Libraries 2025
Facilities Plan
May 2015

Christchurch
City Council

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."[1]

2014 Update

"The library as place – a community hub, a business hub, a space for innovation and creativity – is becoming more important even as libraries become more digital and virtual. The library is changing from being a place where people came to get ideas and information, to an experiential place where people meet with others to create, share and learn about new ideas in a social context.

Libraries are about sharing and sustainability – sharing resources, and reusing content and facilities over and over to gain competitive advantage for individuals and communities. The roles of public libraries for the foreseeable future are:

- Collecting, curating and providing access to knowledge ideas and works of the imagination
- Fostering the joy of reading and supporting the development of literacy in all its forms
- Enabling independent lifelong learning, research and innovation
- Providing community-based services for all in places that are at the heart of their community
- Collecting, creating an making available local content and history"[2]

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[1] Associate Minister of Arts, Culture and Heritage, Honourable Judith Tizard at the New Zealand Public Libraries Summit, 26 February, 2007

[2] Local Government New Zealand et al (2012). *Public libraries of New Zealand: a strategic framework*. Local Government of New Zealand, Association of Public Library Managers, National Library of New Zealand. Wellington, New Zealand. 2012.

Executive summary

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

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

The 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 that 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: 1: community focal points, reflecting and responding to local needs; 2: accessibility across the network to a mix of library services and facilities, including non-building based provision; 3: maximum efficiency and effectiveness of facilities; and 4: optimisation of partnership opportunities with other agencies and/or services.

Proposed under the 2008 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, to address population growth.

- Explore development options for Central Library in time to inform the 2012-2022 Long Term Plan (LTP).

- 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 (UDS).

- Evaluate the future role of Redwood Library following the opening of a new library at Belfast.

- Align Fendalton Library's asset with similar sized suburban libraries in the network and investigate development of seven day opening. Consider inclusion of a café following the 'Cafes in libraries' feasibility project.

- Develop a plan for the voluntary libraries within the 2025 framework that will maximise the community use of these facilities. This will include investigating

partnership opportunities with external agencies and other Council units.

- Review service provision to Banks Peninsula libraries (Akaroa, Diamond Harbour, Little River and Lyttelton) within the framework of current levels of service for the library network. Scope future and current needs and acknowledge rural community needs.

- Continue to maintain and refurbish all community libraries and the Central Library as part of regular asset maintenance programmes and cycles. This includes those identified for possible future development and those expected to fulfil current need i.e. New Brighton, Parklands, South, Spreydon and Upper Riccarton.

Priorities identified in the Plan will guide development of the Christchurch City Libraries network during the next 20 years and inform Council decision-making for the 2009-2019 Long Term Plan. Adoption of the Plan does not guarantee a facility will be upgraded, redeveloped or built.

The Plan signals Council's intention to continue to use the Mobile Library Service to provide access to resources where facility provision is not sustainable and 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 the library network. These could include 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 Libraries 2025 Facilities Plan will be reviewed every six years to address city growth and changes in priorities. These reviews will coincide with the timing for funding within the Council's LTP and Annual Plan cycles. It will also be informed by the triennial reviews of the UDS.

2014 Update

The Libraries 2025 Facilities Plan was intended to be updated each six years, to align with Council's long term planning processes. The 2010 and 2011 earthquakes necessitated its early review.

The effects of the earthquakes on individual library buildings vary from some that require cosmetic or structural repairs through to those requiring demolition or prolonged closure to enable major repairs.

Customers have been able to access library services, facilities and collections soon after each major earthquake event, albeit often not at their closest or familiar location. Libraries have moved promptly to re-establish services, recognising early the important role they could play in communities. They are reassuring and trusted social and information centres and act as an electronic gateway for people to connect with relatives and friends.

The strategic context, principles and attributes for provision, basic network map for library provision and criteria for proposed developments defined in the original 2008 Facilities Plan have proved robust and still applicable in this 2014 update.

As expected, the 2008 survey of trends in library and information services required updating – though the essential recognition that libraries continue to be successful and popular for early adopters of new technologies and reading formats holds true.

In 2014, the major changes required to the 2025 Facilities Plan relate to the sequencing and timing of planned developments. With some buildings lost or damaged, there are gaps in the network's provision. Reconsideration of the timing and/or sequencing of rebuilding and new developments is needed, in order to restore equitable access to library services across the city. The Facilities Rebuild Plan started in mid 2012 and the Libraries 2025 Facilities Plan provides strategic direction for decision making, although financial and insurance considerations may affect decisions regarding cost effectiveness of repair, rebuild or demolition and more specifically the timing of this work.

Changes to the predicted population availability and timing of greenfield developments, along with relocation of red-zoned households are key factors to be considered as part of the re-prioritising to ensure that it is still a good fit with growth.

Throughout the revised 2025 Facilities Plan, a number of comments have been added (in shaded areas). The only sections that have been substantially rewritten are:

- Trends in Library and Information Provision
- Population and Demographics
- Table 3: Summary of new development to complete the network of library facilities: major capital developments
- Table 4: Other significant developments and projects

1.0 Introduction

Background

Initial scoping work for the Libraries 2025 Facilities Plan (the 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 Plan provides the information to support future planning decisions 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 along with a Liveable City and Prosperous Economy.

Public libraries fulfil a significant 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."[3]

The value of public buildings such as libraries is emphasised in the Urban Design Protocol (which Christchurch City Council is a signatory to): they protect the cultural identity and heritage of our towns and cities; provide creativity; and add social, environmental and cultural benefits by creating well connected, inclusive and accessible places.[4]

Christchurch has long enjoyed a strong library tradition. From its origins in 1859 as the Mechanics Institute, subsequent management by the then Canterbury College to its eventual adoption by the City Council in 1948 it has been a significant presence in the city and surrounding area. A travelling library service to country districts started in 1920, the first branch library was opened at Spreydon in 1971 and in 1975 Christchurch became the first public library in New Zealand to use a computerised lending system. Today's library network is nationally and international renowned for its excellence in buildings, services and digital developments with several of the current facilities receiving architectural awards and recognition.

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 (LTP). A programme of regular refurbishment continues through asset management planning, which at the same time allows limited opportunity for service re-definition if required.

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[3] 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

[4] Ministry for the Environment (2005). Urban Design Protocol. Wellington: Ministry for the Environment

2014 Update:
The Impact of the 2010-11 earthquakes

Communities' appreciation of libraries has been evident as they reflect on how they can retain and build on the cohesiveness, kindness and openness they shared following the 2010-2011 earthquakes. Libraries that were able to remain or reopen soon after the earthquakes quickly became vital community hubs and links with local people, agencies, information and the wider world.

The earthquakes caused significant damage to some of the library network. Library services in all locations were disrupted after the large earthquakes to allow for preliminary condition and safety assessments to be done, and several suburban libraries were partially or fully re-purposed to house Council staff for most of 2011.

The Central Library, Bishopdale and Linwood libraries and two voluntary libraries have been closed pending further structural or land assessments. Structural damage to Sumner Library and three voluntary libraries necessitated their demolition, and full assessments of all library sites could still result in further closures. Fendalton, Papanui and Upper Riccarton libraries have had intermittent public access over a prolonged period – at times being used to house Council staff from other parts of the city and then undergoing substantial repairs following the detailed building evaluation.

Those libraries that were able to remain open in the aftermath of the quakes rapidly became the only, vital link that people could have with friends and family elsewhere. Free access to the internet and social media enabled people to connect with family and friends to reassure them of their safety, sharing their experiences and expressing their needs. Public and community information was readily available at libraries – they became an information and social conduit for recovery. Libraries have always had this role in communities, but never more valued than during this time when other channels of communication were limited.

Throughout the earthquakes' aftermath, the community's loyalty, appreciation and need for libraries has remained strong. Their role as important hubs in local communities, providing access to information and the digital world, opportunities for social connection and leisure activities continues to be valued.

The library as a key public space in communities that have suffered from a natural disaster has been recognised elsewhere. Where evaluating the role of public libraries after Hurricane Katrina, researchers found that those libraries that could open immediately or soon after the natural disaster, "provided essential services to people in need…. [such as] access to computers and access to information via computers, aid in filling out necessary relief aid forms, listening and providing comfort, and volunteering time, money, and materials. The public library clearly played a role in both providing information and facilitating communication."[5]

Central Library Peterborough opened in December 2011 on the very edge of the CBD Red Zone. A leased facility requiring a refurbishment of previous office and retail space has proved to be a vital community service not only to the inner city residents of the area but to many others to gain access to some of the unique collections housed in the Central library. Peterborough Library is also a magnet for visitors to the city and new immigrants. In the first two years of operation approximately 300,000 people visited the library each year. The positive impact of the temporary library was captured in comments similar to this one from a customer:

"Absolutely fantastic that you are soon to open the new "central" library. Congratulations and many many thanks to you all for your hard work and dedication in putting this together."

Similarly the opening of Central Library Tuam in July 2012, adjacent to the bus exchange and the RE;start mall provided library access to the people visiting the city south of The Square and provided a service to both people working in the city and for those transiting through. It proved as popular as the Peterborough Library, providing access to more of the Central Library collection, including the Aotearoa New Zealand collection, as well as access to internet and digital information. The visitor count topped 400,000 from July 2012 to July 2013.

5 Welsh, T. S. & Higgins, S. E. (2009). *Public libraries post-Hurricane Katrina: A pilot study.* Library Review, 58(9), 652-659

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

The UDS has underpinned much of the planning for future library provision. The Plan also aligns with the 2006 Aquatic Facilities Plan, Metropolitan Sports Facilities Plan and Community Facilities Implementation Plan (both currently underway) to ensure cohesive development of Council services and facilities.

Key issues

Key issues considered in the Plan's development:

- Future network definition and shape – levels of service provision and distribution across a citywide 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.

2.0 Process followed

Initial scoping work for the Plan was carried out in 2005. Comprehensive work began in early 2007 to enable completion in time to inform the 2009-2019 LTP 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 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 Plan for the provision of libraries that would enhance access to facilities and services and inform the 2009-2012 LTP 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 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 twenty first century citywide library network.
- Site visits – libraries and urban areas in the northwest, south and central Christchurch.
- Identification of priority areas – impact of UDS and area plans.
- Criteria for prioritising future facility developments.
- Options assessment.

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 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 Plan.

The wider community was consulted on the Draft Plan. A public participation programme included open meetings around the community and with community boards. A range of submissions was received and elected members heard presentations from some of these.

Elected members' consultation

The Plan's proposed recommendations were discussed at seminars with elected members and community Board members, before the 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, education providers, 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 – coffee and 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.

2014 Update

Earthquake damage to some libraries and many local neighbourhoods prompted a review of network provision and a check of the Libraries 2025 Facilities Plan's tactics and attributes of provision. This was to ensure that services could continue to be delivered across the city, reflect altered residential areas and continue to be synergistic with other community and education facilities.

The popular "Share an Idea" engagement with Christchurch people, as part of the Christchurch Central Recovery Plan's development, gathered 106,000 ideas. Many of the ideas contributed were about people's aspirations for Christchurch rather than just the central city.

People's thoughts on libraries in our city's future included that they are community hubs and lifeblood, provide accessible public spaces where all are welcome, are centres for preserving and reflecting cultural heritage, have exciting learning spaces, children's areas, café, exhibition and performance spaces, and provide free WiFi and interactive access.

Feedback from customers in the Council's 2012 regular customer satisfaction survey included some comments relating the role of the library post earthquake.

"I really did not realise how much I treasured my library until the earthquakes. Fendalton opened last week and I went 3 nights in a row. They are the ray of sunshine in a very grey winter".

"Out in the community sharing with others. Had a chance to talk to and support lonely or elderly. Helped being able to read & ease my own nervous state".

"The library is the heart of the community, especially since the earthquakes, my library was open very soon [after the earthquakes] and it gave me hope, and obviously did the same for many others, the library is for everyone, it's a place to sit and have quiet time or meet people, the staff are friendly and helpful, it was lovely to walk in when it had reopened and be called by name and asked how I was... I love the access to information, the special events, and most of all the books, the library is the only place that always satisfies my expectations."

Temporary Libraries

Following the earthquakes and the obvious community need plus the level of damage to libraries and other community facilities, we responded in a variety of ways to bring libraries back to the community.

July 2011 the South City Central library opened in a small shop next to the supermarket at the South City Mall. This library provided a vital link for people living in the eastern hill suburbs and those working in the redzone as access to libraries and shopping was very limited. This little library soon became a very busy place with extra tables and chairs being put in the mall to accommodate people using the free WiFi. It also brought much needed foot traffic to the mall and supported its recovery very soon after the earthquakes.

In October 2013 the temporary Bishopdale Library opened in a small commercial space in the Bishopdale mall. The library was a strong anchor for the mall and about 15,000 people visited in the first two months of opening. Many positive responses have been recorded from customers and mall business owners.

Due to the success of the very small temporary Linwood Library a larger space was set up for a greater service in the Eastgate Mall. This library has performed beyond expectations and with visitor numbers of up to 30,000 per month the increased space and services provided a valued community resource. A customer writes "in the course of my daily travels I often use various libraries, one stands out for wonderful friendly and helpful staff, a lovely building with loads of space. Well done Christchurch City Libraries".

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 LTP 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 Plan is based on planning principles that 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.

For a Liveable City:

- Maintain and enhance the quality of development, and renewal of the city's built environment by: championing high quality urban design; improving people's sense of community identity and their feelings of safety; encouraging better accessibility in public and commercial buildings; improving Christchurch's heritage buildings and neighbourhood character.

And for a Prosperous Economy:

- Work in partnership with business and education sectors to attract and train people with diverse skills that meet businesses' needs by: encouraging people to take part in lifelong learning to make the workforce more skilled and adaptable; supporting the work of tertiary education providers.

Alignment with Council and central government planning

Council has developed a suite of policies, strategies and plans to identify its contribution to fulfilling the Community Outcomes and Strategic Directions (see chart opposite).

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 Plan, notably the Community Facilities Implementation Plan, Metropolitan Sports Facilities Plan, Belfast Area Plan and the South West Area Plan.

2014 Update: Context and Strategic Alignment

Libraries' recovery and development planning will complement the Canterbury Earthquake Recovery Authority's (CERA) Recovery Strategy, recovery plans and programmes. In particular, libraries' planning will need to take into account the Directions for Education Renewal in Greater Christchurch[6], Building and Infrastructure Recovery Plan, Building Community Resilience programme, Arts, Culture, and Heritage Collections Programme and CERA's Central City Development Unit which draws on the vision of the Christchurch Central Recovery Plan. Several Suburban Master Plans and local neighbourhood recovery plans have been developed and implemented by the Council and these will guide libraries' planning in respective local community areas.

In particular the Education Renewal Programme proposes the sharing of specialised school facilities, such as libraries with other community-based providers. It is also identified government priority going to investment in facilities that can be shared by two or more tertiary organisations, educational users and the community. This may impact on the way libraries are delivered in the future.

The CERA Recovery Strategy includes several goals which libraries can contribute to:

2.1 planning for a well-functioning Christchurch central city, thriving suburban centres, flourishing rural towns and a productive rural sector; (economic)

3.2 growing capacity, knowledge and skills within the community to build resilience (social recovery)

4.1 acknowledging and celebrating the rich and diverse Ngāi Tahu, colonial and other heritages and connections;

4.2 resuming cultural, community and sports events and activities;

4.3 encouraging participation in a range of entertainment, cultural, recreational and sporting activities (all cultural recovery).

Working in a changing environment

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

Regular reviews of the Plan will be undertaken each six years. These will examine the actual growth and revised projections to ensure the location and timing of new facilities accommodate any changes in forecasted growth patterns. Reviews will inform the development of business cases for individual projects and their prioritisation, as part of relevant LTCCPs. The Plan will also continue to be informed and updated by the UDS's development and in particular by its triennial reviews.

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[6] http://shapingeducation.govt.nz/wp-content/uploads/2012/09/RenewalPlanAug2012.pdf

2014 Update: Facilities Rebuild Plan

The impact of the earthquakes on several of the library's network's facilities, along with changes to some residential areas where land and homes have been red-zoned have necessitated an earlier review of the 2025 Plan.

A Council-wide Facilities Rebuild Plan was developed in July 2012. The plan provides a framework to assess, options, prioritise and schedule repairs and rebuilds of all of Council's 1,600 facilities The principles, tactics and criteria for provision detailed in the original 2008 Libraries 2025 Facilities Plan continue to provide a sound framework on which to review the library network post-earthquakes.

Decisions from the Council-wide review of facilities will feed into the 2013-2016 Three Year Plan and subsequent long term plans.
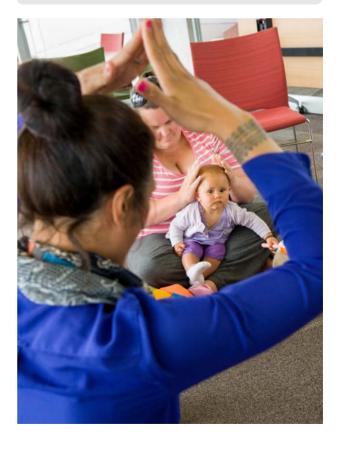
Fit with city growth

The Plan has been informed by UDS research and planning. It takes into account current and projected growth to the north, west and southwest of the city. It integrates forecasted site redevelopments in the city. The Plan also integrates the concept of urban villages and activity centres in the selection of areas and potential locations of new library facilities.

In addition to areas already identified for facility development, reviews of the Plan may need to consider the following:

- Monitoring impact of and changes to projected household growth in areas undergoing future significant growth through intensification or greenfield development (e.g. Wigram).

- Identifying changed need for a local library facility, as a result of, for example, increased socio-economic need.

- Investigating opportunities to improve central city library provision that may arise from the development of a new inner city transport exchange or in recognition of the increased emphasis on the Central library role as a community library for inner city residents.

- Revised pattern for urban development and allowed residential densities, as identified in chapter 12A of the 1998 Canterbury Regional Policy Statement, inserted on 18 October 2011.

- Land Use Recovery Plan (LURP)[7] by Environment Canterbury in collaboration with strategic partners which was endorsed by Council in December 2013.

- Suburban Masterplans as they are developed and completed.

[7] http://cera.govt.nz/recovery-strategy/built-environment/land-use-recovery-plan

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

Growth Area	Forecast growth in households between 2006 and 2026	
	% Growth	Households
Halswell (within 2km radius of current library)	74.3%	+ 1,999 households[8]
Belfast (within 2km radius of SupaCentre, not necessarily site of a library)	83.0%	+ 2,284 households[9]
Central City (Four Avenues)	91.4%	+ 3,472 households[10]
UDS area	30.0%	+ 48,800 households[11]
Christchurch City area	23.0%	+ 33,449 households[12]

Table 1.2: Forecast population in key areas 2006-2041

Growth Area	Forecast growth in household between 2006 and 2041[13]					
	Total 2006	Total 2013	Total 2028	Total 2041	Numeric increase	% Growth
Belfast (within 2km radius of Supa Centre)	3,900	4,600	7,200	8,500	4,600	117%
Four Avenues	3,800	3,100	5,400	10,400	6,600	174%
Halswell (within 2km radius of current library)	4,100	4,600	8,700	11,900	7,800	192%
Hornby (within 2km radius of current library)	6,100	6,900	9,700	10,600	4,500	74%
Christchurch	144,100	144,700	168,400	190,200	46,100	32%
UDS	164,100	169,500	204,700	236,300	72,200	44%

Source: Market Economics, Christchurch Household Growth Model, March 2014

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[8] Source: Christchurch City Council LTCCP Growth model, 7 March 2008 (2006 base)

[9] Source: Christchurch City Council LTCCP Growth model, 7 March 2008 (2006 base)

[10] Source: Christchurch City Council LTCCP Growth model, 7 March 2008 (2006 base)

[11] Source: Greater Christchurch Urban Development Strategy, 2007 (Preferred option, 2001 base)

[12] Source: Christchurch City Council LTCCP Growth model, 7 March 2008 (2006 base)

[13] A map showing the boundaries of the census area units and street information is available on the councils website at:
http://resources.ccc.govt.nz/files/CityLeisure/statsfacts/statistics/2013AreaUnitMapA3.pdf

2014 Update: Population and demographics

Post earthquake revised population and demographic projections will inform recovery and development planning for libraries.

Initial estimates indicate a decrease of 2.4% (8,900 people) from Christchurch in the 12 months up to June 2011. This is a fairly typical response in cities struck by natural disaster.

Greater Christchurch Urban Development Strategy (UDS) Area Unit Population Change between 2006 and 2013

Statistics New Zealand released usually resident population counts for census area units.

Generally the areas with the greatest losses of population are those associated with the residential red zone along the Avon River in Christchurch with the greatest loss of population in Avondale, Burwood, Dallington, Bexley and Avonside. Other areas of Christchurch also experienced loss including Mt Pleasant, Opawa, the central city and Merivale. Highest areas of growth were in Belfast, Aidenfield, Travis Wetland and Wigram reflecting development of Greenfield areas.

Growth in Selwyn and Waimakariri towns in the Greater Christchurch area has been rapid with Rolleston growing by almost 7000 additional people, three times greater than in the 2001 to 2006 period. It was followed by Rangiora (4000), Lincoln (1700) and Pegasus/Woodend (1500). Lifestyle areas such as West Melton and Mandeville each grew by 2500 additional people.

This compares with population growth of around 6000 in the South West of Christchurch and around 5500 in the North West of Christchurch. There are currently 11,000 sections zoned for residential development with an additional 11, 000 sections that will be available in the future. Appendix 1 map shows these areas.

Land Use Recovery Plan– December 2013

Projected growth and maps included in the LURP reflect that growth patterns and priority Greenfield developments are on plan.
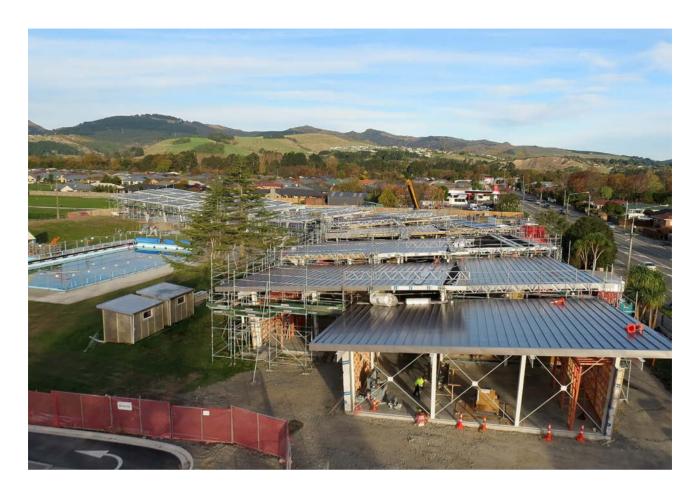
Halswell, Belfast, New Brighton and Shirley suburbs are indentified a key activity centres for business and community which aligns with the planning for new and retention of libraries in these areas.

Conclusion

The decrease in population in the Avon River red zone areas is offset by the developments in adjacent areas of Waimiari Beach, Preston's and Highfield and Mairehau, suburbs that are serviced by New Brighton, Shirley and Parklands libraries. The areas of growth in Belfast, Wigram and Halswell are supported by the development options identified in this Plan. Growth in the neighbouring districts, although rapid, is in keeping with planned activity in the original UDS and the more recent LURP.

Note

Further census information will be provided as it comes available. The next release of census information will available in late 2013, with ward information available by the end of March 2014. A special "Quick Stats about Greater Christchurch" will be released in mid February 2014 which will provide information about how the population and housing have changed since the Canterbury earthquakes.

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.

Though land costs are not included in the 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 were developed.

Land banking and land costs

The 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 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 Plan based on detailed business cases developed at the time, not automatically as a result of adopting this 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 considerable 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).

4. Council's principles for library provision

The following principles and key statements underpinned the development of the 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 collocation 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' wellbeing by providing accessible meeting places and focal points for the community, learning and leisure activities.

- Library facilities will be safe buildings that can be utilised as local hubs and in particular enable access to information and Council and related services during emergencies.[14]

- 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 citywide 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.

[14] New item added as a result of the review

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.

- New library buildings will be constructed to meet the new building standards; and existing buildings that do not the new building standard will be either repaired to code or replaced.[15]

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.
- All planning will maximise the potential capacity of existing facilities and will take in to consideration life cycle cost of new and existing buildings.

[15] Ibid

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 (GCUDS).

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[16]; 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[17]; 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.

• Are built to a high safety standard.[18]

• 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.

2014 Update: Criteria

Post-earthquake, these criteria will continue to underpin library facility development. However, it is noted that the population trends and pattern of settlement outlined in the GCUDS may now have altered, affecting the sequencing of library facilities' planning.

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[16] This could be through partnering with neighbouring territorial authorities, Ministry of Education, iwi, other providers and/or other Council facilities (indoor sport and recreation centres, aquatic facilities, Council service centres and community centres)

[17] Major destinations such as malls and transport interchanges

[18] New Criteria added as a result of the review

6. Trends in library and information provision

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.[19]

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.

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.

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[19] Ibid, quoted

"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).

2014 Update: Trends

As predicted, the growth in online and digital information and technologies continues at a rapid rate. The continued fast nature of the change impacts on libraries planning with a greater degree of flexibility in design and delivery being required. Libraries have a key role in providing access, timely delivery and guided access to the vast range of information, proving agile and adept at harnessing new digital technologies.

Popularity of e-books is growing exponentially, with the supporting technology being affordable and easy-to-use and an expanding range of titles readily sourced online. Despite this, print books and traditional media continue to hold appeal.

Library usage patterns display how customers are adept at 'mixing it up' by enjoying a rich array of technologies and formats for their leisure reading and information seeking. E-books for leisure on-the-go, hard copy for non-fiction and browsing, paperbacks for quick reads, podcasts and online newspapers for current events, federated search engines for breadth of information, tweeting and blogging for tips and best reads, digital storytelling for sharing life experiences, live-online chat for homework and research assistance, CDs for music and stories and Flickr for images are just a few examples.

In its January 2012 briefing to the incoming Minister responsible for the Department of Internal Affairs (including National Library), the Library and Information Association of New Zealand (LIANZA) described the challenge of constant and rapid change we live in:

"The main difference in today's world, and in the world of the future, is the speed of that change and the fact that we live in a globally connected world which enables new developments to rise – and fall – before we have understood the last new thing that happened."

"We live in the "Network Society" [which] describes several different phenomena related to the social, political, economic and cultural changes caused by the spread of networked, digital information and communications technologies. It moves beyond the concept of information society, where the manipulation of and access to information is the primary activity, to one where the creation and exchange of content, personalised to an individual's needs, in an "always on" communication channel, increasingly via mobile technology, is the norm."[20]

The just-revised 'Strategic framework for public libraries' notes the impact of eBooks on reading habits:

"Clearly, eBook publishing is burgeoning. As we move more and more into a world where the predominant mode to read books is in a digital device, libraries are purchasing access to eBooks, just as they do for audio books and databases. For libraries, the eBook is just another format for presenting the written work and one which has some advantages to customers: for vision-impaired customers, the ability to increase text size provides even better readability than a printed large print book. Housebound customers can get the books of their choice delivered straight to their devices. EBooks are beginning to integrate images and other formats to provide a much richer experience for the reader."[21]

Added to the vast range of technology and information available through libraries, is the growth in mobile technology which people bring to the library. The knowledgeable staff are able to help people use their devices to access the information. Library buildings are being designed with pervasive technology, power and WiFi which increases access and to keep up with the rapid change in the variety of ways people use technology and libraries together.

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[20] Library and Information Association of New Zealand (LIANZA) (2012). Briefing for the Minister responsible for the National Library of New Zealand. Available at: http://www.lianza.org.nz/sites/lianza.org.nz/files/briefing_for_the_minister_responsible_for_the_national_library_of_new_zealand_jan_2012_1.pdf. Retrieved from the world wide web 24 April 2012.

[21] Local Government New Zealand et al (2012). [Draft] Public libraries of New Zealand: a strategic framework. Local Government of New Zealand, Association of Public Library Managers, National Library of New Zealand. Wellington, New Zealand. Draft version May 2012.

Table 2: Summary of trends in library facilities and services: updated December 2013[22]

Continued Importance of the physical space	Partnerships
• 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. • The importance of the physical building endures and includes the need to be safe structures. • Flexibility for the long term to allow for multiple uses of the life of the building. • Sustainable eco friendly design. • Flexible use of space to allow for meeting, study and businesses. Quiet as well as active space.	• Developing the concept of partnership, wider reach and innovation with businesses and networking. • Community partnerships, co-locations changing to provide a timely and time limited service. • Greater connections with Tangata Whenua. • Non-building related partnerships. • Hubbing – mutual interest groups. • National partnerships. • International partnerships. • Consortia.
Customers	**Changing Demographics**
• Reaching the 'digitally underdeveloped' and narrowing the "digital divide". An age-related and socio-economic related issue. • A place for lifelong learning – formal and informal with mediated assistance. • Inspiring and supporting people in the pursuit of knowledge. • Assisted technologies for people with disabilities. • Libraries leading learning and service provision through innovation. • Increased need for branding and service expertise.	• More attention being paid to the population mix, bicultural ethnicity and age of particular communities. • Serving migrant communities by own language and English as a Second Language materials. • Quicker change of demographic; aging population. • Using tools and agencies to identify emerging patterns and changes.
Collections and Resources	**Technology**
• Continued importance of reading. • Agility in responding to changing formats, e.g. EBook. Quick adoption and experimentation. • Importance of digitized material especially of local materials. • Need for collections to cater for increasing diversity of population. • User-generated and involvement in content. • Importance of historical and archived collections, preservation and storage. • Collection proportions will continue to change. • Open source non proprietary material.	• Communication hub. • Provide support to access all aspects of digital. information and computer use. • Increased complexity of the networked environment. • Social networking as a library communication tool with its customers and increase in variety of media use. • Demand for wireless and mobile services. • Library created 'apps'. • Bring your own technology – provide support and space. Balancing need for free Wi-Fi connections with other PC provision. • Cloud computing and remote server hosting, distributed models of delivery.
Management	**Staff**
• Benchmarking with other public library systems. • Measuring and articulating how libraries add value – social and economic well being and outcomes. • Innovation ideas and risk taking. • Obtaining external and alternative funding sources, lobbying. • Collaboration with national projects.	• Need for a wide range qualified and experienced staff. • Quicker staff development and training to better assist users and increase efficiency and skills. • Diversity of professions of staff, agility. • Technologically astute and comfortable with a range of technology.

[22] See Appendix 1 for Original 2008 Trends table. Changes in information dissemination and technologies are dynamic and in the five years since the first trends description was completed there have been many changes, which the Libraries network has stayed abreast off and continues to lead in. Local Government New Zealand, LIANZA, National Library of New Zealand (2006) Public Libraries of New Zealand: a strategic framework 2012 to 2017. Wellington: Local Government New Zealand, LIANZA, National Library of New Zealand.

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."[23]

2014 Update: Vision for the future

As centres for culture, knowledge and learning in the 21st century, libraries are increasingly vibrant, dynamic and people-centred. They are places for meeting, programming, collaboration and civic engagement. Increasingly co-located with other cultural or community services, library spaces need to be flexible and re-configurable to readily accommodate the evolving needs of library users, within an environment of rapid technological and social change. The use of library space is also undergoing a significant shift from predominantly housing printed collections in the traditional model to multifunctional places where people engage with information and ideas through a wide variety of activities.

It is important to monitor and identify emerging social and demographic trends continually, as in our modern world many systems are interrelated and connected. To remain relevant in our ever-changing community, public libraries must have a holistic view and take full advantage of the many opportunities available.[24]

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[23] 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.

[24] *People Places: A guide for public library buildings in New South Wales*, 3rd edition, 2012. Sydney: State Library New South Wales

7. The Plan for library provision

The 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 Plan's recommendations indicate:

- Key attributes of provision.
- Implementation actions.

Key attributes of the provision plan:

- Provision of library facilities that are community focal points and reflect and respond to local needs over time.
- Accessibility to a mix of library services and facilities across the library network, including non-building provision.
- Maximum efficiency and effectiveness of facilities across the network.
- 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 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 Plan reflects continued confidence in the role of library facilities as community focal points.

The Plan identifies a critical gap in provision in the Aranui area, where there is high socioeconomic 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."[25]

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 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.[26]

Similarly, the settlement pattern indicates significant population growth in the Hornby/Halswell areas, with a forecasted additional 10,000 households in southwest Christchurch.[27] 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 3,472 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 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 and develop in alignment with the Belfast Area Plan. Consider revised timeframes for Belfast library in alignment with growth in the area post earthquakes.

- Replace Halswell Library in line with household growth and the development being addressed in the South West Area Plan.

- Continue to maintain and refurbish all community libraries and the Central Library as part of regular asset maintenance programmes and cycles. This includes those identified for possible future development and those expected to continue to fulfil current need i.e. New Brighton, Parklands, South, Spreydon and Upper Riccarton.

- Retain current Hornby Library but investigate opportunities in line with the UDS/South West Area Plan developments.

- Monitor effect of residential intensification on the Central library's role as a community library for the inner city residents.

[25] Ministry of Social Development (2007) *The social report 2007*. Wellington. Ministry of Social Development.

[26] Greater Christchurch Urban Development Strategy Forum (2007) Greater Christchurch Urban Development Strategy and Action Plan 2007. *Christchurch: Greater Christchurch Urban Development Strategy Forum*, p40

[27] 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.

- Review service provision to Banks Peninsula libraries (Akaroa, Diamond Harbour, Little River and Lyttelton) within the framework of current levels of service for the library network. Scope future and current needs and acknowledging rural community needs.

- Investigate self-help service delivery options, e.g. library kiosks.

- Align Fendalton Library's asset with similar sized suburban libraries in the network and investigate development of seven day opening. Consider inclusion of a café following, cafes in libraries feasibility project.

- Maintain 7 day opening at Papanui as a permanent service. Ensure the facility supports this. Monitor usage of the library and plan space requirements accordingly.

8.3. Maximum efficiency and effectiveness of citywide 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.[29] 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 **safe**, durable in appeal and physical attributes, and meet Council requirements of quality, functional construction, environmentally friendly design, operational and energy efficiency and low maintenance.

This includes such design aspects as additional ducting capacity to enable additional features without major retrofitting and taking into account how advances in information technology will impact on services.

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[28] New tactic added as a result of review. See update page 29

[29] Renewal and refurbishment based on the asset management plan is included in the 2006-16 LTCCP.

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 five to 10 years.

- 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.

Also, the Central Library's effectiveness as a metropolitan library and role as an inner city anchor in the cultural precinct is compromised by its small size, lack of public spaces and inadequate housing of specialist collections – many of which have significant heritage value.

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. A new Central Library is one of the key projects in the government's Christchurch Central City Recovery Plan.

The Central Library will be located in the heart of the rebuilt centre, adjacent to the new Convention Centre and the Square. "It will be an integral part of central Christchurch and a gateway to the work via its library collections and digital access. The Recovery Plan endorses the huge role that libraries have in strengthening communities."[30]

Our vision is for a vibrant place that reflects the cultural diversity of our city and where everyone, regardless of age or background, feels welcome. As the flagship of our Christchurch libraries, the New Central Library will be an exciting destination providing ready access to a wealth of material including specialist heritage and research collections. The new library aims to feature meeting, performance, exhibition and learning spaces. It will also showcase the latest in interactive technology and multi media innovation. This is a major shift away from the traditional libraries of the past. We're looking for an inspiring design that fosters lifelong learning, creativity and community involvement. It must also be flexible enough to meet the future needs of Christchurch socially and economically."[31]

- Retain the library service in Bishopdale and, working with other Council units, 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.

Retire Redwood Library upon the opening of a new library facility in Belfast. Updated September 2014.

- 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.

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[30] CERA (2012). Christchurch Central Recovery Plan. CERA, Wellington, 2012. Available at: http://ccdu.govt.nz/ Retrieved 23 March 2013.
[31] CCC media release

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.

Christchurch City Libraries is committed to ongoing dialogue with other public libraries, schools and tertiary education providers at local and regional level. Potential opportunities for resource sharing and partnerships are, and will continue to be, open for discussion.

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/collocation of Hornby Library with external partners or Council services, in line with the UDS/South West Area Plan or other Council developments.

- Develop a plan for the voluntary libraries within the 2025 framework that will maximise the community use of these facilities. This will include Investigating partnership opportunities with external agencies and other Council units. Other Council or community uses could be considered.

- 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 if found to be a viable and favourable option.

- Explore partnership possibilities with educational or community agencies to develop Diamond Harbour Library.

2014 Update:
Summary of Actions and Achievements

Desktop review of the 2025 plan has confirmed the continuing relevance of the plan and progress has been made on many of the tactics and actions.

Key project achievements

- New Aranui library completed and opened in September 2012.

- Two new 'Library To Go' mobile vans purchased and launched December 2012.

- Regular asset renewal and replacement work has been achieved in keeping with library asset management plans. Papanui, Shirley, Hornby, Fendalton have been refurbished.

- Voluntary library review completed and presented to the Community recreation and Culture Committee in September 2013 and was accepted by the Council in October 2013.

In progress

- Sumner library planning for new facility as a result of earthquake damage has started.

- A 21st century Central City library is still needed in the city and is now an anchor project in the rebuilding of the CBD and the whole city post earthquake. The planning is underway in accordance with the Christchurch Central Development Plan.

- New Halswell library construction got underway in August 2014. Due for opening October 2015.

- New Archive Storage facility planning is underway and will be included in the 2015-2025 LTP.

Earthquake response

- Four temporary Central library services were delivered between July 2011 and January 2014. Peterborough Library will remain open until the opening of the new Central Library. Tuam Street Library closed October 2013 for to make way for the Justice and Emergency Precinct. A Manchester Street Central Library opened in January 2014.

- A temporary Linwood Library opened in April 2011 until March 2013. A larger temporary library opened in April 2013 in the Eastgate Mall.

- Two new 'Library to Go' mobile vans have enabled a refreshed timetable to respond to gaps in service as a consequence of closed or demolished libraries.

- Planning for the new South West Library (previously referred to as Hornby library) to accommodate a Service Centre and community facility as a response.

- A small transitional library in Bishopdale Mall opened in October 2013 awaiting repair/rebuild planning outcomes on the earthquake damaged Bishopdale library.

What has changed?

- The impact of the earthquakes has necessitated a planning framework be developed to ensure planning for the replacement of Council facilities is combined and there is financial best value and provision of community facilities. The Facilities Rebuild Plan provides valuable information in support of long term planning, resource allocation and key actions identified in the refresh of this document.

- Replacement of the Hornby library with a larger facility is now incorporated into the South West Library and Community Centre project, approved in 2012, that will also feature a meeting room for the Community Board and Service Centre.

- Demolition of some facilities has changed the timing and partnership opportunities of some projects.

Confirmed actions

Growth

- The predicted growth in the South West and North of the city continues although the timing has changed and plans for new libraries in Halswell and Belfast remain valid.

Asset

- The need for a new modern community facility in Hornby remains.

- As a consequence of the earthquakes and needs in the community Linwood library replacement business case is included in 2012-2022 LTP.

- A storage facility for collection and archives is still required.

- As a consequence of the earthquakes a new Sumner library facility has been approved.

Service

- The need for a service in the north west remains. A business case to increase the hours at Papanui library has been included in the 2012-2022 LTP.

- Public demand for a replacement library and community facility in Bishopdale is included in the Facilities Rebuild Programme.

2014 Update: Voluntary Library Review

In September 2013 the review was presented to the Community, Recreation and Cultural committee for comment and will be received by Council in September 2014. With the demolition of three Voluntary Library buildings the principles of the Libraries 2025 Facilities Plan have informed the future planning of the provision of these facilities.

The future position of Voluntary Libraries in Christchurch needs to ensure maximum benefit from facilities by seeking partnership opportunities with other Council facilities, or other agencies, to make best use of funds and available facilities to support the future needs of the community.

The new action from the review is to seek opportunities to combine funding with other Council services to build multipurpose community facilities. Heathcote, Woolston and St Martins are included in this action as well as seeking to combine the Opawa adults and children's libraries.

2013 Update: Archive Storage Project

The immediate impact on existing storage is the consequence of the earthquakes however the long term storage needs remain. The location of collections and the expected impact of the new central library are important planning factors as well as the unsuitable nature of the current storage buildings. Work is underway to develop:

- A functional brief to define requirements to inform the provision of suitable storage.
- A quantified storage needs prediction planning purposes.
- A business case to support a funding request for the provision of suitable storage to meet current and future needs.

Once completed, this project will be incorporated into the next LTP process.

2014 Update:
Table 3: Summary of new developments to complete the network of library facilities – Major capital developments, updated September 2014

The following table summarises the major capital developments proposed in the Plan. It is noted that the developments are listed in alphabetical order, not order of priority. Council will decide the priority of projects through the LTCCP decision-making process.

Priority driver definitions:

Growth: Areas of residential growth and development.

Need: Identified areas of deprivation.

Asset: Building has reached the end of its useful life or is not able to accommodate the library service in its current form.

Facility	Current facility condition/anticipated change	Fit with need 2008-2011 and 2013	Recommended major Actions	Priority driver Growth/need/asset
Aranui 2008	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.
Aranui 2014	The land the library is being built on has an EQC rating as Green Zone, Technical Category 2, yellow. Funding was provided to improve foundations to limit any damage from future earthquakes.		The library was completed and opened in September 2012.	Need. The high needs of the community still remain in Aranui.
Belfast 2008	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. Use the Belfast Area Plan and work with other Council units and planning teams to identify appropriate location.	Growth. Anticipated population growth. Currently no service in Belfast.

Facility	Current facility condition/anticipated change	Fit with need 2008-2011 and 2013	Recommended major Actions	Priority driver Growth/need/asset
Belfast 2014	N/A	Projected growth in the Belfast area indicates an increase of 1820 households by 2026. Is a UDS Activity Centre.	Secure land for the new suburban-sized Belfast Library as soon as possible to ensure availability for building the new library as planned 2017-2020. Consider revised timeframes for Belfast library in line with growth in the area post earthquakes.	Growth. Anticipated population growth Currently no service in Belfast. Development of new library in accordance with the Belfast Area Plan.[32]
Central 2008	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. Monitor effect of residential intensification on the Central library's role as a community library for the inner city residents.	Growth and asset. Anticipated population growth and facility space limitations. Long-term facility deterioration.
Central 2014	The Central Library is currently closed, and will be demolished as part of the Christchurch Central Recovery Plan to allow for other developments on the site.	A new Central Library is one of the key projects in the government's Christchurch Central City Recovery Plan. The Recovery Plan endorses the vital role that libraries have in strengthening communities and the important role it will play in the city's recovery.	Planning of the new Central Library is progressing under the auspices of the Anchor Projects programme and is scheduled for completion in 2018.	Growth and asset. The Central City Recovery Plan includes a New Central Library project, which would meet the recognised need for additional space and facilities for a twenty-first century library.[33]

[32] Belfast Area Plan http://resources.ccc.govt.nz/files/BelfastAreaPlan.pdf. The Christchurch Central Recovery Plan http://ccdu.govt.nz/the-plan

[33] South West Area Plan http://www.ccc.govt.nz/thecouncil/policiesreportsstrategies

Facility	Current facility condition/anticipated change	Fit with need 2008-2011 and 2013	Recommended major Actions	Priority driver Growth/need/asset
Halswell 2008	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. Work with other Council units and planning teams to indentify appropriate location.	Growth. Anticipated population growth. Long term inadequacy of current facility.
Halswell 2014	Current facility fails to meet the rapidly growing demand. New facility planned to open 2014. The location of the new library has been identified and will enable the development of an enhanced community facility which includes the Halswell Pool and Community Centre.	Growth is expected to be similar to what was identified in earlier planning, though some new subdivisions may proceed earlier than originally scheduled.	Continue with design and development of the new community library, taking into account any changes or improvements identified as desirable post earthquake. Project completion due late 2015.	Growth. Anticipated population growth. Long-term inadequacy of current facility. Refer: South West Area Plan.34
Bishopdale 2008	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 metres 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.
Bishopdale 2014	Facility closed November 2011 due to critical failure identified in the DEE report. Considered an Earthquake Prone Building (EPB).	Immediate post earthquake use of the building was immense due to the closure of Fendalton and Papanui libraries.	Retain a library service in Bishopdale on the same site or adjacent. Investigate options for partnership with other CCC services. Rebuild the facility as agreed by Council in September 2014.	Asset. Cost of replacement.

2014 Update
Table 4: Other significant developments and projects

This table lists (in alphabetical order):

a) possible projects to achieve improvements or changes beyond those included in regular maintenance cycles and requiring smaller capital investment and planning. Some of the projects will be addressed through the LTP planning or the Annual Plan processes.

b) libraries that are expected to continue to fulfil need without any anticipated capital improvements or changes (i.e. New Brighton, Parklands, Spreydon, South, Upper Riccarton).

Priority driver definitions:

Growth: Areas of residential growth and development.

Need: Identified areas of deprivation.

Asset: Building has reached the end of its useful life or is not able to accommodate the library service in its current form.

Note

All Council facilities are maintained using regular scheduled maintenance and refurbishment programmes.

Facility	Current facility condition/anticipated change	Fit with need	Recommended Actions	Priority driver
Banks Peninsula Akaroa, Little River, Diamond Harbour, Lyttelton	Variety of facilities rented and owned.	Variable suitability for current and future service development.	Review service provision to all Banks Peninsula libraries within the framework of service levels for the library network. Include scoping future and current needs and produce an action plan for the ongoing enhancement of services to these communities, acknowledging rural community needs.	Service need/fit for purpose/growth.
Banks Peninsula (excluding Lyttelton) 2014	Facilities meet current and future anticipated need.	Suitability remains variable.	Continue to review services in the post earthquake environment.	Service need. Changes in this area are not anticipated.
Lyttelton 2014	Facility remains open. Building continues to be monitored.	Role of the library in the recovery of a badly damaged Lyttelton was important. The Suburban Masterplan for the area identifies the library as important recovery place.	Respond to the opportunities created through earthquake changes to develop the library on current and /or adjacent sites incorporating a Service Centre.	Service need – to support recovery and create a long- term community hub.[35]

[35] Lyttelton Master Plan http://www.ccc.govt.nz/thecouncil/policiesreportsstrategies/SuburbsRejuvenationProgramme/LytteltonWorkProgramme.aspx

Facility	Current facility condition/anticipated change	Fit with need	Recommended Actions	Priority driver
Fendalton 2008	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, Undertake project to explore 7-day opening. Consider inclusion of a café following 'Cafés in libraries' feasibility project.	Asset value. Extracting maximum value from large busy facility. Offering community improved access to service.
Fendalton 2014	Detailed Engineer Evaluation reports identified areas of strengthening required for this building to adhere to the New Building Standard, completed in April 2012.	Resource application to increase access to the facility/service through providing a 7 day service was denied by the Environment Court.	Continue to provide the current level of service from this facility.	Service need remains.
Hornby 2008	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.
Hornby 2014	Facility has performed well in initial post earthquake assessments to date.	The South West Area Plan[36] is the planning framework for the development in the area. Sockburn Service Centre closure has impacted on the timing of the planning of the new library with Council deciding to combine and relocate these services in one facility.	Proceed with project in allotted timeframe working with the SWAP, GCUDS, LURP and relevant development plans for the area to achieve a co-located library and council service centre.	Growth. Anticipated to continue as planned.

[36] South West Area Plan http://www.ccc.govt.nz/thecouncil/policiesreportsstrategies/areaplans/southwest/index.aspx

Facility	Current facility condition/anticipated change	Fit with need	Recommended Actions	Priority driver
Linwood 2008	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.
Linwood 2014	Detailed Engineer Evaluation reports identified areas for repair and strengthening required for this building to adhere to the New Building Standard. In April 2012 a fire caused significant damage to the library. Both events have impacted on the viability of this building. Due for demolition late 2014.	There is still a strong need in the community for a library at Linwood. Many Council community facilities in the area have been damaged.	Investigate a rebuild of the library in the Linwood community using the Facilities Rebuild Plan, Linwood Masterplan and LTP planning processes.	Need. The need for a community hub remains.
Mobile 2008	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.
Mobile 2014	Two new 'Library to Go' vans launched in December 2012. Funding was received from Rotary New Zealand and Cotton On Foundation for the new vehicles.	Smaller vehicles are more able to respond to specific needs as they change over time and in a time of emergency. Changing demographics require a flexible service model.	Service provided from the new vehicles will meet the changing needs of the customers.	Service need/fit for purpose.

Facility	Current facility condition/anticipated change	Fit with need	Recommended Actions	Priority driver
New Brighton, Parklands, Spreydon, South, Upper Riccarton 2008	Currently adequate for services.	Future usage needs will be variable and may require attention.	Maintain and refurbish in accordance with the Library Asset Management plan and regular scheduled maintenance programmes.	Service need/fit for purpose.
New Brighton, Spreydon, South, Upper Riccarton 2014 (excluding Parklands)	Detailed Engineering Evaluations have been completed on all facilities. To varying degrees repairs are being undertaken.	All communities have valued these libraries as community hubs and spaces for meeting post earthquake. Most have recorded significant increase in use.	Maintain all facilities as above.	Need. Services are still required.
Parklands 2014	Impact of earthquakes on the land under Parklands library may have an impact on the building. Detailed Engineering Evaluation and Geotech work is yet to be completed.	There are some Red Zoned houses in the area. Growth in development to the North is expected to balance the loss of households in the Parklands area.	Retain library service and plan for the possible outcomes of the land assessment.	Need. Services are still required. Growth. Supporting the projected increases in residential growth in the North East.
Outreach and alternative service provision 2008	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.
Outreach and alternative service provision 2014	Refer to Mobile library above.			
Papanui 2008	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.

Facility	Current facility condition/anticipated change	Fit with need	Recommended Actions	Priority driver
Papanui 2014	Detailed Engineer Evaluation report identified areas of strengthening required for this building to adhere to the New Building Standard. Work to be undertaken.	Due to Bishopdale closure and increased city west usage post earthquake activity, Papanui opening hours were permanently increased from six to seven days in 2013.	Accelerate earthquake repairs and ensure facility is adequate to support seven day opening.	Growth. Significant increase in business and use of commercial area post earthquake.
Redwood 2008	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.
Redwood 2014	Detailed Engineering Evaluation report indicates no significant damage to this building.	Community has remained stable.	Retire library upon Belfast facility opening.	Service need.
Shirley 2008	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.
Shirley 2014	Detailed Engineering Evaluation completed. Some repairs will be required.	Extensive housing developments to the north expected to balance the loss of households to the east due to earthquake damage.	Maintain library service and consider the future location of the library in the post earthquake environment in line with developments in the Shirley and Marshlands.	Growth/need. Supporting the projected increases in residential growth in the north east.
Storage 2008	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.

Facility	Current facility condition/anticipated change	Fit with need	Recommended Actions	Priority driver
Storage 2014	Various.	Post earthquake planning for new facility/facilities will take into account disaster preparedness.	Continue project to identify future storage needs, identify the best approach for short and long term storage in partnership with other Council units to inform 2015-2025 LTP.	Due to the impact of the earthquakes and the need for interim storage spaces this has become an urgent imperative.
Sumner 2008	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 but by 2025 will be ready for renewal.
Sumner 2014	Building sustained considerable damage in the 2011 earthquakes and was demolished in January 2013.	With no facility in Sumner, the 'Library to Go' vans are providing service to the community.	Rebuild a new library co-located with a community facility on the combined current sites. Use the Sumner Village Centre Master Plan37 as a guiding document.	Need. Impact of the earthquakes on the communities in the geographic area: Library performed well as key part of community hub.
Voluntary Libraries 2008	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. Develop a plan for Voluntary Libraries within the 2025 framework that will maximize the community use of these facilities.	Asset condition and use. Efficient use of facilities.
Voluntary Libraries 2014	Three libraries have been demolished post 2011 earthquakes. Woolston, St Martins (partial) and Redcliffs. Heathcote and Opawa libraries currently closed. Other facilities remain functional with varying degrees of damage.	Voluntary library building effectiveness and need to be reviewed on a case by case basis.	Work within the Facilities Rebuild Plan and continue to seek opportunities to combine funding with other Council services to ensure best use of community facilities in accordance with the Voluntary Libraries Report (2014).	Asset.

37 Sumner Village Centre Masterplan http://www.ccc.govt.nz/thecouncil/policiesreportsstrategies/SuburbsRejuvenationProgramme/sumnervillagemasterplan.aspx

9. Implementation

The Plan is a document mapping the future direction for library facilities in the city through to 2025. Regular reviews of the 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. Implementation is dependent on the priority given to the business cases presented for each library development project during LTCCP decision-making process.

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. **(Updated March 2013)**

Non-building actions

There are two quite separate dimensions to the library's non-building based services:

- Remote access to customer details, information services and digital information request via the internet, email and telephone.

- Specialised outreach services to customers unable to visit a physical library.

The former is an increasing and integral component of future library provision. A growing proportion of the library's information services are available remotely via its website, telephone and email enquiries. However, there is no indication that the need for library buildings – public spaces – and print-based resources will diminish. Also, public libraries will continue to be key places that provide equitable access to computers and digital information.

However, it is with regard to non-building actions – specialised outreach services – that this Facilities Plan focuses: 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.

Glossary

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.

Detailed Engineering Evaluation (DEE)
Comprehensive quantitative and qualitative building assessments being carried out post-earthquakes, which include identification and testing of critical structure weaknesses, Geotech assessment and performance against the new Building Standard requirements.

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.

The Greater Christchurch Urban Development Strategy (UDS)
A local authority planning document which is defined by the Ashley River/Rakahuri to the north, the Port Hills and Selwyn River to the south and Pegasus Bay and Lyttelton Harbour/Whakaraupo in the east. The western boundary is Two Chain Road in Waimakariri and Highfield and Stations Roads in Selwyn. It includes Rangiora, Woodend/Pegasus and Kaiapoi in Waimakariri District, and West Melton, Rolleston, Lincoln and Tai tapu in Selwyn district, and all of Lyttleton Harbour including Diamond Harbour and Governors Bay. Note, CERA define Greater Christchurch as all of the three territorial local authority areas.

Land Use Recovery Plan (LURP)
The statutory document which directs the Christchurch City Council, Waimakariri and Selwyn District Councils and Canterbury Regional Council (Environment Canterbury) to make changes to district plans, the Canterbury Regional Policy Statement and other instruments. Some of these changes take effect immediately and others are to be developed by the relevant council within specified timeframes.

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
Citywide 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, citywide 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.

Suburban Masterplans

Plans created as part of the Suburban Centres Programme which provide coordinated planning and assistance to help with the rebuild and recovery of suburban commercial centres as focal points for the local community.

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.

Appendix 1. 2008 Map

Christchurch City Council Library Provision 2008, and Proposed New Developments.

Christchurch overview

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
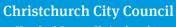Proposed Library 2 kilometre buffer
Arterial Road
Bus Route

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.

Appendix 1. 2014 updated Map

Legend
- 2km Buffer zones around Suburban Libraries
- 1km Buffer zones around Neighbourhood Libraries
- 2km Buffer zones around ProposedLibraries
- Airport Noise Contour
- Metropolitan Library
- Neighbourhood Library
- Suburban Library
- Volunteer Library
- Demolished Libraries Post EQ
- ProposedLibraries
- Larger Existing Zoned Pre Quakes
- Plan Change Operative
- Plan Change Lodged
- RPS Greenfield Areas - no Plan Change lodged
- Tonkin Taylor Land Damage Red Zone at March 2012

CCC Library Provision including proposed new library construction, plus,
Christchurch Residential Land Capacity: larger Greenfields and Ongoing land Developments.
Plan Change Process Approval Status at March 2012

WorkSpace:
72SLibrary2025PlusResidentialLandCapacityStagingIncludingCERALandZones.gws
Layout: A3
Scale: 1:75,000
Latest Update: 28/03/2012

Appendix 2: Table 2: Summary of trends in library facilities and services: original 2008 edition

Continued Importance of the physical space	Partnerships
• 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. • The importance of the physical building endures. • Sustainable design.	• Community partnerships/joint use. • National partnerships. • International partnerships. • Consortia.
Customers	**Changing Demographics**
• Reaching the less educated and narrowing the "digital divide". • A place for lifelong learning – formal and informal. • Inspiring and supporting people in the pursuit of knowledge. • Assisted technologies for people with disabilities.	• More attention being paid to the population mix, ethnicity and age of particular communities. • Serving migrant communities by own language and English as a Second Language materials.
Collections and Resources	**Technology**
• Continued importance of reading. • Also demand for differing formats. • Digitisation, especially of local materials. • Need for collections to cater for increasing diversity of population. • User-generated content.	• Help people access all aspects of digital information and computer use. • Increased complexity of the networked environment. • Social networking. • Bandwidth, sufficient PCs. • Demand for wireless connectivity – US figures show increase in libraries offering this from 17.9% in 2004 to 36.7% in 2006.
Management	**Staff**
• Benchmarking with other public library systems. • Return on investment. • Collaboration with national projects.	• Need for qualified staff. • Staff development and training to better assist users and increase efficiency and skills.

Christchurch City Council

Telephone 941 8999. Email: info@ccc.govt.nz