Consultation	Online public consultation proved to be extremely successful during the Library's planning process and should be continued to seek input from users and engage the community. Embracing new technologies such as social media will allow the Library to interact with its users and promote its services to new audiences.	<p>City staff agree that the Library should continue to gather input and seek innovative ways to engage the community using technology.</p> <p>Future consultation and engagement processes should be purposeful and the public informed on how the resulting information will be applied to ensure that community expectations are managed.</p>
Improve Operations and Customer Service	Responding to the ideas and suggestions for day-to-day improvements contributed during the public consultation phase of the planning process will further strengthen the Library's relationship with its users.	<p>It will be important that the Library manage customer expectations.</p> <p>Not all comments can be responded to and that particular focus is placed on actions that have minimal budget considerations and the greatest benefit.</p> <p>Staff recommends that the Library also share with staff the public's suggested improvements that may enhance the overall customer experience at co-located City facilities.</p>
Develop Additional Library Performance Measurements	Shifting the focus to measure the Library's impact on users and the community will allow the library to better measure the success of its services.	<p>Providing an annual report card to City Council would showcase the Library's shift in services and highlight its connection to other City services.</p> <p>Staff suggests that the library align itself with Community Services' outcome-based approach to service delivery.</p>

The Library intends to implement the actions outlined under each strategy according to priority and those with budget implications will be brought forward during the budget process for Council's consideration to ensure alignment with Council priorities.

Future Library Services and Facilities

Currently users are satisfied with the number of branches and their locations but they wish to see expansion in size, particularly Steveston Library which is identified as first priority for library expansion. The Richmond Public Library Strategic and Long Range Plan 2014-2018 is seeking funding support for the following:

- Development and implementation of Proof-of-Concept demonstration projects to test out new ideas;

- Pilot projects for new delivery models;
- Small scale renovations in existing locations to test new delivery models; and
- Increase funding for print and digital collections.

The Library Board will attempt to self fund within existing resources, where possible, prior to seeking additional funding. Request for additional funding is subject to the City's budget process and Council's consideration of those priorities and is subject to a business case.

The Library understands that further analysis is required about how current library space is allocated, when expansion should occur, the optimal size and locations for libraries, and the source of funding for these projects in order to identify needs and determine priorities. As well, an analysis of existing non-library community space that may meet library priorities is also to be examined.

City and Library staff will work together on defining the future facility needs. The Richmond Public Library will be included in the Corporate Facility Planning process to ensure that Library priorities are validated, tested and measured against other corporate facility priorities.

Strategic Plan Financial Considerations

The 2014 – 2018 Strategic Plan incorporates a schedule for financial considerations for the future budget requests. Requests for additional level funding will be coming forward as outlined in the plan. These requests include expansion of materials, collaborative workspace and software applications, modest renovations to prove concepts as outlined in the plan.

Each request will be supplemented with a business case, address supplemental funding options and be subject to Council's full consideration during the respective budget processes. As usual, the Library will examine use of surplus and external funding options prior to bringing any recommendations forward for budget consideration.

Financial Impact

There is no financial impact by receiving the Richmond Public Library Strategic and Long Range Plan 2014-2018 for information. Any arising funding requests will be made through the City's annual operating and capital budget process for Council's consideration.

Conclusion

The Richmond Public Library Strategic and Long Range Plan 2014-2018 has been developed by the Richmond Public Library and it identifies eight strategic directions that are designed to meet the needs of the current population as well as future growth. The Plan provides a good balance of maintaining and improving high-demand services while ensuring ongoing relevancy for a new generation of library users by developing new services that take advantage of rapidly evolving

August 12, 2014

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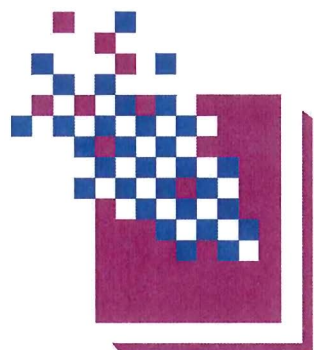
digital technologies. The emphasis on community engagement, collaboration and synergies also ensures that the library is working with and serving the entire community. In the future, it will be important that the Library work with staff to ensure the Library's priorities are validated, measured and tested against other corporate needs.



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Att.1: Richmond Public Library Strategic and Long Range Plan 2014-2018

Att.2: Richmond City of Readers Strategic Plan 2011-2014



Richmond Public Library

STRATEGIC AND LONG RANGE PLAN

2014 – 2018

Approved by Richmond Public Library Board
June 25, 2014

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EXECUTIVE SUMMARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1. VALUES AND MISSIONS

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

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

UNESCO *Public Library Manifesto*

A Gateway to Knowledge

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

The Public Library

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

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

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

Missions of the Public Library

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

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

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

2. THE PLANNING PROCESS

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

2.1 Contextual Understanding Phase

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

Some Key Findings:

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

2.2 Public Consultation Phase

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

Some Key Findings:

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

2.3 Assessment and Projection of Future Needs Phase

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

Some Key Findings:

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

2.4 Library Facilities Analysis Phase

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

Some Key Findings:

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

3. STRATEGIC ROLES

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

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

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

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

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

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

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

3.1 The Refocused Traditional Library

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

Action items:

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

3.2 The Learning Hub Library

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

Action items:

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

3.3 The Living Room Library

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

Action items:

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

3.4 The Digital Library

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

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

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

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

Action items:

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

3.5 The Activity Library

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

Action items:

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

3.6 The Creative Library

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

Action items:

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

3.7 The Multicultural Library

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

Action items:

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

3.8 The Gathering Place Library

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

Action item:

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

4. STRATEGIC FRAMEWORK

4.1 Overall Objectives

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

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

4.2 Guiding Principles

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

4.2.1 A Library That Evolves

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

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

4.2.2 A Library That Acts as Interface

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

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

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

4.2.3 A Library That Builds Community

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

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

4.2.4 A Library That Helps Shape City Vision

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

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

5. IMPLEMENTATION STRATEGIES

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

5.1 Proof-of-Concept Services

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

Solution refinement

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

Low cost

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

Momentum

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

Improved Understanding

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

Community-building

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

Action item:

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

5.2 Develop Synergies and Partnerships

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

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

Action items:

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

5.3 Continue Web-Based Public Consultation

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

Action items:

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

5.4 Improve Operations and Customer Service

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

Action item:

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

5.5 Develop Additional Library Performance Measurements

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

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

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

Action item:

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

6. SHORT-TERM SPACE STRATEGY

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

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

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

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

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

Action items:

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

7. BUDGET IMPLICATIONS

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

7.1 No Additional City Funding Required

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

7.2 Additional City Funding Required

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

Under Section 3.4 The Digital Library

Action items:

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

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

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

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

Under Section 5.1 Proof-of-Concept Services

Action item:

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

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

Under Section 6.2 Short-term Facility Strategy

Action items:

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

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

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

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

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

7.3 Additional Funding Summary Chart

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

8. LONG-TERM FACILITY STRATEGY

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

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

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

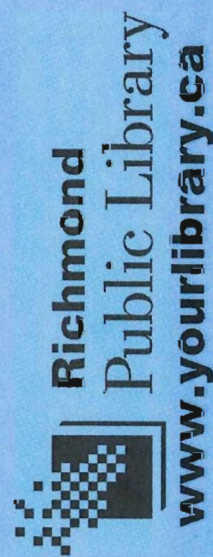
Action item:

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

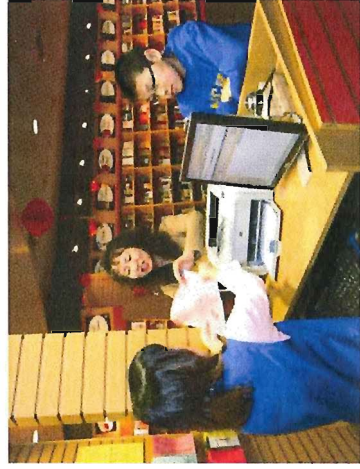


RICHMOND - CITY OF READERS

Strategic Plan 2011-2014



MESSAGE FROM PAT WATSON, BOARD CHAIR



Go Anywhere. Learn Anything. Read Every Day.

This year marks 35 years of Richmond Public Library serving the community. Since our inception, our goal has been to support beginner readers, lifelong readers and everyone in between. Over the years, we have witnessed the evolution of reading from the printed word in books, to reading on computers, e-readers and other handheld electronic devices. Despite these dramatic changes, the fundamental value of reading prevails and continues to play a crucial role in achieving our full potential. The library is in the unique position to transform lives and communities by encouraging and celebrating the power and joy of reading. Literacy has a powerful effect, not only on individuals, but also on the economic and social well-being of the entire community.

The people of Richmond love their library. National library statistics confirm that more people borrow more materials from our library per capita than any other large urban library in Canada. We truly are a city of readers. However, numbers are only one measure of the community's support. As you can see from the quotes throughout this document, our customers have a heartfelt connection with the library and its staff. Richmond Public Library is recognized internationally for its excellence and continues to receive awards for its innovative services and programs. However, part of being successful includes a critical review of what has been accomplished to date and developing a strategic plan that lays out priorities and goals for the future.

During our strategic planning process the following questions were asked:

- Where can we make the greatest difference?
- How can we work collaboratively with other organizations?
- What are customers asking for?
- What barriers prevent effective library use?

In addition, we solicited comments from customers, community organizations and staff on how to improve services.

Our findings resulted in five strategic goals:

- Goal 1: Support reading in our community
- Goal 2: Use technology to connect readers
- Goal 3: Develop collections to meet popular demand
- Goal 4: Offer programs that inform and inspire
- Goal 5: Create friendly, welcoming facilities

The Library Board and staff look forward to working with Mayor and Council, city staff, our community partners, and our many generous donors to achieve these goals. And if the past is any indicator of the future, we anticipate many more years of invigorating challenges, innovations and change. Our focus will always be on our city of readers.

Thank you for reading this important document and keep enjoying our wonderful library!



“ A father came to tell us that his daughter had just been evaluated for English language comprehension and had scored a perfect 5. When the instructor asked what preschool she attended, she said, ‘I go to the library. That’s my preschool.’ ”



GOAL 1: SUPPORT READING IN OUR COMMUNITY

Work with community partners to promote and support reading; especially to reach out and serve populations currently not using the library's resources and services. Many of these organizations work with vulnerable groups dealing with low income, low literacy and other life challenges that inhibit them from using the library.

GP . 48

Activities

- Enhance the effectiveness of existing partnerships.
- Identify new partners that will encourage reading and use of the library's resources.
- Identify barriers for underserved populations and find solutions to encourage them to use library services.
- Celebrate and promote the joy and value of reading by enhancing reading programs and finding new ways to highlight our collections.

“Years ago, as a young single mother of small boys, the library was an oasis of calm in a very chaotic life. Welcoming. Free. Interesting. Stimulating. A place where I could stop saying no, sorry honey, we can't afford that right now, but Yes! We can borrow books and movies - go ahead and choose! Yes! Let's stay and listen to a story! Yes, we'll come back next week.”

USE **TECHNOLOGY** TO CONNECT READERS



GOAL 2: USE TECHNOLOGY TO CONNECT READERS

GP - 50

Provide customers with access to the technology and skills required to navigate information and connect with people throughout the world.

Activities

- Ensure that customers have access to reliable computers with up to date software.
- Take advantage of social media technologies that will help us connect to customers and let readers connect to each other.
- Offer instruction on technology from basic computer courses to eBook downloading and advanced online database research.
- Continue to improve the library's website to reflect the needs and interests of readers.
- Develop virtual reference and customer service support systems to improve customer convenience.

“

*My mom has been here for 2 decades, and if it weren't for the computer classes available, I don't think she would ever learn!!!
Thank you!!!*

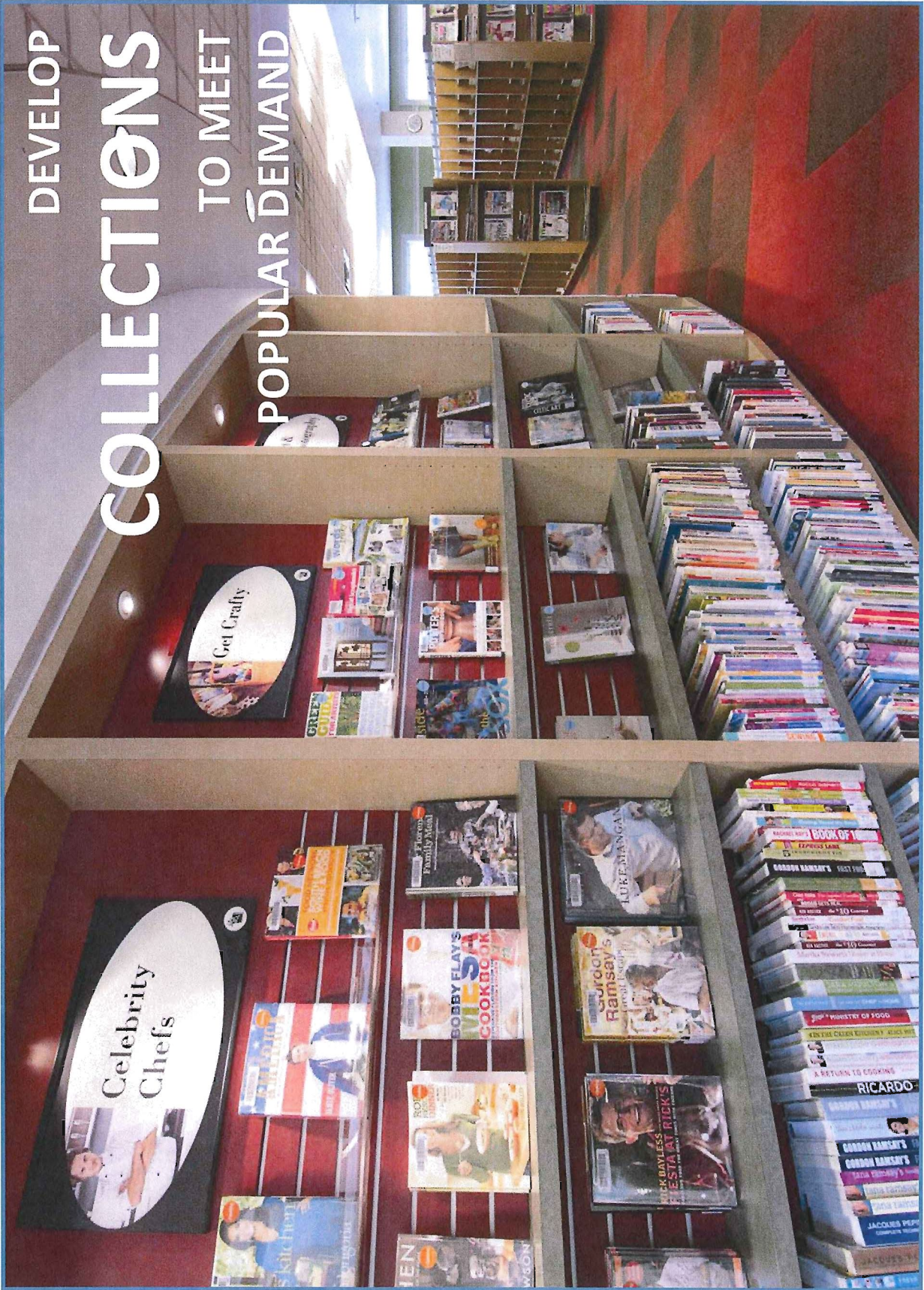
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DEVELOP

COLLECTIONS

TO MEET

POPULAR DEMAND



GOAL 3: DEVELOP COLLECTIONS TO MEET POPULAR DEMAND

Help children, teens and adults find books and other materials to stimulate their imagination and foster lifelong learning at a variety of reading levels, and in various languages.

GP - 52

Activities

- Refresh and expand the merchandising of collections to highlight and increase the use of library materials.
- Continue to ensure popular material is widely available to meet the demand of customers.
- Further develop collections in languages other than English to reflect the demographics of our community.

“ Our library is a fabulous place, with an excellent collection and friendly staff. What would I like? More of the same - bigger libraries with even more books, movies and CDs. ”



GOAL 4: OFFER PROGRAMS THAT INFORM AND INSPIRE

Provide Richmond residents, regardless of reading ability or ethnic background, with programs to expand their interests, skills and knowledge.

GP - 54

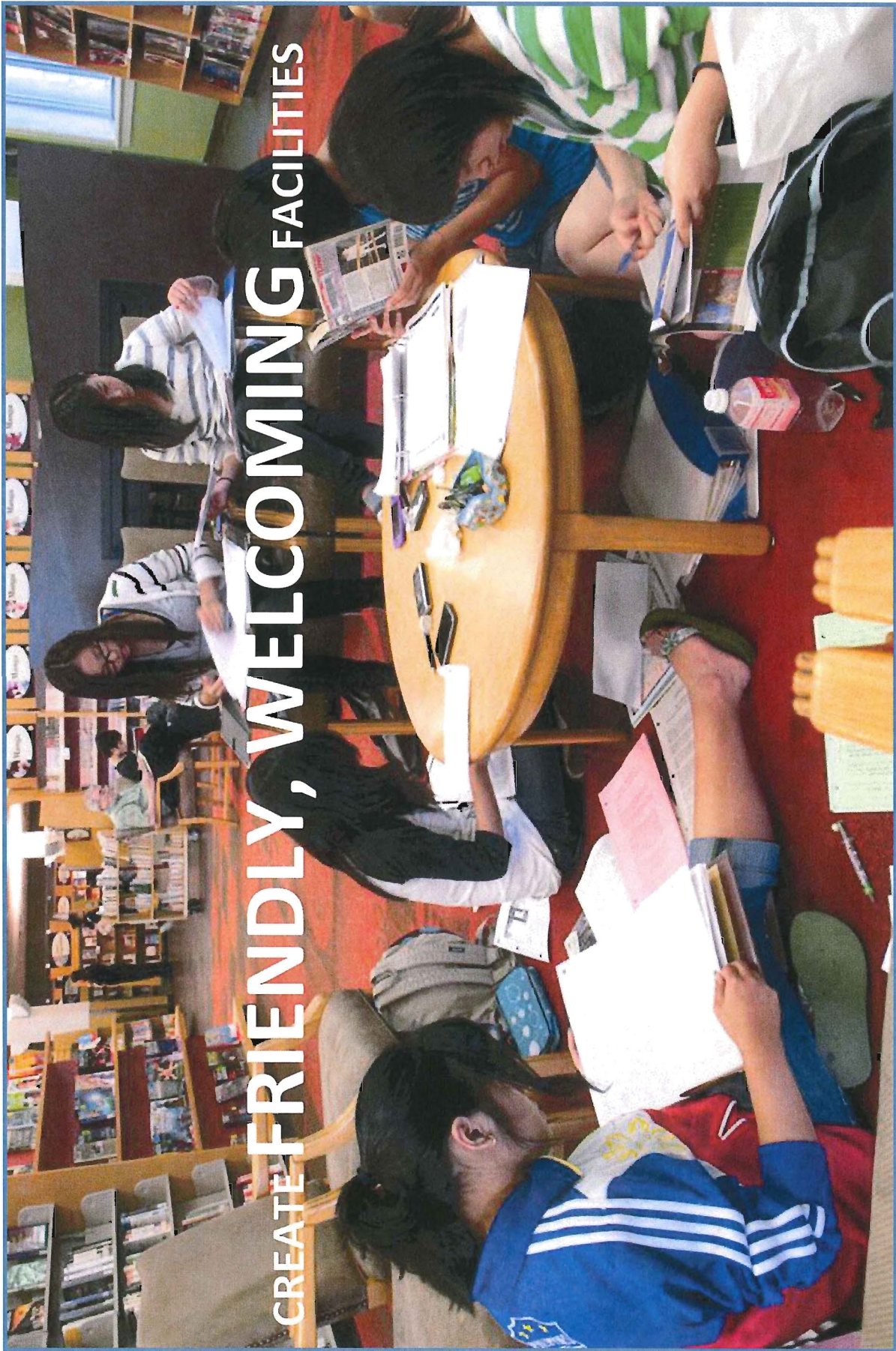
Activities

- Continue to develop unique and appealing programs for youth that encourage a love of reading.
- Support literacy and reading readiness through the library's own programs as well as with community organizations involved with literacy.
- Offer programs that celebrate the diverse cultures of our community.
- Offer programs that support newcomers to Canada.
- Encourage community experts to present programs of interest to the community.

“

When I was a new mom with my first child, I found support through a network of other new moms during babytimes and storytimes. They don't give you an instruction manual for being a mom, but at least with the library, you can find resources about parenting, find recipe books to cook the family a decent meal, travel books to take them on a well planned vacation, videos for family night, and the Summer Reading Club to encourage the kids to read during their vacation.

”



GOAL 5: CREATE FRIENDLY, WELCOMING FACILITIES

Ensure that people of all ages feel welcome in their local branch by providing a comfortable, engaging environment and friendly, helpful staff. Plan all policies and activities with the customers' needs and benefits in mind.

Activities

- Create warm, welcoming and safe public spaces.
- Offer exceptional customer service to ensure that everyone feels at home in their branch.
- Provide ongoing staff development that promotes passion and enthusiasm for reading.
- Work with the City of Richmond to plan branch development and expansion to meet growing needs.
- Promote the “greening” of the library and its operations and set an example for conserving resources and protecting the environment.

“ I like to come to the library every day. It’s a part of my life and I feel comfortable coming here. ”

RICHMOND PUBLIC LIBRARY BOARD 2011



Front Row L - R: Susan Koch, Dulce Cuenca, Pat Watson (Chair), Councillor Linda Barnes, Sanjiv Khangura, Simon Tang
 Back Row L - R: Mark Bostwick, Diane Cousar, Peter Kafka (Vice Chair)

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- | | |
|---|---|
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| Mark Ellis, Manager of Information Technology | Shaneena Rahman, Coordinator of Circulation & Merchandising |
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| Ping He, Head of Adult Services | Dace Starr, Special Projects Librarian |
| Wendy Jang, Coordinator of Multilingual Services | Susan Walters, Manager of Customer Services |
| Beryl Jeffrey, Manager of Support Services | Charlotte Welter, Coordinator of Computer Services |



Approved May 2011 by the Richmond Public Library Board