



Request for Proposals

For

Library and Archives Master Plan

Request for Proposals No.: **Q-2012-060-AS**

Issued: **28th June 2012**

Initial Submission Date: **30th July 2012 before 3.00PM EST**

THIS IS AN EXCERPT ONLY: PART 2 – THE DELIVERABLES

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2.1 Description of Deliverables

This RFP is an invitation to submit non-binding proposals for the provision of services to develop a long-term Library and Archives Master Plan.

The last comprehensive Library space planning at Queen's University occurred more than 20 years ago. Since then, there have been many significant developments: the digital information revolution, university growth, changes in teaching, and the successful introduction of the 'learning commons' space and service model in academic libraries. Current space challenges in the Library include unmet demands for study space and teaching space, at-capacity collections space, interest in locating other services in the Library and space pressures of groups adjacent to Library space. The University Archives faces significant space issues as well, having outgrown its space in Kathleen Ryan Hall and its storage facility. A clear understanding of space needs and opportunities in both the Library and the Archives is required to guide future planning and ensure sound stewardship of university and donor investments. The Library and Archives Master Plan will be reviewed and possibly renewed by the winning Proponent every five years for a period of up to 20 years.

Queen's University Library consistently receives top marks as a mid-size university library. It comprises six libraries and several cross-library divisions supporting the University's academic mission, and is known for its dedicated staff, strong research collections and superb facilities. A staff of approximately 120 provides information leadership and is deeply embedded in Queen's faculties and schools of Arts & Science, Business, Education, Engineering & Applied Science, Health Sciences, Law, Policy Studies and Urban & Regional Planning. The Library's research collections, developed since the University's founding, are a central university priority and include millions of print and digital items supported by a strong technology infrastructure and a focus on scholarly communications. Library facilities are heavily used campus hubs with a mix of inviting, accessible learning spaces, computers and collections. Queen's University Library is a member of the Association of Research Libraries and the Canadian Association of Research Libraries.

The physical Library is housed in five buildings. The Joseph S. Stauffer Library opened in 1994 and was awarded the Governor-General's Award for Architecture in 1997. It includes humanities and social sciences collections and services, the Queen's Learning Commons (a partnership of University units supporting academic success), staff of the cross-library divisions and the Office of the University Librarian. Douglas Library, the University's first purpose-built library, opened in 1923 and was renovated in the 1990s. It houses the Engineering & Science Library and the W. D. Jordan Special Collections & Music Library. The Bracken Health Sciences Library is housed with the Faculty of Health Sciences in Botterell Hall and was renovated in 2005 to include CHEER (Centre for Health Electronic Education Resources). The Education Library, including the Teacher Resource Centre serving local school boards, is housed with the Faculty of Education in Duncan McArthur Hall. The Lederman Law Library is housed with the Faculty of Law in Macdonald Hall.

Queen's University Archives provides archival management and conservation of University records and culturally significant records of community and regional organizations and individuals in support of the teaching, research, service and administrative interests of the University. A long archival tradition exists at Queen's University. Collections were held in the

University Library until 1981, when the Archives became a separate administrative unit housed in Kathleen Ryan Hall. The present facilities include public areas for consultation and research, a modern conservation lab, an archival records processing area and large storage vaults. The Archives has continued to expand its holdings over the past decades. Today, the Archives houses approximately 10 linear kilometres of textual records, 2 million photographs, tens of thousands of architectural plans and drawings, and thousands of sound recordings and moving images. In May 2012, the reporting structure for the University Archives changed, with the University Archivist reporting to the University Librarian. It is expected that significant benefits will be achieved through greater collaboration between the two units.

The team proposed to develop the Library and Archives Master Plan may be a sole company or a consortium consisting of affiliated firms, which will complement the lead firm's core skills, experience and expertise. The Proponent will be expected to place teams on campus as required for their respective component of the project. The lead company must also ensure that the organization, management and communication structure for the proposed team is seamless to the University.

2.1.1 Library and Archives Master Plan

Queen's is seeking a Library and Archives Master Plan that will provide high-level options and recommendations for the development of the Library's and Archives' facilities. Each option proposed must be accompanied with cost estimates and a weighted list of constraints and opportunities. The plan will include consideration of the following factors:

a) Vision and innovation

The Library and Archives Master Plan will include an overarching vision for the future development of the Library's and Archives' facilities. The vision will surround and articulate a focal point of people's use of space. It will provide a sense of the acceptable scope of change and innovation and guide the development of the options proposed in the Plan.

b) Queen's University environment: accessibility, diversity, sustainability

Any planning must uphold Queen's commitment to offer a barrier-free and accessible campus environment that takes into account an increasing number of persons of diverse culture, range and ability, sustainability principles, environmental sensitivity and energy conservation, as well as the adaptability to respond to enrolment changes, evolving and innovative teaching and learning priorities, and strategic research initiatives.

c) Learning and research

The Library and the Archives are key components of the University's learning and research environment. In addition to providing information resources and services, the Library and the Archives provide flexible spaces for interactive learning, technology-enhanced learning, individual study, collaborative research and community events. Planning for the Library and Archives Master Plan must complement the University's strategic planning framework (including the Academic Plan, the Strategic Research Plan, the Enrolment Plan and the Campus Master Plan), Queen's Learning Commons strategic planning and specific projects such as the proposed Teaching & Learning Centre. (See: http://library.queensu.ca/lamp/?page_id=31.)

d) Collections

Planning should establish and take into account the projected growth of physical collections, current and projected usage patterns in existing locations, collections that can be moved to storage or de-accessioned, storage options and options for de-accessioned materials. As well, the plan should consider ways to promote the use of print collections and highlight the rare and special collections and archival materials that are unique to Queen's.

e) Services and staff

The plan must take into account current and future service models and collaborations with other University units supporting teaching, learning and research. The physical placement of services should be as cost-effective and flexible as possible, while meeting users' needs and fostering a positive, collaborative work environment for staff.

f) Technology

The plan must have as its foundation a vision of ubiquitous, advanced and ever-evolving technologies and their implications for the design of flexible physical spaces. Expectations of all stakeholders, including providers of information technology services outside the Library and the Archives, must be well understood and met in the options presented in the plan.

2.1.2 Planning Process

A Library and Archives Master Plan Steering Group has been formed to guide the master planning process and work with the Proponent. It is anticipated that the project period will be approximately eight months. The planning process must include the following elements:

a) User-centred planning and stakeholder engagement

The Proponent will work with the Steering Group to engage Queen's students, faculty, staff, alumni, administrators and the local community in considering the future of academic research libraries and archives and in providing ideas for the services and amenities to be provided in the physical facilities of the Library and the Archives. Specifically, the Proponent will develop and initiate a consultative process with stakeholders within the first two weeks of the project. The Proponent will act as facilitator during the consultative process and is expected to consult with groups comprising key stakeholders as well as broader consultative or visioning sessions. The Proponent will be responsible for recording minutes at all meeting and consultative sessions and synthesizing results. The University will provide assistance in the form of support staff for the consultative process.

The Proponent will incorporate into the planning an understanding of user behaviour and needs for the future. This may take the form of secondary research on existing studies and literature or the Proponent may propose studies to be conducted at Queen's. Plans for the latter would be subject to the review and approval of the Steering Group.

b) Information on local conditions

The Steering Group will begin development of a compendium of background materials over the summer and fall of 2012, including a space audit. Additional data needs and responsibilities for gathering that data will be established in consultation with the Proponent. The Proponent will analyze information regarding current space use and costs, predictions for growth or shrinkage of current program elements noted in 2.2.1, and space pressures external to the Library or Archives (for example in adjacent spaces). The Proponent will develop an understanding of the University's strategic planning framework (including the Academic Plan, the Strategic Research Plan, the Enrolment Plan and the Campus Master Plan), Queen's Learning Commons strategic planning and specific projects such as the proposed Teaching & Learning Centre. (See: http://library.queensu.ca/lamp/?page_id=31.)

c) Current trends and best practices

The Proponent will provide information on current trends and best practices in the planning and design of academic research libraries and archives, and apply them as appropriate in the Library and Archives Master Plan. This information could include, for example, case studies and benchmarks, and should be made available to stakeholders during the consultation process.

d) Integration with Campus Master Plan

Queen's is engaged in the development of a new Campus Master Plan. The process of developing the Library and Archives Master Plan must be closely integrated with the development of the Campus Master Plan, avoiding duplication of effort on the part of members of the Queen's community and ensuring that the plans are complementary. The existing Campus Master Plan was developed in 1994 and refreshed in 2002 (See: <http://www.queensu.ca/camplan/reports/cplan02.html>).

d) Presentation

The Library and Archives Master Plan must be presented in a concise, updatable format, both on the web and in print, which will aid with future redevelopment efforts and possible donor solicitation. The Proponent will make presentations as required to Queen's University stakeholders throughout the development of the plan and upon its delivery.

2.2 Material Disclosures

- Queen's is concurrently pursuing a campus master planning exercise; Proponents may propose a specific collaboration on these two integrated planning projects.
- The Library and Archives Master Plan is intended to retain and build upon the design integrity of existing facilities. Although the options in the plan may include substantial renovations or changes in the use of existing facilities, construction of new buildings is not intended.
- Funding for this planning process is available but funding for the execution of specific capital projects has not yet been secured. The constraints of the current fiscal environment should be considered in the development of options and recommendations. The Library and

Archives Master Plan project will feature prominently in the public phase of the capital campaign beginning in the fall of 2012.

[End of Part 2]