



# Christchurch City Council Draft Libraries 2025 Facilities Plan April 2008



Young and old benefit from the array of information and technology services provided at the South Learning Centre.

## Explore new ideas and new worlds

“Public libraries are seriously dangerous places! This is because libraries are civic spaces that foster debate and argument, providing the opportunity for New Zealanders from all walks of life to explore new ideas and new worlds, as well as our own short but rich history. They can be challenging places, offering access to complex information in a world shifting from a largely print environment to one that is also electronic and virtual.

Public libraries engage, inspire and inform the people of New Zealand. They are also instrumental in developing strong communities. One of your many strengths is that you engage with, and reflect, the diversity of the communities you serve.”

*(Associate Minister of Arts, Culture and Heritage, Honourable Judith Tizard at the New Zealand Public Libraries Summit, 26 February, 2007)*





Upper Riccarton Community and School Library is a good example of a community partnership.

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## Executive summary

The Draft Libraries 2025 Facilities Plan is a framework to guide the future development of the Christchurch City Libraries network through to 2025.

Christchurch City has a proud history of investing in libraries; the city having a network of 19 facilities which provide a customer-driven, value-for-money and technologically advanced service for residents and ratepayers.

The Draft Plan looks to grow the network by tailoring any future development, network configuration or extension of services to better meet changing community needs, address growth and create focal points for community learning and leisure activities.

Through the Plan, Council recognises the importance of libraries in providing social hubs in the community and the need to ensure future development reflects the cultural diversity of the community and the advances in digital information and communication technology.

The four key principles of the Plan are to provide library facilities which are community focal points, reflecting and responding to local needs; accessibility across the network to a mix of library services and facilities, including non-building based provision; maximum efficiency and effectiveness of facilities; and the optimisation of partnership opportunities with other agencies and/or services.

Proposed under the Draft Plan:

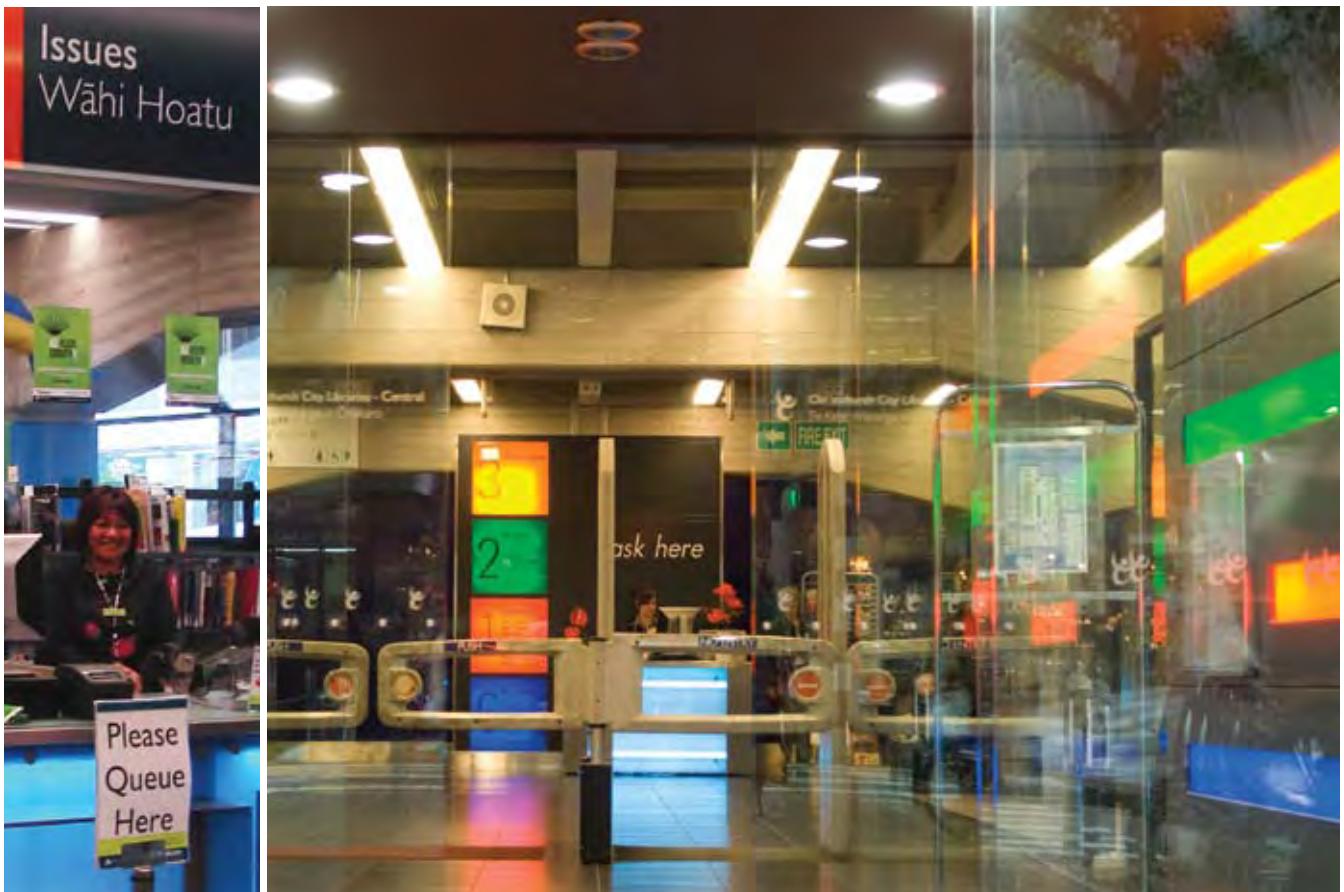
- A new library at Aranui to meet high community need.
- A new library at Belfast to cater for population growth.
- A replacement library at Halswell, again to address population growth.
- Explore development options for Central Library in time to inform the 2012-2022 Long Term Council Community Plan.
- Retain the library service at Bishopdale but review its location in the retail precinct.
- Optimise partnership and/or co-location opportunities with retail development at The Palms to relocate and upgrade the Shirley Library.
- Retain Hornby Library but investigate future options in line with the Greater Christchurch Urban Development Strategy.
- Evaluate the future role of Redwood Library following the opening of a new library at Belfast.
- Align the operation of the Fendalton Library with other suburban libraries in the network and pursue options for seven-day opening and the inclusion of a café.
- Review Council's contribution to the maintenance of all voluntary libraries and explore partnership opportunities with other Council facilities and/or external agencies.
- Evaluate service provision at Little River, taking into account a possible alternative non-building based means of delivery.

The Draft Plan signals Council's intention to continue to use the Mobile Library Service to provide access to resources where facility provision is not sustainable, investigate non-building based service delivery and self-help delivery options, such as library kiosks.

Partnerships have been identified as key to the development of Christchurch's library network. These could include the possible co-location with Council service centres, leisure and community facilities, and partnerships with educational institutions, retail complexes, neighbouring territorial authorities or rest home complexes.

Initial consideration will be given to opportunities for future enhancement of services at Linwood, Hornby or Papanui.

The Draft Libraries 2025 Facilities Plan will be regularly reviewed to address city growth and changes in priorities. These reviews will coincide with the timing for funding within the Council's LTCCP and Annual Plan cycles.



Options for redevelopment of Central Library are to be explored during the next three years.

# 1. Introduction

## Background

Initial scoping work for the Draft Libraries 2025 Facilities Plan (Draft Plan) began in 2005. It identified there was a need to undertake detailed planning for library facility provision for the next 20 years, including the location of, and services available at, all community libraries as well as the role and location of the Central Library. The Draft Plan provides the information to support the decisions about future planning and identifies areas of current need.

In 2006, the Council completed a 10-year library development programme. This saw the addition of new library buildings at Papanui, New Brighton, Fendalton, South Christchurch, Parklands and Upper Riccarton; the total refurbishment of Shirley after fire damage; establishment of three co-located learning centres at South Christchurch, Parklands and Upper Riccarton libraries; major upgrades at Central and Sumner libraries; and the addition of four Banks Peninsula libraries into the network.

Usage of the Council's library and information services continue to grow and compare favourably with reported usage at other local authority libraries. The community has strongly indicated libraries are valued as key destinations and "anchors".

Libraries help fulfil several of the city's Community Outcomes:

- A City of Lifelong Learning.
- A City for Recreation, Fun and Creativity.
- A City of Inclusive and Diverse Communities.

These are key contributors to meeting the Council's strategic direction for creating Strong Communities.

Public libraries fulfil an important role in local communities. "As part of local government, public libraries make an important contribution to New Zealand society. Public libraries strengthen the communities in which they are situated: helping to build community unity, identity and developing citizenship; providing people with the information they need to enrich and excite them; supporting, encouraging and facilitating lifelong learning and fostering literacy; and encouraging a love of reading. Public libraries assist in drawing people out of social exclusion and contribute to the economic development and cultural well-being of their communities.<sup>1</sup>"

With current and anticipated growth in Christchurch's population, providing library access to the new and growing communities needs to be addressed. There is no capital provision for major library projects in the 2006/2016 Long Term Council Community Plan (LTCCP). A programme of regular refurbishment continues through asset management planning, which at the same time allows limited opportunity for service re-definition if required.

<sup>1</sup> Local Government New Zealand, LIANZA, National Library of New Zealand (2006) Public Libraries of New Zealand: a strategic framework 2006 to 2016. Wellington: Local Government New Zealand, LIANZA, National Library of New Zealand



## Project goal, scope and key issues addressed

### Goal

*To develop a comprehensive facilities plan to support on-going and future library and learning centre provision that anticipates future service delivery needs.*

### Project scope

This Draft Plan provides direction for Council's capital investment and upgrading of libraries until 2025. It is also the planning tool to inform the LTCCP process.

The Greater Christchurch Urban Development Strategy 2006 (UDS) has underpinned much of the planning for future library provision. The Draft Plan also aligns with the 2006 Aquatics Facilities Plan and has been concurrently developed with the Metropolitan Sports Facilities Plan and Community Facilities Implementation Plan to ensure cohesive development of Council services.

### Key issues

Key issues considered in the Draft Plan's development:

- Future network definition and shape – levels of service provision and distribution across a city-wide network, provision gaps and areas of overlap.
- Facilities and services – benchmarking standards (agreed criteria to support service delivery in different-sized facilities and locations), future-proofing facilities and/or services to accommodate technological and demographic change, current/future building performance measures, identification of customer needs and expectations of facilities, recognition of libraries as community space.
- Identification of opportunities for engaging in joint use or partnership arrangements with other Council services/facilities, other providers and adjacent territorial local authorities.
- Contingency and refurbishment planning – considered within the context of changing societal needs and trends, a need for sustainability and the Asset Management Plan.



Opportunities exist to grow services to support community learning needs at Linwood Library.

## 2. Process followed

Initial scoping work for the Draft Plan was carried out in 2005. Comprehensive work began in early 2007, to enable the plan to be completed and inform the 2009-2019 LTCCP decision-making process.

In recognition of strong community interest in and support for local libraries, Council appointed a Working Party of elected members and community representatives to lead development of the Draft Plan and make recommendations for Council approval.

### Working Party

The Working Party comprised two elected members, one Community Board chair and representatives from key stakeholder groups: community advocate for libraries; education sector; information technology sector; community sector and residential/retail property development. The Project Sponsor and Libraries and Information Services Manager attended ex officio along with other Council officers as required.

### Goal

*To recommend to Council a Draft Plan for the provision of libraries that would enhance access to facilities and services and inform the 2009 LTCCP decision-making process.*

### Objectives

- Work collaboratively with Council staff and elected members to gain a thorough, shared understanding of Council and the community's needs and expectations for library facilities within the context of Council-wide service delivery and its Strategic Directions.

- To report to Council on progress during the Working Party's deliberations, particularly at milestone stages such as: a) to confirm the criteria for assessing provision and b) seek feedback on identified priority areas for future provision.
- To make recommendations in the Draft Plan to Council consistent with the principles agreed to by Council.

### Scope of work

- Confirm criteria for prioritising and planning future library provision.
- Identify and consider priority areas to enhance community access to library services across the city.
- Consider the hierarchy of size, function and ranges of services to be delivered from future library facilities.
- Assess vicinities (including co-locations) for future location of libraries.
- Seek feedback from key community stakeholders, including Community Boards, to inform the Working Party's deliberations and recommendations.

### Work programme

- Introduction - principles as agreed by Council, current provision, library and societal trends.
- Shape - definition of a 21st Century city-wide library network.
- Site visits – libraries and urban areas in the north-west, south and central Christchurch.
- Identification of priority areas - impact of UDS and area plans.
- Criteria for prioritising future facility developments.
- Options assessment.



Libraries are recognised as important focal points to meet and relax with family and friends.

## Communication and engagement with stakeholders

A comprehensive communications plan was developed to keep all key stakeholders well-informed of progress with the development of the Draft Libraries 2025 Facilities Plan. This featured an e-newsletter to connect with all key stakeholders, including elected members, and regular stories in Council's Our Christchurch pages to keep the wider community briefed on progress.

Media briefings were also a key tactic in the communications plan to ensure the media was kept informed through each key phase of the Draft Plan's development. This was designed to help foster a better knowledge and understanding of the Plan as Council looked to deliver Christchurch a world-class library service.

The communications plan identified early the role Christchurch and Banks Peninsula residents would play in the decision-making process, providing a timeline for the development of the Draft Plan.

The wider community will be consulted on the Draft Plan, a full public participation plan has been developed.

## Elected members' consultation

The Draft Plan's proposed recommendations were discussed at seminars with elected members and Community Board members, before the Draft Plan was presented to Council to adopt for wide community comment.

## Key stakeholder engagement

Selective pre-consultation engagement by the Project Team with key stakeholder groups was undertaken during the information-gathering phase to support and inform the Working Party's deliberations. Representative community groups, library professionals, volunteers and library website users were among those consulted. Earlier customer and stakeholder research was also referenced.

In summary, the key and common points raised by many of these stakeholder groups were:

### *Role of library facilities in communities –*

- Important, central meeting place and focal point in a community.
- Open, spacious, welcoming environment; warm place to be in winter; vital social contact for many (especially older persons); place to meet (café) and relax with children and friends or family.
- Outstanding location (e.g. overlooking ocean, park setting) – source of community pride, for the building and the resources available.
- Access to a diverse range of reading materials – books, magazines, children's and talking books; Central Library used by people for the value and depth of collection and there are more items from which to choose.
- Free learning environment; provider of 'second chance' opportunities for adults wanting to learn.
- Provider of general services, e.g. photocopiers, community/local information.



### *Location preferences*

- Near local shops/supermarket/mall/bank/medical centre/schools/playground/toy library; malls and aquatic facilities not seen as highly desirable areas for co-location or as adjacent locations; co-location with a Council service centre favoured.
- On bus route/near transport hubs; handy walking distance from home; easily accessed, free, plentiful car parking adjacent to library.
- Attractive street visibility.
- Mobile Library excellent for plugging gaps in communities where there is no library.

### *Building requirements - needs and expectations*

- Spaciousness – cafes; room for quiet spaces away from bustle of café and children's area; generous space between book stack aisles to enable easy browsing by less nimble and multiple users at one time; plenty of chairs/beanbags and desks at which to work/relax.
- Whanau-friendly facilities, e.g. children's areas, baby feeding/changing facilities.
- Outdoor environment important – need natural features and to be welcoming; clear signposting within and outside the building.
- Accessible buildings and facilities for people with disabilities.
- Small local libraries – easy to find way around.
- Good infrastructure and building design (air conditioning, etc).

### *Service needs and expectations in the future*

- Will always be a need for books.
- Continue free access to libraries. In the future, key uses will be for carrying out research using non-digitised resources and accessing leisure reading.
- Retain libraries as the key repositories for books/knowledge in the city; storage of local history and identity; act as a one-stop source for tourist and community information, e.g. InfoTap and Heartlands.
- Ensure adequate staffing by helpful, positive and knowledgeable librarians.
- Provide continuing education courses in information access/library use.
- Ensure libraries are safe, restful places; provide opportunities to relax with coffee and activity areas for families.
- Maintain a high-quality library website and electronic catalogue.
- Provide more resources in te reo and materials of interest to Maori.
- Incorporate barrier-free access to latest technology, e.g. free Broadband and wireless network; provide online assistance for remote users; and free internet access.
- Include technologies that enable access to information by people with disabilities – important that Central and at least some of community libraries have a good range of technologies available; ensure information and leisure reading/listening/viewing resources meet needs of people with disabilities.
- Consider 'Dial a library', i.e. home deliveries, not just for permanently housebound residents but also for people with short-term special needs or as a user-pays service; increase outreach services, e.g. to women's prison; mobile library service going out to young people.



Libraries provide students with a wealth of resources at their fingertips.

### 3. Strategic context and alignment

#### Why Council provides library facilities

“Public libraries are seriously dangerous places! This is because libraries are civic spaces that foster debate and argument, providing the opportunity for New Zealanders from all walks of life to explore new ideas and new worlds, as well as our own short but rich history. They can be challenging places, offering access to complex information in a world shifting from a largely print environment to one that is also electronic and virtual. Public libraries engage, inspire and inform the people of New Zealand. They are also instrumental in developing strong communities. One of your many strengths is that you engage with, and reflect, the diversity of the communities you serve.”

*(Associate Minister of Arts, Culture and Heritage Honourable Judith Tizard, at the New Zealand Public Libraries Summit, 26 February, 2007)*

Council made a commitment in the 2006-2016 LTCCP to provide cultural and learning activities services to Christchurch residents which give access to cultural activities and information throughout the city. Council provides access to information and recreation through its network of libraries and collection of books, music, videos and on-line services. The rationale for Council's provision of library facilities is unchanged since 2006, having high levels of ratepayers' support. The Draft Plan is based on planning principles which reflect the rationale for provision, as accepted by Council in August 2007.

#### Alignment with Council's Vision, Community Outcomes and Strategic Directions

There are clear linkages between service delivery through library facilities and most of the city's Community Outcomes and Council's Strategic Directions.

The network of library facilities is important for Council to achieve its vision of making Christchurch a world-class boutique city.

The role of library facilities is aligned with Council's strategic direction for Strong Communities:

- Increase involvement in lifelong learning, by: providing resources and information, through libraries and website; providing learning facilities, programmes and activities; and encouraging people of all ages to take advantage of learning opportunities.
- Promote participation in democratic process, by: providing readily available and easily understood information about Council service and structures.
- Help communities to meet their needs, by: targeting those who are most disadvantaged; and providing accessible and welcoming public buildings, spaces and facilities.
- Encourage residents to enjoy living in the city and to have fun, by: providing and supporting sport, recreation and leisure activities.

### Alignment with Council planning

Council is developing a suite of policies, strategies and plans to identify its contribution to fulfil the Community Outcomes and Strategic Directions (see chart opposite). The Draft Libraries 2025 Facilities Plan sits under the broader Lifelong Learning Strategy that is at a conceptual stage of development.

Other Council strategies and policies that the Plan reflects are:

- Greater Christchurch Urban Development Strategy
- Strengthening Communities Strategy
- Recreation and Sport Strategy
- Aquatic Facilities Plan
- Equity and Access for People with Disabilities Policy
- Ageing Together Policy

Consistency and alignment with concurrent planning projects have been considered throughout the development of this Draft Plan, notably the Community Facilities Implementation Plan, Metropolitan Sports Facilities Plan, Belfast Area Plan and the South West Area Plan.

### Working in a changing environment

The Draft Plan has a planning horizon of 2025. However, regular reviews timed for the LTCCP planning process will accommodate any changes in the condition of assets, leisure preferences and the needs within the city and surrounding areas.

### Fit with city growth

The Draft Plan has been informed by UDS research and planning. It takes into account current and projected growth to the north, west and south-west of the city. It integrates forecasted site redevelopments in the city.

The Draft Plan also integrates the concept of urban villages and activity centres in the selection of areas and potential locations of new library facilities. Regular reviews of the Draft Plan will examine the actual growth and revised projections to ensure the location and timing of new facilities accommodate any changes in forecasted growth patterns.



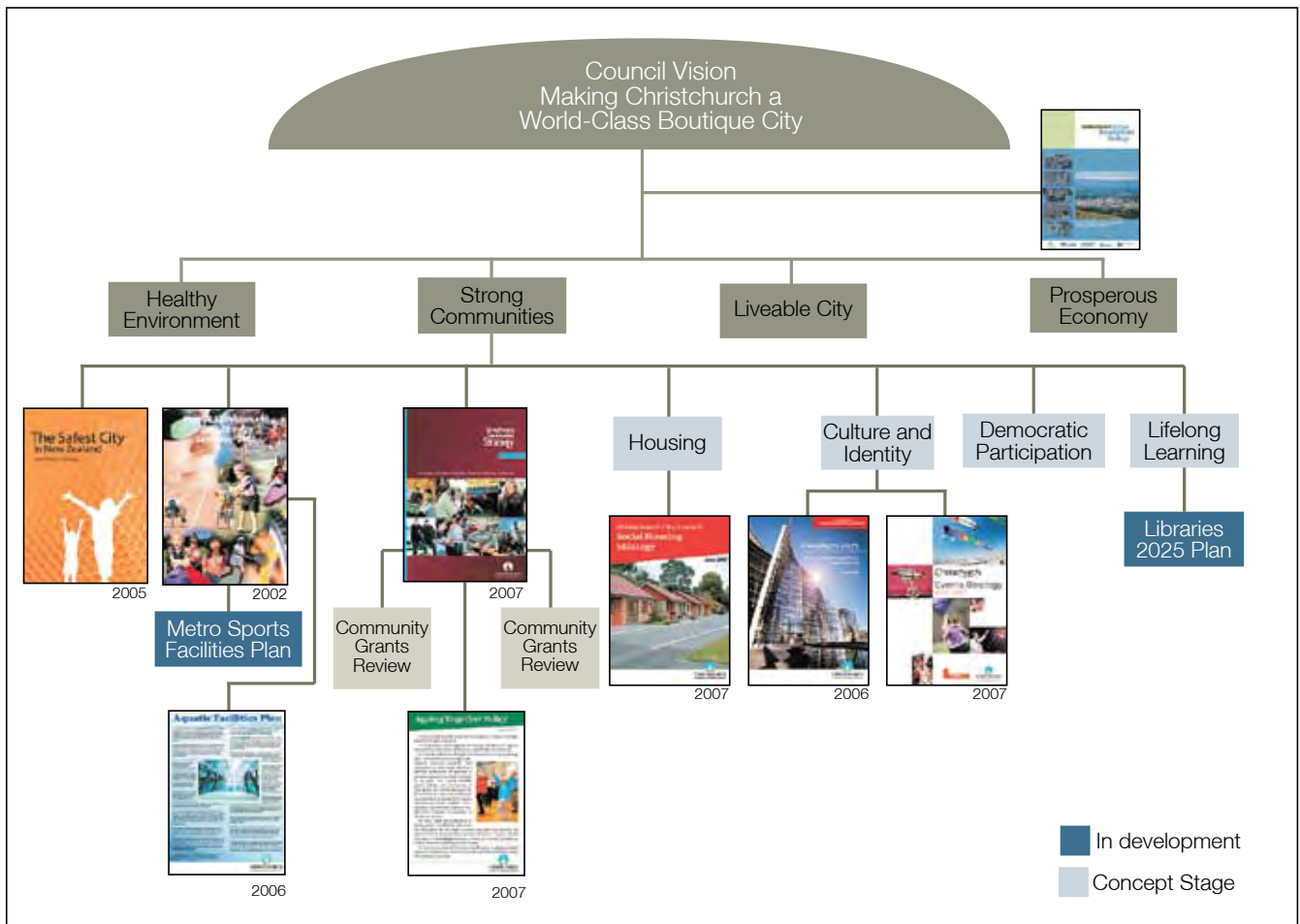


Table 1: Forecast population in key areas, 2006 – 2026

Growth area	Forecast growth in households, 2006-2026	
	% growth	Numeric
Halswell (within 1.5km radius of current library)	66.8%	+ 1,772 households <sup>2</sup>
Belfast (within Statistics Department area unit)	113.0%	+ 1,866 households <sup>3</sup>
Central City	39.7%	+ 7,000 households <sup>4</sup>
UDS area	30%	+ 48,800 households <sup>5</sup>
Christchurch City area	23%	+ 33,449 households <sup>6</sup>

2 Source: Christchurch City Council Growth model, 2007  
 3 Source: Christchurch City Council 2009 LTCCP Household Projections (25 February 2008)  
 4 Greater Christchurch Urban Development Strategy Forum (2007) Greater Christchurch Urban Development Strategy and Action Plan 2007. Christchurch: Greater Christchurch Urban Development Strategy Forum, page 43  
 5 Ibid  
 6 Source: Christchurch City Council 2009 LTCCP Household Projections (25 February 2008)

## Location

Choosing the right location is essential for the success of major community facilities. Library facilities need to be 'where the people go'. Many users, particularly casual leisure users, are attracted to libraries in a similar way to retail and entertainment activities. Therefore, library facilities are best located either close to a major destination within the city, such as a mall and/or a major transport junction, or at sites sufficiently attractive to draw visitors to them as standalone 'destination locations'. Suitable sites could be part of or close to a planned future retail and/or transport junction. School and tertiary libraries may also be considered as possible partners in future planning of libraries and services. Council-led development of a Lifelong Learning Strategy will help inform such planning.

Though land costs are not included in the Draft Plan, it must be emphasised that if identified Council-owned or potential partner-owned sites are deemed unsuitable or needed for other purposes, then Council may need to purchase private land. Given the recognised need to purchase in the immediate area of a major destination (with high market value), the capital costs could be substantial.

Criteria for assessing potential sites and location options have been developed.

## Land banking and land costs

The Draft Plan has a long timeframe and proposed staged development of library facilities. Future land requirements will be considered as part of Council's strategic land purchases.

## A framework for decision making

The Draft Plan is a long-term framework to guide and inform Council's decision-making over time. Council will make decisions on specific actions listed in the Draft Plan based on detailed business cases developed at the time, not automatically as a result of adopting this Draft Plan.

## Capital funding

Any major development of existing or new library facilities will require capital funding. It is anticipated that significant Development Contributions will be used to fund projects driven by growth demand i.e. Belfast, Halswell and Central. These three areas are clearly signalled in the UDS as areas for significant population growth.

Possible use of existing Council-owned or partner-owned sites may also reduce capital expenditure (e.g. Aranui) along with possible conversion to capital from the sale of no longer required library sites (e.g. if Bishopdale Library is relocated to another site in the local area).



The location of libraries can be a source of community pride.

## 4. Council's principles for library provision

The following principles and key statements underpinned the development of the Draft Libraries 2025 Facilities Plan. Council's acceptance of the principles (August 2007) ensures subsequent decision making will reflect common understanding and shared values. These were developed in consultation with the Strong Communities Portfolio Group and feedback from a Council seminar. The agreed principles confirm Council's commitment in the 2006-2016 LTCCP to provide cultural and learning activities through its network of library facilities.

The principles and key statements are not in order of importance and must be read as a whole.

### *Library facilities/services are consistent with Council's strategic directions and strategies*

- Strong Communities, Healthy Environment, Liveable City and Prosperous Economy.
- Other strategies include: Greater Christchurch Urban Development Strategy, Strengthening Communities Strategy, Aquatic Facilities Plan, Equity and Access for People with Disabilities Policy and Ageing Together Policy.
- The Plan will fulfil the vision of inclusive education and lifelong learning opportunities in formal and informal settings through life-supporting social inclusion, access to digital opportunities; achieved in collaboration with other providers. (Library's 2003 Lifelong Learning Strategy).

### *Libraries' planning is responsive to current and future community needs including partnership opportunities*

- Libraries will be adaptable to support changing demographic trends, lifestyle needs and expectations and attract new customers.
- Priority will be given to opportunities for co-location or adjacency with other community and Council facilities, e.g. retail, schools, leisure facilities.

### *Libraries are important community hubs and help strengthen communities*

- The Plan will recognise the need to provide relevant services and community space.
- Libraries will foster local communities' well-being by providing accessible meeting places and focal points for the community, learning and leisure activities.
- Library facilities will embrace the cultural diversity of local communities.
- The Plan will reflect Council's commitment to the Treaty of Waitangi by reflecting an understanding of and respect for the needs of the Tangata Whenua.
- Architecturally designed buildings will generate community pride and reflect the diversity of local cultures and lifestyles.



*Library facilities and services increase leisure and learning opportunities and community participation*

- Libraries will contribute to people's economic and social well-being by providing opportunities for lifelong learning.
- Facilities will combine space for traditional roles of recreational reading and provision of information, along with access to multi-media resources, emerging technology and learning and leisure.

*Libraries form a city-wide network*

- The Plan will enhance ready access to library services across the city.
- Council planning priorities will be reflected and support the development of metropolitan, suburban and neighbourhood activity centres.

*Libraries will adhere to sustainable, long-lasting design and ensure good return on investment*

- The Plan's recommendations will align efficiency measures, industry best practice and cost effectiveness of new and existing buildings.
- The Plan will ensure principles of sustainability and universal design are included in planning new facilities and redesigning existing ones.
- Library buildings will foster a sense of civic pride.

*The Council is committed to maintaining and enhancing the city's investment in the network of libraries*

- The Plan will prioritise maintenance and development of library facilities to meet the criteria of equity of access and effectiveness of location.
- Seeking opportunities for co-location and partnership will be a priority in planning new or relocated facilities as a means of maximising cost-benefits.
- Planning will maximise the potential capacity of existing facilities and will take in to consideration life cycle cost of new and existing buildings.



Technology will continue to play a big role in libraries of the future.

## 5. Criteria for prioritising proposed library facility developments

The Working Party developed the following criteria (in no particular order) for prioritising proposed library facility development. It should be noted that if an outstanding opportunity for partnership arises and, once tested against the criteria, it is believed to be of significant benefit to the Council, the weighting of the criteria could change (specifically with reference to criterion #4).

1. The degree to which proposed developments can complement future growth and changing demographics as outlined in the Greater Christchurch Urban Development Strategy.
2. The degree to which proposed developments use/impact/complement existing library facilities and the network as a whole.
3. The degree to which identified gaps in provision can only be met through additional facility provision.
4. The degree to which land, capital and/or operational costs can be met or shared by others<sup>7</sup>; and the ownership of the asset and control (and care) of its condition will be held by Council.
5. The degree to which the locations of proposed developments have good connectivity with identified activity centres and/or major destinations<sup>8</sup>; and public transport, walking and cycling routes.
6. The degree to which proposed developments display design innovation, best industry practice and:
  - Will be economically sustainable.
  - Can co-locate with other community facilities.
  - Have capability to accommodate changing demands (library and social trends).
  - Have capability to accommodate foreseeable technology trends.
  - Are located on a site with capacity for further expansion.
7. The degree to which the proposed developments support the principles and key statements agreed to by Council for the Libraries 2025 Facilities Plan.

<sup>7</sup> This could be through partnering with neighbouring territorial authorities, schools, iwi, other providers and/or other Council facilities (indoor sport and recreation centres, aquatic facilities, Council service centres and community centres)

<sup>8</sup> Major destinations such as malls and transport interchanges



Books are here to stay; print publishing continues to grow at 9% per annum.

## 6. Trends in library and information provision

International trend watchers predict continued future need and confidence in public library services and facilities. Central to predictions: books are here to stay. The anticipated demise of printed books simply has not happened – print publishing currently continues to increase at the rate of 9% per annum<sup>9</sup>.

The Da Vinci Institute, an influential American non-profit futurist think tank, points to key trends that will affect public libraries in the next generation:

- Communication systems are continually changing the way people access information.
- Search technologies are becoming increasingly complicated.
- Time compression is changing the lifestyle of library users.
- Over time, we will transition to a verbal society.
- Demand for global information is growing exponentially.
- We are transitioning from a product-based economy to an experience-based economy.
- Libraries will transition from a centre of information to a centre of culture<sup>10</sup>.

Not surprisingly the growing use of technology is a major trend. The New Zealand government's Digital Strategy envisages a digital future for all New Zealanders, using the power of information and communications technology (ICT) to enhance all aspects of our lives; provide seamless, easy access to information for work, leisure and cultural identity. Its goals are to:

- Enable communities to use technology to realise their social, cultural and economic aspirations.
- Enhance the contribution ICT makes to New Zealand's overall business productivity.
- Provide all New Zealanders with the digital skills and confidence to find and use the information they need. Public libraries, as primary providers of information in Christchurch, must embrace key goals of the Strategy in future planning.

The technology is the enabler; the content provides the value. The importance of content is a major trend for the future: the demand for content in a variety of formats; digitisation of local material; community repositories of local histories and stories; and the need for relevant content to cater for increasingly diverse populations. Libraries are key to generating, storing, protecting and making available a huge range of information content.

Libraries have a vital role in bridging the "digital divide" well into the foreseeable future: they will provide computers for those unable to afford their own and support people in the development of their digital literacy.

<sup>9</sup> Local Government New Zealand, LIANZA, National Library of New Zealand (2006) Public Libraries of New Zealand: a strategic framework 2006 to 2016. Wellington: Local Government New Zealand, LIANZA, National Library of New Zealand

<sup>10</sup> Ibid, quoted



Despite today and tomorrow's young people growing up 'digital natives', there will be a continued need for public libraries to provide access to and assistance in the use of contemporary digital information and new technologies. The paradox of the digital age is that the increasing availability of information on the World Wide Web and other technologies is not directly related to the ability of people to access the information. Libraries and librarians do, and will increasingly, play a vital role in enhancing people's access to web-based information. Information is easily buried in the depths of 'the web' and there is a need for libraries and librarians to provide the essential link.

"The challenge for public libraries is to integrate their physical collections of books, magazines, CDs, DVDs and other media with electronic collections and content available on the internet. Sometimes referred to as the hybrid library, this will be the model for the next 10 years and beyond."

*(Local Government New Zealand, LIANZA, National Library of New Zealand (2006) Public Libraries of New Zealand: a strategic framework 2006 to 2016. Wellington: Local Government New Zealand, LIANZA, National Library of New Zealand).*




Libraries are places for all ages to access information, playing a vital role in bridging the digital divide.

Table 2: Summary of trends in library facilities and services

<p><b>CONTINUED IMPORTANCE OF THE PHYSICAL SPACE</b></p>	<p><b>PARTNERSHIPS</b></p>
<ul style="list-style-type: none"> <li>• The library as a cultural space; a meeting place; a social centre for the community; as a “social, recreational and learning space”; as civic and democratic spaces.</li> <li>• The importance of the physical building endures.</li> <li>• Sustainable design.</li> </ul>	<ul style="list-style-type: none"> <li>• Community partnerships/joint use.</li> <li>• National partnerships.</li> <li>• International partnerships.</li> <li>• Consortia.</li> </ul>
<p><b>CUSTOMERS</b></p>	<p><b>CHANGING DEMOGRAPHICS</b></p>
<ul style="list-style-type: none"> <li>• Reaching the less-educated and narrowing the “digital divide”.</li> <li>• A place for lifelong learning – formal and informal.</li> <li>• Inspiring and supporting people in the pursuit of knowledge.</li> <li>• Assisted technologies for people with disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>• More attention being paid to the population mix, ethnicity and age of particular communities.</li> <li>• Serving migrant communities by own language materials and ESOL.</li> </ul>
<p><b>COLLECTIONS AND RESOURCES</b></p>	<p><b>TECHNOLOGY</b></p>
<ul style="list-style-type: none"> <li>• Continued importance of reading.</li> <li>• Also demand for differing formats.</li> <li>• Digitisation, especially of local materials.</li> <li>• Need for collections to cater for increasing diversity of population.</li> <li>• User-generated content.</li> </ul>	<ul style="list-style-type: none"> <li>• Help people access all aspects of digital information and computer use.</li> <li>• Increased complexity of the networked environment.</li> <li>• Social networking.</li> <li>• Bandwidth, sufficient PCs.</li> <li>• Demand for wireless connectivity – US figures show increase in libraries offering this from 17.9% in 2004 to 36.7% in 2006.</li> </ul>
<p><b>MANAGEMENT</b></p>	<p><b>STAFF</b></p>
<ul style="list-style-type: none"> <li>• Benchmarking with other public library systems.</li> <li>• Return on investment.</li> <li>• Collaboration with national projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Need for qualified staff.</li> <li>• Staff development and training to better assist users and increase efficiency and skills.</li> </ul>





## Vision for the future

“Public libraries of the future, building on the foundations laid down over many years of service, are the repositories of recorded knowledge and information about our cultural heritage. They encourage the joy of reading for pleasure, recreation, discovery and lifelong learning and develop and supply services and content that meet the needs of information users in the digital age.

As a significant conduit through which information from government and democratic organisations flows to the people of New Zealand, they play a major role in the development of socially cohesive, informed and inclusive communities, in which a sense of partnership between libraries and cultural partners flourishes.

In providing free access to information to all members of their communities, they strengthen the public good, are trusted and well regarded as an essential component of the economic and social infrastructure and provide for the creative replenishment of the human spirit.”

*Local Government New Zealand, LIANZA, National Library of New Zealand (2006) Public Libraries of New Zealand: a strategic framework 2006 to 2016. Wellington: Local Government New Zealand, LIANZA, National Library of New Zealand.*

## 7. The Draft Plan for library provision

The Draft Plan for library provision is a framework to guide and inform Council's decision making. It reflects Council's agreed principles for provision of library facilities. The Draft Plan's recommendations indicate:

- Key attributes of provision.
- Implementation actions.

Key attributes of the provision plan:

1. Provision of library facilities that are community focal points and reflect and respond to local needs over time.
2. Accessibility to a mix of library services and facilities across the library network, including non-building provision.
3. Maximum efficiency and effectiveness of facilities across the network.
4. Optimised partnership opportunities with other agencies and/or services.

## 8. Key attributes of provision

### *8.1 Provision of library facilities that are community focal points and reflect local needs over time*

One of Council's seven principles of the Draft Plan confirms that "libraries are important community hubs and help strengthen communities" and that they will "foster communities' well-being by providing accessible meeting places and focal points for the community, learning and leisure activities".

The contribution made by Christchurch's public libraries as vital community focal points has been shown with the success of such facilities as South Library and Learning Centre, New Brighton Library, Parklands Library and Learning Centre and the strength of community endorsement for the retention of neighbourhood libraries such as Spreydon and Redwood. The Draft Plan reflects continued confidence in the role of library facilities as community focal points.

The Draft Plan identifies a critical gap in provision in the Aranui area, where there is high socio-economic deprivation. As the Ministry of Social Development's 2007 Social Report noted: "We live in a society where access to information and proficiency with technology are becoming more important. Knowledge and skills relate directly to employment decisions and to career choices [...and are] important for gaining access to services and for understanding and exercising civil and political rights."<sup>11</sup>



There is a lack of community library and learning facilities in the immediate Aranui vicinity. (It is recognised that the benchmark radius catchment used elsewhere in the city does not match residents' limited travel options in this area.) A long-held community aspiration to secure a library and/or learning centre to stimulate lifelong learning and leisure activities in the area was reflected in the strong local support for a learning centre to be included in the 2006-2016 LTCCP.

Based on predictions forecast in the UDS, the Draft Plan recognises two key areas of future population growth that will demand either new or enlarged library facilities to enhance and support development of activity centres in local communities.

The UDS's proposed settlement pattern for the greater Christchurch area identifies a new residential area focused around Belfast, forming the northern gateway to the city and a community services' focal point as a key feature in the north.<sup>12</sup>

Similarly, the settlement pattern indicates significant population growth in the Hornby/Halswell areas, with a forecasted additional 10,000 households in south-west Christchurch.<sup>13</sup> An increase to the existing service, due to growth, will be required to meet community needs where the current small library facility is already high performing. The Halswell area is anticipated to see more intense growth than Hornby and therefore be in greater need of expanded library facilities.

The projected growth of the Central City of 7000 households in the period up to 2026 will impact on the current Central Library building's ability to provide a wide range of customer services to the community.

The Draft Plan's principles recognise that over time library facilities will need to adapt to changing community or lifestyle needs and incorporate emerging information technologies in order to retain existing and attract new customers. This could include changing the use of spaces within libraries or building extensions.

### Tactics

- Build a new local neighbourhood library in Aranui to meet high community needs.
- Build a new library facility at Belfast of an appropriate size to cater for future growth in the area.
- Replace Halswell Library in line with household growth and the development being addressed in the South West Area Plan.
- Monitor the need and demand for changed use of existing space and service provision at South, New Brighton and Parklands libraries.
- Retain current Hornby Library but investigate opportunities in line with the UDS/South West Area Plan developments.

<sup>12</sup> Greater Christchurch Urban Development Strategy Forum (2007) Greater Christchurch Urban Development Strategy and Action Plan 2007. Christchurch: Greater Christchurch Urban Development Strategy Forum, p. 40

<sup>13</sup> Ibid, p14

### *8.2. Accessibility to the mix of library services and facilities across the network, including non-building provision*

The Council's network of libraries is structured to ensure a diverse range of library services is delivered across the city.

The framework for provision across this network defines the level of service and size of buildings. This includes non-building provision through outreach and mobile library services. The network framework includes consideration of geographical spread across the city, radii of customer catchments, differentiated service levels and building size. The tiered levels of facility provision ensure access by walking or short distance public/private travel within most communities to base level services (neighbourhood libraries), with a wider range of services available (suburban libraries) and metropolitan (Central library) via short or medium distance public/private travel. Mobile and outreach alternatives provide customised services to meet the needs of discrete population groups.

#### Tactics

- Continue Mobile Library Service as a means of filling network gaps where facility provision is not sustainable.
- Evaluate service provision at Little River, taking into account possible alternative non-building based means of delivery.
- Investigate self-help service delivery options, e.g. library kiosks.
- Align Fendalton Library's asset with similar sized suburban libraries in the network and pursue opportunities for seven-day opening and the inclusion of a café.



Libraries embrace the diversity of our community.

### 8.3. *Maximum efficiency and effectiveness of city-wide network of facilities*

Future developments will continue to focus on ensuring best use and enhancement of the city's current network of libraries. And, over time, current and future gaps in the geographic distribution of facilities will be filled by prioritised developments.<sup>14</sup> There may be opportunities to better optimise the value of some Council-owned library facilities by exploring alternative or shared use. As an adjunct, planning for adequate, secure storage of archival, print and non-print resources (e.g. back-up of digitised records, microfilm/fiche) – on and off-site – needs to be considered.

Facilities will be designed and constructed to be durable in appeal and physical attributes, and meet Council requirements of quality, functional construction, environmentally friendly design, energy efficient operation and low maintenance. This includes such design aspects as additional ducting capacity to enable additional features without major retrofitting. It also incorporates designs that are less labour intensive to supervise resulting in significant operational savings over time.

The current asset condition of Council-owned library buildings varies considerably. Key issues include:

- The asset condition of the buildings housing the 10 voluntary libraries is variable.
- New Brighton and Sumner Libraries coastal locations require costly maintenance.

- The condition of the Bishopdale Library building will require major work within a decade.
- The current necessity to house some of the Central Library's functions off-site reduces efficiency.
- Current archival storage facilities in Central Library fall short of international standards.

#### Tactics

- Explore development options for a new metropolitan Central Library complex in time to inform the 2012-2022 LTCCP process. Identify partnership opportunities and explore linkages with significant civic developments.
- Retain the library service in Bishopdale and review its location in the retail precinct.
- Continue on-going evaluation of the efficiency and effectiveness of Mobile Library services as a customised delivery option for remote or distinct communities where facility provision is not sustainable.
- Evaluate the future role of Redwood Library following the opening of a new library facility at Belfast.
- Review Council's contribution to the maintenance of all voluntary library facilities in conjunction with the review of council-owned community facilities. Assessment to include current and anticipated customer usage, variable access, volunteer support and efficiency of building use.
- Assess the need and priority for an alternative, larger building for Sumner, either as a standalone or shared facility.

<sup>14</sup> Renewal and refurbishment based on the asset management plan is included in the 2006-16 LTCCP.



Library facilities will need to adapt to incorporate the demand for changing information technologies.



#### *8.4 Optimised partnership opportunities with other agencies and/or services*

All future library developments will give priority to improving the use of Council land assets, while still delivering the required facilities. Options will need to be assessed as part of the business case for each development, with particular reference to long-term benefit and ability to meet proven community need.

While being responsive to any opportunity, Council should not be tempted to enter into a partnership merely because the possibility of one exists. Any option would be weighed against all the agreed criteria for assessment suitability of sites on a case-by-case basis.

Partnership options currently include:

- Co-location with Council service centres, leisure or community facilities.
- Partnership with schools, such as land provided by the school to create a joint use facility, as has been successfully implemented at Upper Riccarton.
- Malls as partners, possibly as operators or financiers.
- Provision partnerships with neighbouring territorial authorities such as Selwyn and Waimakiriri district councils.
- External partners provide the facilities (e.g. tertiary education institutions, rest home complexes) with Council and/or shared delivery of services.

#### Tactics

- Pursue partnership opportunities for developing a new neighbourhood library in Aranui. Possible partners include other Council services and/or external partners such as the Ministry of Education.
- Participate in on-going Council/ECan planning with mall owners in Shirley, with a view to possible relocation and upgrade of this library as a suburban library.
- Explore possible future partnership/co-location of Hornby Library with external partners or Council services, in line with the UDS/South West Area Plan or other Council developments.
- Investigate options for alternative uses of voluntary library facilities and delivery of services. These could include the re-use of the Council-owned facility for a different Council service role, shared use of the facility by the library and other Council/community users, divestment of the facility asset with services delivered elsewhere (e.g. rest home complexes or toy libraries).
- Respond to favourable opportunities in Linwood and Papanui, with external partners or with other Council community facilities, that could offer library enhancement.
- Consider partnership with a commercial operator for any café development at Fendalton Library.
- Explore partnership possibilities with educational or community agencies to develop Diamond Harbour Library.

**Table 3: Summary of new developments to complete the network of library facilities: Major capital developments**

The following table summarises the major capital developments proposed in the Draft Plan. It is important to note that the developments are in no particular order, with many external factors influencing the order in which the developments can be planned and completed.

Facility	Current facility condition/ anticipated change	Fit with need	Recommended major Actions	Priority driver Growth/need/asset
Belfast	N/A	Projected growth in the Belfast area indicates an increase of 1820 households by 2026.  Is a UDS Activity Centre.	Build a new library facility in Belfast – appropriate size to cater for future growth in the area.	Growth  Anticipated population growth.  Currently no service in Belfast.
Halswell	Facility in fair-good condition and adequate size for current service levels. Built 1980, addition completed 1996.  Tipping point for major building refurbishment sits in the next 10 to 15 years.	Projected growth in the Halswell area indicates an increase of 1772 households by 2026.  Future gap in service if the current facility is retained.  Is a UDS Activity Centre.	Replace existing library and increase to new 'suburban' library facility in line with growth and the South West Area Plan.	Growth  Anticipated population growth.  Long term inadequacy of current facility.
Aranui	N/A	Demographic data, community need and indicators identify a current gap in service delivery to the Aranui community.	Build new neighbourhood learning centre/library.  Pursue partnership opportunities with other Council services and or external partners.	Need  High need – high deprivation in the community.
Central	Current facility is fair-good in terms of condition. Built 1982, major refurbishment carried out in 1996.  Infrastructure refurbishment will be required in the next 10 to 15 years due to the architectural nature of the building.  Inadequate space to house current collection and the ability to develop and grow services.	Central City Revitalisation Project.  Projected growth and intensification in the central city with an additional 7000 households by 2026.  Main UDS Activity Centre for the city and region.  Community library for residents in the city.	Explore development options for a Central Library complex in time to inform the 2012-2022 LTCCP process.  Identify partnerships and explore linkage to other civic developments.	Growth and asset  Anticipated population growth and facility space limitations.  Long-term facility deterioration.

Facility	Current facility condition/ anticipated change	Fit with need	Recommended major Actions	Priority driver Growth/need/asset
Shirley	Facility very good. Built 1996. Future need for more service capability.  Space required to develop service for learning services to support need in the community.	Growth retail - The Palms shopping centre.  Need – community.	Participate in ongoing Council/Ecan planning with mall owners with the view to possible relocation and upgrade of library facility as suburban library.	Growth/need  Retail development impacted by growth.  Opportunity for service improvement.
Bishopdale	Current facility condition poor. Will require major infrastructure refurbishment to bring it up to modern building standards. Built 1974.  Short-term funds have been set aside for heating and ventilation. All major work has been deferred pending the outcome of this plan.	Well used library in an area of small projected growth.  Above network average activity per square metre of floor space.	Retain library in Bishopdale as a suburban library.  Review current facility and investigate location options to build or refurbish a new facility.	Asset  Asset deterioration– will indicate timing of need for replacement or upgrade.



Parklands, as a neighbourhood library, was designed to respond to local community needs.

Table 4: Other significant developments and projects

The projects and developments listed in this table (in no particular order) are recorded to ensure long-term efficient and effective use of library facilities is maintained. All Council facilities are maintained using regular scheduled maintenance and refurbishment programmes and cycles. The projects included in the table indicate possible improvements or changes that exist outside the regular maintenance cycles and require smaller capital investment and planning to achieve. The majority of these projects will be addressed and delivered through the Annual Plan process.

Facility	Current facility condition/ anticipated change	Fit with need	Recommended Actions	Priority driver
Hornby	Current facility in good condition.  Major refurbishment planned for about 2017/2018.  Current capacity is adequate for service requirements.	Major developments in Hornby area being addressed with growth in housing and commercial property planned for the next 10 years.  Is a UDS Activity Centre.	Retain current library and investigate opportunities in line with UDS and Area Plan developments.  Explore partnership opportunities with Council services and/or external partners to enhance service.	Growth  Anticipated pockets of growth and development in the area – Awatea.
Parklands	Facility in very good condition.  Built 2005.	Current function excellent. Part of plan to ensure original design and function suits community.	Monitor the need and demand to ensure existing space and service provision are aligned with need.	Service need/fit for purpose
New Brighton	Facility in very good condition. Built 1999.  Could see a change in usage and interior space requirements.  Harsh seaside environment impacts on maintenance of the facility.	Community usage of the library is anticipated to change and may require some structural changes to the building.	Monitor the need and demand to ensure existing space and service provision are aligned with need.	Service need/fit for purpose.
Linwood	Facility in very good condition.  Built 1992.	Current facility well used and future growth indicates an opportunity to increase public footprint in the building or seek other opportunities to grow services to support community learning needs.	Respond to favourable opportunities with external partners or other Council community facilities that offer library enhancement.	Growth/need  Development of mall and/or other Council developments and opportunities.
Fendalton	Facility in very good condition.  Built 2000.	Ensuring maximum value from this large busy facility. Offering the community better access to services through longer opening hours, particularly as a local indoor leisure destination on Sundays.	Align asset with network role, pursue development opportunities for seven-day opening and possible café with a commercial operator.	Asset value  Extracting maximum value from large busy facility.  Offering community improved access to service.



Facility	Current facility condition/ anticipated change	Fit with need	Recommended Actions	Priority driver
Papanui	Facility in very good condition.  Built 1995.	Growth pressures in the commercial and retail hub may impact on need for land and growth in library business.  UDS significant Activity Centre for north Christchurch.	Respond to favourable opportunities with external partners or other Council community facilities that offer library enhancement.	Growth  Development of mall and/or other Council developments and opportunities.
Diamond Harbour	Rented. Adequate size for current level of business	Projected growth in the area may require investigation of a larger facility to deliver service to the community.	Explore partnership opportunities with education or community agencies to develop the library.	Growth
Voluntary Libraries	Variety of facilities with a variety of asset conditions.  One Heritage building (Woolston).	Issues such as current and anticipated usage, volunteer support and efficiency of building use need addressing.	Investigate partnership opportunities with external agencies or Council developments.  Review Council's contribution to maintenance of facilities and explore partnership opportunities with other Council facilities and/or external agencies.	Asset condition and use.  Efficient use of facilities.
South	Facility in very good condition.  Built 2003.	Changes in the community usage of the library may require some internal changes.	Over time monitor need and demand to ensure existing space and service provision are aligned with need.	Service need/ fit for purpose.

Table 4: Other significant developments and projects

Facility	Current facility condition/ anticipated change	Fit with need	Recommended Actions	Priority driver
Mobile	Current vehicle adequate but will require replacement within next five years.  Replacement vehicle or vehicles will depend on the outcome of the 2025 plan and internal planning.	Identify isolated communities and network gaps, alternative delivery methods to support current services.	Continue service as a means of filling network gaps where facility provision is not sustainable.  Continue on-going evaluation of efficiency and effectiveness. Customised service delivery.	Service need/ fit for purpose.
Outreach and alternative service provision	N/A	Support the decisions around Mobile planning – support the access to services across the city.	Investigate self help service delivery options, e.g. library kiosks.	Service need/ fit for purpose.
Redwood	Facility fair. Built 1970. Will need significant remedial work in next 10 years.  Lack of modern services, such as air conditioning and effective heating.	May experience significant fall in business with the opening of Belfast library.	Evaluate role post-Belfast facility opening.	Service need/ fit for purpose.
Sumner	Facility good. Built 1975.  Harsh seaside environment impacts on maintenance of facility.	No current asset needs.	Assess need for larger facility should opportunities become available.	Asset Performance and fit for purpose.
Storage	Various and variable.	Future space requirements to be addressed within 10 years. Some current needs require action.	Undertake project to explore options for appropriate and timely storage with future needs catered for.	Asset Current provision not fit for purpose, plus future need for growth of storage.

## 9. Implementation

The Draft Plan is a document mapping the future direction for library facilities in the city through to 2025. Regular reviews of the Draft Plan will be carried out to coincide with Council's LTCCP and Annual Plan cycles to provide for any changes in city growth and priorities.

### Facility actions

Detailed case-by-case planning will be undertaken by Council for each major project as indicated in Table 3: Summary of new developments to complete the network of library facilities: Major capital developments.

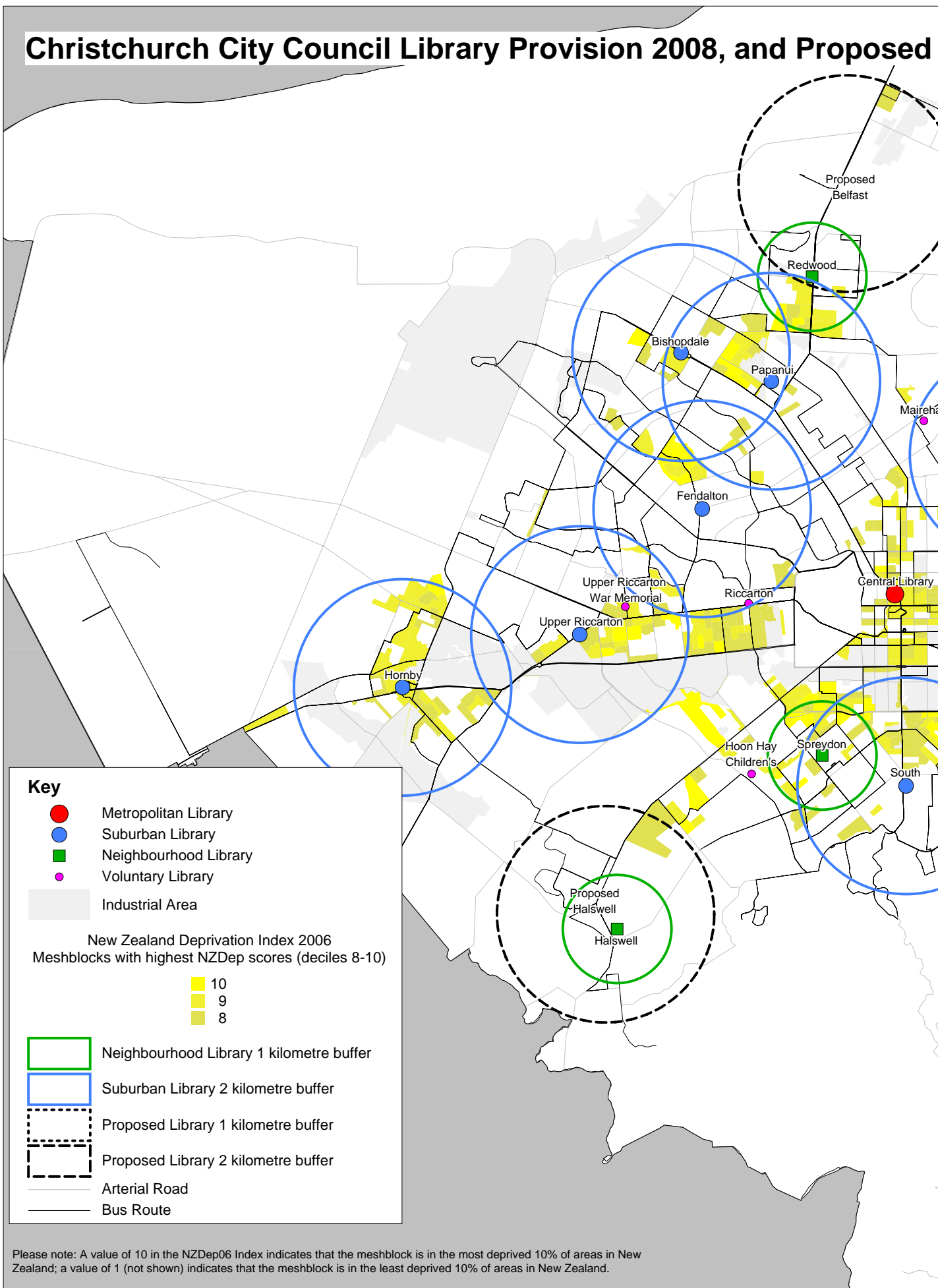
### Non building actions

Non building actions refer to the possibility of selected services being delivered through non-building based operations such as home delivery and mobile library services. The ability to deliver services through flexible models can mean greater access for isolated communities and efficient use of Council funds when a physical asset is deemed unsustainable. Some of these actions have been included in the Recommended Actions column in Table 4: Other Significant Developments and Projects.



Central Library is valued by the community for its outstanding collection.

# Christchurch City Council Library Provision 2008, and Proposed



**Key**

- Metropolitan Library
- Suburban Library
- Neighbourhood Library
- Voluntary Library
- Industrial Area

New Zealand Deprivation Index 2006  
Meshblocks with highest NZDep scores (deciles 8-10)

- 10
- 9
- 8

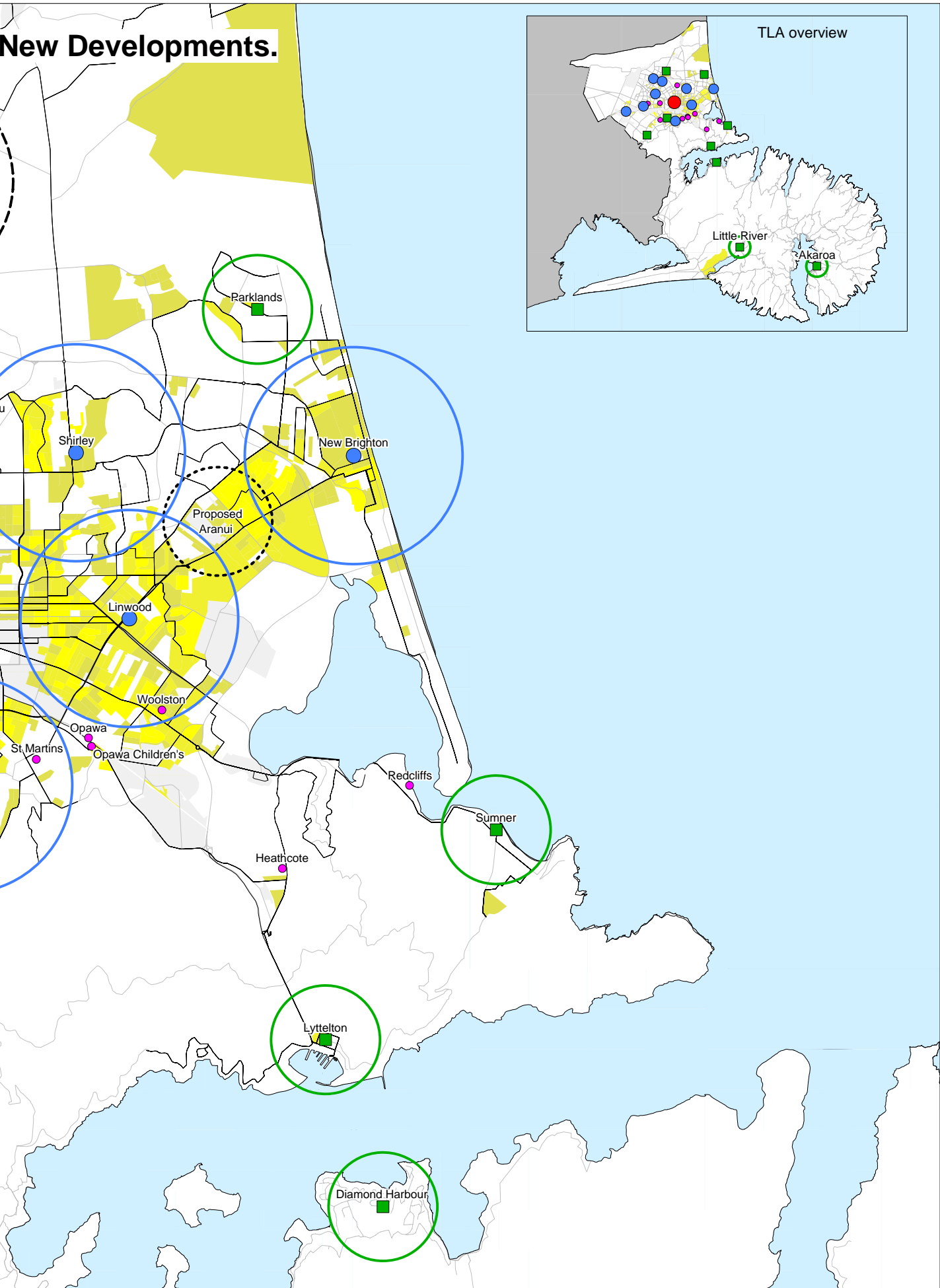
- Neighbourhood Library 1 kilometre buffer
- Suburban Library 2 kilometre buffer
- Proposed Library 1 kilometre buffer
- Proposed Library 2 kilometre buffer
- Arterial Road
- Bus Route

Please note: A value of 10 in the NZDep06 Index indicates that the meshblock is in the most deprived 10% of areas in New Zealand; a value of 1 (not shown) indicates that the meshblock is in the least deprived 10% of areas in New Zealand.

Sources: 2006 New Zealand Deprivation Index, Department of Public Health, University of Otago (Wellington); CCC GIS Layers. Prepared by: Monitoring and Research Team (CCC), February 2008.



# New Developments.



## Glossary of terms used in the plan

*Activity centres* – Key commercial/business centres identified in the UDS as focal points for the transport network and suitable for more intensive mixed-use development.

*Asset Management Plan* – the Council plan that details and forecasts maintenance requirements for a Council facility over time.

*Co-location* – Shared use by two or more Council service providers from a Council-owned building.

*Community library/libraries* – All the 18 libraries in the Christchurch City Libraries network that are located in local communities. Excludes the Central Library, mobile library service and voluntary libraries.

*Community Outcomes* – Identified goals of communities in relation to the present and the future for the social, economic, environmental and cultural well-being of the community.

*Facilities (Assets)* – The buildings that house libraries, excluding the internal fittings and hardware that are included inside libraries.

### *Facility condition*

- Poor – requires major upgrade in many areas.
- Fair – acceptable standard but flagging work to be done in the near future.
- Good – no work required currently, normal cycles apply.
- Very good – newly or recently refurbished.

*Learning centre* – Learning space, services and technology that enable carrying out of group learning programmes and activities with a computer focus. Three learning centres have so far been developed – at South, Parklands and Upper Riccarton libraries. In the latter case, the learning centre is a partnership project with Riccarton High School. Learning centres could be standalone facilities.

*LTCCP* – Long Term Council Community Plan.

### *LTCCP planning cycles*

- Long term – The LTCCP planning and capital funding cycle covering the years 2019-2025.
- Medium term – The LTCCP planning and capital funding cycle covering the years 2013-2018.
- Short term – The forthcoming LTCCP planning and capital funding cycle covering the years 2009-2012.

*Metropolitan library* – City-wide catchment; has regional and national importance; special and unique collections; has civic presence. Offers wide range of spaces for activities; holds and preserves the history of the city.

*Mobile library* – Specially-fitted bus that currently visits 36 locations each week offering library lending and related services. The Mobile stops at locations where there is either a gap in library facility provision or a recognised demographic need.

*Neighbourhood library* – Catchment ranges from 1km to 1.5km radius; serves population from 10,000 to 12,000 people. Services could include small, broad-spanning collections and a range of activities.

*Network* – The 19 libraries that currently comprise Christchurch City Libraries. A framework for provision of variously-sized libraries has been developed to ensure equitable, city-wide access to library services – metropolitan, suburban and neighbourhood levels.

*Non-building provision* – Service provided without the need for a facility, such as the mobile library or on-line ordering and courier delivery of books.

*Outreach* – Customised library services for users who are unable to visit a library facility to borrow materials or are an identified target group for increasing user usage. Outreach services include volunteers' deliveries to housebound users, Storyline (talking books delivered to visually impaired people), deliveries to prison and promotional programmes for preschoolers and parents/caregivers.

*Partnership* – A relationship that enables a combined approach to funding, supplying, managing or supporting aspects of initiatives between residents, communities, organisations and Council.

*Remote access* – Connection with the Library's catalogue, digital resources and the internet, via the Library's website.

*Services* – The activities that happen within libraries.

*Strategic Directions* - Four directions that guide Council's planning and its delivery of services. Currently these are:

- Strong Communities;
- Healthy Environment;
- Liveable City;
- Prosperous Economy.

*Suburban library* – Catchment ranges from 1.5km to 3km radius; services population range from 15,000 – 40,000. Services could include a variety of activities and flexible spaces.

*UDS* – Greater Christchurch Urban Development Strategy and Action Plan 2007.

*Voluntary library/libraries* – Ten libraries located in local communities that are staffed and managed by volunteers only. Most voluntary libraries are housed in Council-owned buildings. Council maintains all voluntary library buildings, provides some annual funding (based on usage) for the purchase of lending materials and processing new materials for these libraries. Some community boards make additional contributions to the running costs of some voluntary libraries.



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