



## REPORT TO THE LIBRARY BOARD

MEETING DATE: AUGUST 11, 2011

Session:	Public Session
Subject:	LPL 2012 Business Plan & Cases (City of London Business Planning Process Submission) & 2012 Operating Budget
Prepared By:	Susanna Hubbard Krimmer, Barbara Jessop
Presented By:	Susanna Hubbard Krimmer
Purpose of Report:	For Approval <input checked="" type="checkbox"/>

### RECOMMENDATION:

It is recommended that the Library Board:

- **Receive the attached London Public Library Business Plan and Cases submitted to the City of London as part of the City's 2012 Business Planning and Budgeting Process and**
- **Approve the LPL 2012 Operating Budget recommendations.**

Note: At the time of the mailout / posting of the Board Reports on the LPL website, work was still underway on drafting the *LPL 2012 Operating Budget* recommendations. These will be sent out under separate cover.

### ISSUE/OPPORTUNITY

LPL's 2012 Business Plan and Cases, a component of the City of London business planning and budgeting process, were prepared in accordance with the Library's Vision, Mission, Value Promise, Service Excellence Model and priorities of the **2010-2013 Strategic Plan: Enriching Lives & Empowering People**, along with the Library Board *Guiding Principles* for budget development.

The Business Plans were tabled at Committee at the City of London on July 26th, 2011. The Service Review Committee meeting will take place on August 15th for the Culture and Economic Prosperity program areas, including the London Public Library.

## **NEXT STEPS**

Upon Board receipt of the LPL Business Plan and Cases and approval of the budget recommendations, Library Administration will draft the *2012 LPL Operating Budget*.

The City of London budget guidelines were released on June 8. The Operating Budget submission is due on September 1. The technical review process by Financial Planning and Policy staff will take place during September and October, with the Corporate Management Team review scheduled for November. The general property tax supported budget will be tabled on December 6 and will be approved on February 16, 2012 (tentative).



# 2012-2016 Business Plan Summary

Program	<b>Culture</b>
Service grouping	<b>Libraries</b>
Service	<b>Library Services</b>
Type	<b>Public Service</b>

Owner: **Susanna Hubbard Krimmer, CEO & Chief Librarian, London Public Library**

## Strategic Priority

Economic Prosperity

### Purpose

London Public Library provides access to ideas, information and expressions of creativity and thought. The Library Board is required by the Ontario Public Libraries Act to provide a comprehensive and efficient public library service that reflects the community's unique needs. Service is relevant, inclusive and responsive for all.

The range of core services that enhance the quality of life for all Londoners includes: literacy (basic, technological, media, information, multicultural) to support people in gaining skills they require in a knowledge-based society; lifelong learning for people in all life stages; culture, leisure and recreation learning; access to information; and a community meeting place which provides welcoming, neutral, safe and accessible physical and virtual environments to all.

## Financial & Staffing

In \$000s	2010 Actual	2011 Revised Budget
<b>Operating budget</b>		
Expenditure:	18,713	19,322
Non-tax revenue:	1,627	1,528
Net (tax supported):	17,086	17,794
<b>Capital budget</b>		
	<b>2010 Revised Budget</b>	<b>2011 Revised Budget</b>
Expenditure:	522	300
Non-tax revenue:		
Net (tax supported):	522	300
Staffing FTEs:	199.0	199.0
Percentage of expenditures budget (all rate sources):	2.42	2.48
Annual per household cost of net budget (\$):	103.03	105.96

## Key processes

### Reference, Readers' Advisory, and Referral

Library staff provide information; teach the public to access and evaluate information across all media; and refer people to related services and resources available in the broader community.

Outsourced percentage  
5%

### Collections and Lending

Collections, which serve diverse users with a variety of needs and expectations from all demographic and socio-economic backgrounds, connect people to a range of ideas, creative thought, information and viewpoints. People can use and borrow items from a comprehensive collection of fiction and nonfiction materials in a variety of print, audiovisual and digitized formats such as e-books. Collections must be relevant and current.

Outsourced percentage  
5%

## Technology

Members of the public can access library resources and broader world of information by using library technology: technology tools (computers, printers, photocopiers, office applications, accessibility software); virtual access (online in-library or remote services, i.e. virtual reference, online holds and renewal of materials, remote access to digitized collections, online program registration); functionality (public access to library specific automated functions - borrowing, renewals, holds); digitized content (free public access online in-library or remotely authoritative content that is fee-based, i.e. magazines and newspaper subscriptions, reference solutions).

LPL technology for the public supports all core outcomes and is fully integrated into all customer service delivery streams.

Outsourced  
percentage  
5%

## Programming

Library programming provides the public with opportunities to access programs, events and conferences, and attend co-sponsored programs about topical issues. Library Volunteers deliver selected literacy programs such as the Reading Enjoyment and Development program to develop literacy and learning skills in children and conversation circles with ESL learners.

Outsourced  
percentage  
5%

## Community Outreach

Community Outreach works collaboratively with community service partners and individuals to provide opportunities for people to access information out in the community. It also supports people who are physically unable to use Library facilities. Examples are the Visiting Library Service which delivers collections materials to home-bound residents, and the Libro Library Roadshow which supports literacy by delivering services to people living in high needs areas of the city.

Outsourced  
percentage  
5%

## Regulatory/Policy landscape

Service	Delivery method
Mandatory	Legislative

## New council direction, new regulations, legislative changes

AODA

## Current state of this service

The collections budget has neither kept pace with inflation nor with user needs, demands and expectations since 1994. Numerous cost containment strategies are in place to maximize every dollar allocated. Ensuring that the collections is accessible to all also requires specialized resources such as non-English language materials in a number of relevant world languages to serve newcomers, formats for visually disabled people and people requiring visual aids, talking books etc. In addition, in difficult economic times usage increases, resulting in higher demand for new materials and increased wear and tear on materials, resulting in a higher need for replacement. As a tangible capital asset, the useful life of most collections is seven years. Use of library collections is continually increasing resulting in more demand for materials and increased wear and tear on materials of enduring values resulting in replacement; print, AV and electronic resources continue to co-exist and new AV and digital formats are being introduced and become popular quickly, so that demand is concurrent with existing formats.

Ongoing settlement of newcomers is resulting in increased demand for ESL materials and multilingual collections.

Rate of inflation for printed materials has been higher than the overall CPI for two decades and the trend is continuing.

The changing landscape of the internet, the digitization of vast amounts of content such as books and magazines, and the subsequent fee-based use of that content, the increase in electronic access to the library and its collection and services, and the compatibility of virtual service and applications with mobile devices are some of the ways that technology is affecting the library. The library must meet the needs of its patrons in an ever changing technological environment.

### **Recent enhancements to economy, efficiency and effectiveness**

Wage management in 2010 was achieved by: vacancy management savings of \$105,000; absorbing \$30,000, resulting from the minimum wage increase, into the budget by reducing other lines; reduction in Sunday service hours from 4 to 3 hours saving \$14,000; a reduction in the conference and training and development budget of \$10,000. In comparison with other libraries, LPL has maintained low staff ratios. A favorable union contract was negotiated for 3 years with a wage settlement below that of most libraries in the province, and with no benefit changes.

The library's energy management plan will be updated as part of the new Strategic Plan. Examples of recent successes include: adjustment of heating and cooling temperatures, ongoing retrofitting of lighting, water conservation and building control access to increase oversight of energy use.

LPL has increased its revenue the last few years through maximizing meeting room space rental, increased charges for exam proctoring, use of debit and credit card services to pay fines and fees, and use of a collection agency.

### **Future direction of this service**

#### Opportunities:

Use of technology innovation in service delivery, to streamline operations, and to market/promote services to new audiences.

Facility partnerships with City of London Community & Recreation Services.

#### Constraints:

Meeting extremely high levels of use of library services. Meeting ongoing increasing use of library services. Balancing public demand for new types of collections, such as DVDs, e-books, etc. with ongoing demand for traditional resources. There has been no increase to the Ministry of Tourism and Culture's operating grant to public libraries since 1997. This means that there is not additional funding to provide for cost of living increase in providing services or increased utilization of services.

LPL has supported workforce capacity building through Library Employment Resource Centres. ERCs are currently funded through partnership with the Ministry of Training, Colleges and Universities and are part of the suite of Employment Ontario Services. The current LPL contract with MTCU expires on March 31, 2012, bringing a conclusion to the service.

#### Investments:

Appropriate, ongoing staff training to prepare employees to continue to meet diverse customer needs in a dynamic environment, enhance job satisfaction, and develop future leaders to plan for succession.

Resources (expertise, time and money) to implement AODA requirements.

#### Public Expectations:

Continued expectations that services, such as information services, collections and technology, will be current, relevant, readily available and accessible. Continued access to branches located in the heart of communities. Increased hours of service (e.g. Monday service at branch locations).

Digitized content and new modes of communication, such as social media, make this the most exciting time in decades for the potential of libraries to enrich lives and empower people.

#### Legislative:

AODA, changes to Copyright will potentially impact procurement practices and cost of collections materials and copyright licenses.

As part of the 2011 budget process, Council approved \$750,000 for the purchase of property and \$3,000,000 for future construction of a Southeast branch. Given past and recent success with the building and operation of multipurpose facilities, LPL is seeking the opportunity to be part of a community hub that houses a library, along with other community and recreational services.

### Objectives next 4 years

#### Develop and empower all employees and build current and future leaders

Develop current and future library leaders by creating a succession plan; fully implementing and embedding the Learning Strategy through a formalized training and development plan; assessment of existing recruitment strategies; and process re-engineering to ensure operational excellence.

Expected completion year	Division responsible
2012	London Public Library

#### Actions

Create a succession plan for potential gaps in staffing; implement the Human Resources Management System to build, track and measure organizational capacity; assess success of existing recruitment strategies; assess and re-engineer the process for holds; undertake a Radio Frequency Identification Device (RFID) feasibility study for collections and lending; create a Business Continuity Plan.

#### Outcomes and measures

Formalized succession plan in place; capability to build, track and measure organizational capacity; recruitment strategies reflect the community we serve; increased capability to process high demand holds; RFID plan underway to enhance the efficiency and effectiveness of materials handling; creation of a Business Continuity Plan.

#### Develop a Financial Sustainability Plan

Develop a fund development plan to ensure diversification of sources of funding; and develop a financial sustainability plan to manage the growth of services and operations while continuing to meet public demand and expectations.

Expected completion year	Division responsible
2012	London Public Library

#### Actions

Develop a fund development strategy and plan; implement e-commerce options for revenue (fines and fees) and fund development; develop a financial sustainability plan to manage the growth of services and operations.

## Outcomes and measures

Diversification of sources of funding and increased revenue to support value added activities; increase in fines and donations; financial sustainability plan in place to deal with decreasing budgets and address potential loss of provincial grants.

### **Ensure universal physical and intellectual access to Library services and resources**

Identify opportunities and barriers to accessing library services, and develop a plan to provide universal access to service.

Expected completion year	Division responsible
2012	London Public Library

#### Actions

Develop a services strategy and plan for serving seniors, including the identification of service partners; implement the Province of Ontario's five Accessibility Standards (AODA), 2012 to 2014.

#### Outcomes and measures

Visiting Library service restructured and enhanced; AODA requirements implemented, providing universal access to all.

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### **Maximize public access to information and communication technology**

Develop a plan to increase public digital and technological literacy and to clarify the library's service role to ensure that patrons have access to a range of relevant access points, and to maximize outreach and public participation through the use of current technology.

Expected completion year	Division responsible
2012	London Public Library

#### Actions

Testing of mobile catalogue as well as notifications on mobile devices; develop a social media communications strategy.

#### Outcomes and measures

Ability of patrons to access the library catalogue and to interactively use other library services on mobile devices; completion of a social media communications strategy.

### **Automated Collections Materials Handling Solutions: Feasibility Study and Implementation**

LPL Strategic Plan "Organizational Capacity Building" Initiative. The purpose of this project is to apply efficiencies to the processes of collections materials handling with automated options.

Materials handling (checkout, checkin, and movement of materials throughout the system) is a labour-intensive process. Since 2005, borrowing of materials has increased by over 20%. It is estimated that circulation will be over 4.5 million items by 2016, a further increase of 12 %. Current processes cannot sustain such growth. Other library systems use automated materials handling systems to assist in the management of this core service. A business case will be presented in 2012 for the 2013-2017 budget process.

Expected completion year	Division responsible
2014	London Public Library

#### Actions

This initiative is currently in the research and development phase.

Phase I (2010-2011) includes a review of internal materials handling processes, related policies, and options for automated materials handling solutions.

Phase 2 (2011) will implement proposed solutions to non-automated aspects of materials

handling, address policy issues, develop the plan to apply further efficiencies through automated options, and prepare a business case for the 2013-2017 budget process. Phase 3 (2013-2014) will implement the plan to apply further efficiencies with automated options which may include Radio Frequency Identification Device (RFID) Technology.

#### Outcomes and measures

The potential ROI includes: improved customer service through self-sufficiency and faster collections and lending services turnaround time; redeployment of staff from transactional tasks to customer support and program delivery; reduction of potential staff repetitive strain injury; and inventory management.

Capital costs identified in 2013-2014 will include equipment, software, etc. Some operating costs will be ongoing but may be offset by savings over time.

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### **Southeast Branch**

Construction of a new multi-use integrated facility, including a library, designed to be a community hub that brings a variety of community-based services and programs together under one roof. The new facility would replace the Pond Mills branch.

Expected completion year	Division responsible
2016	London Public Library

#### Actions

Determine partnerships with City of London and other strategic alliances for the potential development of a shared facility and service model.

Acquire a site which fits all library service and site evaluation criteria for a viable and vibrant future location that will meet the needs of the surrounding communities.

Develop a business plan, including a preliminary description of library service levels, and operating budget for the new location and obtain operating approvals.

Develop a capital construction plan, including a functional program.

Develop a marketing and public relations plan for the branch, which may include fund-development for the library branch for value-added options.

#### Outcomes and measures

A new community/recreation facility that is a sustainable (LEED Gold Standard), accessible and integrated one-stop facility to meet current and future library, community and leisure/recreational needs of Londoners and meets the needs of each of the partners, and in particular LPL's public service outcomes of literacy, lifelong learning, culture, leisure and recreation, information and community meeting place.

Measures include: improved public access to relevant, accessible, high quality services to southeast areas of London; increased public utilization of library services (attendance, circulation, programs, meeting spaces, etc.).

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## **Emerging issues and challenges**

### **Economy**

Shrinking budgets combined with the increased demand on services will result in reduction of services.

### **Regulation**

Elimination of the Employment Resource Centres funding in March 2012.

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### **AODA**

Dealing with the costs and timelines of the implementation of the standards of the Accessibility for Ontarians with Disabilities Act.

## Environmental

Meeting the needs, expectations and demands for library services in a time of ongoing sociological, technological, cultural and economic changes.

### 2012 - 2016 Service changes with financial impact (+/-)

#### Services to Seniors

##### Objective

A study is currently underway to develop a service strategy and plan, including identification of service partners, for serving seniors. Input will be sought from seniors, service providers, funders and other community stakeholders to ensure that that outcomes are relevant and meet current / future needs and expectations. The plan will also be aligned with AODA and LPL physical accessibility strategy.

Implementation year	Target year	Funding type		
2012	2012	Ongoing		
Budget Implications in \$000s	Year	Gross Expenditure	Non-Tax Supported Revenue	Net Budget (Tax Supported)
<b>Operating budget</b>				
Year 1:	2012	77		77
Year 2:	2013	37		37
Year 3:				0
Ongoing annual: Beginning year	2014	114		114
<b>Capital budget</b>				
Year 1:	2012	50		50
Year 2:	2013	50		50
Year 3:				0
Future years: Beginning year				0

Comments

#### Presentation of Options for Glanworth Branch Library

##### Objective

Assess service and economic options for Glanworth Branch Library: Option 1 - close branch in order to avoid significant refurbishment/replacement costs; Option 2 - renovate branch to fully meet code and accessibility requirements; Option 3 - retain status quo with minor repairs. Per motion of the Library Board (June 23, 2011), a building assessment will be undertaken in July 2011 to determine the extent to which renovations to the existing building are feasible.

Implementation year	Target year	Funding type		
2012	2012	One time		

<b>Budget Implications</b> in \$000s	<b>Year</b>	<b>Gross Expenditure</b>	<b>Non-Tax Supported Revenue</b>	<b>Net Budget (Tax Supported)</b>
<b>Operating budget</b>				
Year 1:	2012	-12		-12
Year 2:				0
Year 3:				0
Ongoing annual: Beginning year	2013	-12		-12
<b>Capital budget</b>				
Year 1:	2012	-250		-250
Year 2:				0
Year 3:				0
Future years: Beginning year				0

Comments

Glanworth branch, which is open 4 hours per week and in 2010 served 46 patrons, has no water or sewer connections and no washroom. At 320 sq. ft., the branch can not accommodate an interior accessible washroom. A significant capital contribution would be necessary to make the branch accessible, and to meet AODA standards. Budget implications reflect Option 2, a requirement of capital which is estimated pending the study. Actual operating budget savings would be \$12,000 annually, plus cost avoidance of approximately \$250,000 to renovate, are based on implementation of option 1 (branch closure).

## Statistics and performance measures

### A Activity measures

Description of measurements	2005 Actuals	2006 Actuals	2007 Actuals	2008 Actuals	2009 Actuals
Attendance - in person visits	3,001,358	2,981,328	2,923,914	3,048,603	3,207,984
	2010 Expected	2010 Actuals	2011 Forecast	2012 Forecast	
		3,197,297	3,216,000	3,250,000	
	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	
	3,265,000	3,280,000	3,296,000	3,350,000	

Comments

Snow closures contributed to a slight decline in 2010. It is anticipated that in person visits will rise in 2011 with the addition of the new full-service location, Stoney Creek.

Description of measurements	2005 Actuals	2006 Actuals	2007 Actuals	2008 Actuals	2009 Actuals
Borrowed items	3,375,271	3,446,087	3,533,500	3,779,802	4,032,752
	2010 Expected	2010 Actuals	2011 Forecast	2012 Forecast	
		4,038,334	4,120,000	4,180,000	
	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	
	4,263,000	4,345,000	4,432,000	4,520,000	

Comments

Once again, LPL broke its record for circulation of library materials in 2010. The immediate public response to the addition of e-books will contribute to a further increase in circulation.

Description of measurements	2005 Actuals	2006 Actuals	2007 Actuals	2008 Actuals	2009 Actuals
Reference transactions	1,069,722	1,087,151	1,124,448	1,130,779	1,258,543
	2010 Expected	2010 Actuals	2011 Forecast	2012 Forecast	
		1,303,575	1,310,000	1,316,000	
	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	
	1,323,000	1,330,000	1,337,000	1,344,000	

**Comments**

Staff provide this service in person, by telephone, by e-mail and by continuing participation in the askON virtual reference service. Staff have been conducting public training related to e-books and access to the database offering downloadable e-books for "loan".

Description of measurements	2005 Actuals	2006 Actuals	2007 Actuals	2008 Actuals	2009 Actuals
Attendance - virtual branch (website usage)				3,220,486	3,780,880
	2010 Expected	2010 Actuals	2011 Forecast	2012 Forecast	
		4,531,382	4,800,000	5,040,000	
	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	
	5,250,000	5,500,000	5,700,000	5,980,000	

**Comments**

Patrons access the virtual branch to search the catalogue, place holds, access programs, research a topic, find homework help etc. (Statistics not available prior to 2008.)

Description of measurements	2005 Actuals	2006 Actuals	2007 Actuals	2008 Actuals	2009 Actuals
Holds placed	603,501	695,074	740,667	811,790	893,433
	2010 Expected	2010 Actuals	2011 Forecast	2012 Forecast	
		900,806	920,000	1,000,000	
	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	
	1,020,000	1,040,000	1,060,000	1,081,000	

**Comments**

One of the 2012 strategic initiatives is process re-engineering for holds, so it is expected that this popular service will continue to grow as capacity to process holds increases.

**B Efficiency measures**

Description of measurements	2005 Actuals	2006 Actuals	2007 Actuals	2008 Actuals	2009 Actuals
Annual library uses per capita (Source: OMBI)	27.6	27.0	29.2	34.4	36.6
	2010 Expected	2010 Actuals	2011 Forecast	2012 Forecast	
			40.9	42.2	
	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	
	42.5	43	43.5	45	

**Comments**

This illustrates the total of electronic and non-electronic library uses on a per capita basis. The goal is to have residents maximize their use of library resources. The median for libraries in 2009 was 28.1, compared to LPL's 36.6.

Description of measurements	2005 Actuals	2006 Actuals	2007 Actuals	2008 Actuals	2009 Actuals
Cost per library use (includes all types of electronic and non-electronic uses)	1.71	1.79	1.75	1.50	1.31
	2010 Expected	2010 Actuals	2011 Forecast	2012 Forecast	
		1.19	1.17	1.15	
	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	
	1.15	1.14	1.13	1.14	

**Comments**

Based total LPL budget

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**C Effectiveness/Quality/Satisfaction measures**

Description of measurements	2005 Actuals	2006 Actuals	2007 Actuals	2008 Actuals	2009 Actuals
How many times is each item borrowed? (Source: OMBI)	3.5	3.67	3.84	4.3	5.3
	2010 Expected	2010 Actuals	2011 Forecast	2012 Forecast	
	5.4		5.4	5.4	
	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	
	5.5	5.5	5.5	5.5	

**Comments**

This is one way to evaluate the quality of a library's collection. Generally, if an item has been borrowed many times in a year, it is an indication of how popular and relevant the item is to users. In 2009, the median turnover for libraries measured was 4.6, compared to LPL's 5.3.

As part of the strategic plan, more effectiveness measures will be added in the future.

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# 2012-2016 Business Case

## Services to Seniors

Program

**Culture**

Service grouping

**Libraries**

Service

**Library Services**

### Summary

Services to Seniors

#### Implementation year

2012

#### Objective

A study is currently underway to develop a service strategy and plan, including identification of service partners, for serving seniors. Input will be sought from seniors, service providers, funders and other community stakeholders to ensure that outcomes are relevant and meet current / future needs and expectations. The plan will also be aligned with AODA and LPL physical accessibility strategy.

#### Description

LPL Strategic Plan: "Inclusive and Accessible" Strategy.

London's population includes many seniors, both active and frail, whose numbers will expand in the coming years. While LPL has made many efforts to provide relevant, accessible and high quality services to seniors, this is a client group whose services have not been reviewed for some time. Based on demographic trends and projections there is a strong need to develop a focused library service model and operational framework that will foster innovative and creative program ideas and services for older adults and baby boomers. With the "Age Friendly City" initiative, there is also an opportunity to create strategic alliances, resulting in a network of collaborative effort, to ensure full participation in the community for older persons and to ensure that our services are inclusive and relevant for older adults and celebrate an aging population.

#### Target year

2012

#### Funding type

Ongoing

#### Funding source

**Funding Source has not been identified**

Budget Implications (\$000s)	Year	Gross Expenditure	Non-Tax Supported Revenue	Net Budget (Tax Supported)
<b>Operating budget</b>				
Year 1:	2012	77		77
Year 2:				0
Year 3:				0
Ongoing annual: Beginning year	2013	114		114
<b>Capital budget</b>				
Year 1:	2012	50		50
Year 2:	2013	50		50
Year 3:				0

Future years: Beginning year	2014			0
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Additional information:  
 This strategy is in the "Research and Investigation" stage at this time. Project stages: Research and Investigation April – October 2011; Planning & Development October – December 2011; Implementation – January to December 2012; Review and Evaluation – 2013 to 2014. Costs are estimated and based on previous experience in developing a cohesive strategy and plans for specific audiences such as "Children and Youth" and "Newcomers". Operating costs support staffing, collections formats and programs, targeted to meet to the specific needs and interests of seniors. Capital costs are to make all library locations safe, comfortable and inviting for all older adults and to support any requirements for the reengineering of LPL's Visiting Library Service (VLS).

### How this service change affects City of London's strategic priorities

Strategic Priority	Impacts
Community Vitality	Active contribution to Age Friendly City and to neighbourhood strategy
Creative, Diverse and Innovative City of London	Active contribution to Age Friendly City; contribution to inclusiveness and diversity for services to all populations; Combat ageism and stereotypes of older adults.

### How the service offering or business practice will change

Difference from past practices/ activities	<p>The baby boomers beginning to retire are looking towards their libraries to provide recreation, lifelong learning, civic engagement, ideas for second careers, and meaningful volunteer opportunities.</p> <p>This plan would increase LPL's ability to provide library services and programming to older adults outside the library, such as in senior/community centres, retirement homes and nursing homes.</p>				
Elsewhere this is being done	<p>Due to changing demographics, all public sector and not for profit organizations are looking at how they meet the needs of current and upcoming seniors. There has been a great deal of recent discussion and work done by various working committees of the Canadian, American and international library associations.</p>				
Impact on staff complement	<b>Reduction (#)</b>	<b>Title</b>	<b>Addition (#)</b>	<b>Title</b>	
			1.50	Library Assistant/Librarian	
Process changes	<p>Reengineering of LPL's Visiting Library Services will be part of this. VLS provides library services to residents of the City of London who, for reasons of restricted mobility, physical or visual disability, or long-term illness, are unable to visit or use regular library facilities. A high percentage of VLS clients are seniors.</p>				
Increase/ decrease of level of service	<p>Increase</p> <p>Increase capacity to meet current and future service usage needs and demands of a specific population demographic - seniors. Numbers below are %.</p>				
Addition/ Reduction to customer count	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	3	3	3	5	5
Other City of London services(s) whose budget or	<p>Increased ability of LPL staff to be at the table and contributing to related city-wide service priorities and community and neighbourhood initiatives</p>				

services may be affected

and future planning for services and facilities.

### Financial outlook

Operating Expenditures (in \$000s)	2012	2013	2014	2015	2016
Personnel	75	112	112	112	112
Administration					
Purchased services					
Materials & supplies	2	2	2	2	2
Furniture & equipment					
Other					
Total operating expenditure	77	114	114	114	114
Capital expenditures	50	50	0	0	0
Total expenditures	127	164	114	114	114
Total saving/revenue					
Net cash flow	-127	-164	-114	-114	-114
Assumptions	Total operating expenditures will become part of the base budget.				
Payback	Immediate and ongoing as population ages				
Cost avoidance					
Comments					

### Potential risks

What could go wrong with this service change	Probability of Occurrence	What will be done to prevent this from happening and what will be done in response if it does happen
Cultural shift and change management	Low	Ensure alignment of policies, guidelines, processes, external and internal communications, staff training and development
Missing a segment of the targeted seniors population due to diversity of socio-economic factors within the population of older adults	Low	Full integration with other LPL strategies, such as "Newcomer", "Serving Socially Vulnerable", and "Adult Literacy" strategies and plans

### Potential risks of not implementing this service change

What could go wrong without service change	Probability of Occurrence	What will be done to prevent this from happening and what will be done in response if it does happen
Negative impact on library's overall relevancy and public use, satisfaction and perception	High	LPL would continue to deliver standard service to all patrons; however, to improve the service to seniors, resources would need to be redeployed from other services, which would have a negative impact on overall public services.

### How success will be determined/measured

Performance Measure	2012	2013	2014	2015	2016
% Increase in number of patrons with "senior" patron registration type	3.00	3.00	3.00	5.00	5.00

% Increase in number of Visiting Library patrons, individual and institution	0.00	2.00	3.00	4.00	7.00
% Increase in usage levels, such as circulation by senior patron type	3.00	3.00	3.00	5.00	5.00
Number of new community strategic alliances, e.g. partnerships, sponsorships, etc.	2.00	3.00	5.00	5.00	5.00
% Staff attending client specific training sessions	50.00	80.00	90.00	95.00	95.00

## Reference documents

Background document:	American Library Association (Library Services to an Aging Population Committee, Reference Services Section, Reference and User Services Association of the American Library Association). Guidelines for Library and Information Services for Older Adults.
Hyperlink(s):	<a href="http://www.ala.org/ala/mgrps/divs/rusa/resources/guidelines/libraryservices.cfm">http://www.ala.org/ala/mgrps/divs/rusa/resources/guidelines/libraryservices.cfm</a>
Background document:	American Libraries Council and Institute of Museum and Library Services. Design for Change: report on the National Library Leaders Forum.
Hyperlink(s):	<a href="http://www.ims.gov/pdf/designsforchange.pdf">http://www.ims.gov/pdf/designsforchange.pdf</a>
Background document:	Canadian Library Association. Canadian Guidelines on Library and Information Services for Older Adults
Hyperlink(s):	<a href="http://www.cla.ca/Content/NavigationMenu/Resources/PositionStatements/OlderAdultsrevsep">http://www.cla.ca/Content/NavigationMenu/Resources/PositionStatements/OlderAdultsrevsep</a>
Background document:	City of London. Age Friendly Working Group. Age Friendly London: Report to the Community
Hyperlink(s):	<a href="http://www.london.ca/Seniors/pdf/afl-report.pdf">http://www.london.ca/Seniors/pdf/afl-report.pdf</a>
Background document:	London Public Library. 2010-2013 LPL Strategic Plan: Enriching Lives & Empowering People.
Hyperlink(s):	<a href="http://www.londonpubliclibrary.ca/files/strategicplan2010_13.pdf">http://www.londonpubliclibrary.ca/files/strategicplan2010_13.pdf</a>
Background document:	Seniors Community Association – London. Connecting London Seniors ... Neighbourhood by Neighbourhood. 2010
Hyperlink(s):	<a href="http://www.thehealthline.ca/pdfs/LondonSeniorsCommunityActionPlan.pdf">http://www.thehealthline.ca/pdfs/LondonSeniorsCommunityActionPlan.pdf</a>
Background document:	Seniors Community Association – London. Working Together to Support London's Seniors: Community Action Plan. 2005
Hyperlink(s):	<a href="http://www.thehealthline.ca/pdfs/LondonSeniorsCommunityActionPlan.pdf">http://www.thehealthline.ca/pdfs/LondonSeniorsCommunityActionPlan.pdf</a>
Background document:	World Health Organization. Global Age-Friendly Cities: A Guide.
Hyperlink(s):	<a href="http://www.who.int/ageing/publications/Global_age_friendly_cities_Guide_English.pdf">http://www.who.int/ageing/publications/Global_age_friendly_cities_Guide_English.pdf</a>

## **Optional/Additional information or material**

Non-financial benefits & costs:

Sustained positive customer feedback; enhanced perception of library as customer focused; increased staff morale by increased participation in community engagement with a defined audience.

Opportunity for service-based strategic alliance with City of London civic departments, boards and commissions.



# 2012-2016 Business Case

## Presentation of Options for Glanworth Branch Library

Program

**Culture**

Service grouping

**Libraries**

Service

**Library Services**

### Summary

Presentation of Options for Glanworth Branch Library

#### Implementation year

2012

#### Objective

Assess service and economic options for Glanworth Branch Library: Option 1 - close branch in order to avoid significant refurbishment/replacement costs; Option 2 - renovate branch to fully meet code and accessibility requirements; Option 3 - retain status quo with minor repairs. Per motion of the Library Board (June 23, 2011), a building assessment will be undertaken in July 2011 to determine the extent to which renovations to the existing building are feasible.

#### Description

The Glanworth Branch Library, currently open 4 hours per week, was built in 1923 with money collected by the community, became part of the Middlesex County Library system in 1963, and was acquired by the Library Board with the 1993 annexation. This 320 square foot facility consists of one small room and has electricity, telephone and internet; however, there is no washroom, no rear exit, no water, no septic system or sewer connection, is in need of repairs/refurbishments and presents serious accessibility challenges and some security risk that needs to be addressed if the Branch is to remain open. It is currently neither FADS nor (future) AODA compliant. In 2010 there were 46 active patrons: 26 London residents, and 20 who reside outside the City limits. Total attendance in 2010 was 1,603; total circulation in 2010 was 1,659. Glanworth Planning District population as per the 2006 census: 490.

#### Target year

2012

#### Funding type

One time

#### Funding source

**Funding source has not been identified**

Budget Implications (\$000s)	Year	Gross Expenditure	Non-Tax Supported Revenue	Net Budget (Tax Supported)
<b>Operating budget</b>				
Year 1:	2012	-12		-12
Year 2:				0
Year 3:				0
Ongoing annual: Beginning year	2013	-12		-12
<b>Capital budget</b>				
Year 1:				0
Year 2:				0
Year 3:				0



Other					
Total operating expenditure	-12	-12	-12	-12	-12
Capital expenditures					
Total expenditures	-12	-12	-12	-12	-12
Total saving/revenue					
Net cash flow	12	12	12	12	12
Assumptions	Option 1 (closure)				
Payback					
Cost avoidance	Choosing option 1 would mean a cost avoidance of approximately \$250,000 to renovate in order to meet requirements, as well as potential increased operating costs as a result of community expectations. Actual current operating budget savings would be \$12,000 annually.				
Comments	Even if the branch were to be renovated and service hours extended, it is unlikely that attendance would increase enough to justify the cost. At this point in time, Glanworth costs per person served are more than triple that of other branches.				

### Potential risks

What could go wrong with this service change	Probability of Occurrence	What will be done to prevent this from happening and what will be done in response if it does happen
Option 1 (closure) - negative public feedback from the Glanworth community.	High	Other library locations are available within a short driving distance. Options for alternative service, such as periodic visits from the Libro Library Roadshow, could be examined.
Option 2 (renovation) - significant cost to ensure the branch is compliant with legislative requirements and standards.	High	Engage the services of an architect consultant to complete a feasibility study, prior to undertaking any major renovations.
Option 2 (renovation)- land size may not be sufficient to handle a larger building footprint, water, and septic/sewer.	High	Engage the services of an architect consultant to complete a feasibility study, prior to undertaking any major renovations.
Option 2 (renovation) - community expectation of expanded service, e.g. collections and computers.	High	Renovations will deal with the shortcomings of the current building and will not provide additional space for service expansion.
Option 3- (status quo) - the branch would not be in compliance with legislative requirements.	High	Additional budget request in order to make the required changes.

### Potential risks of not implementing this service change

What could go wrong without service change	Probability of Occurrence	What will be done to prevent this from happening and what will be done in response if it does happen
Failure to meet FADS and AODA accessibility standards relating to Built Environment	High	The branch would either have to be closed, or significant expense incurred to meet the standards.

## How success will be determined/measured

Performance Measure	2012	2013	2014	2015	2016

## Reference documents

Background document: AODA Built Environment Standard  
Hyperlink(s): <http://www.mcass.gov.on.ca/en/mcass/programs/accessibility/OntarioAccessibilityLaws/DevelopingStandards/builtEnvironment.aspx>

Background document: City of London Statistics and Community Research Glanworth Planning District Profile  
Hyperlink(s): [http://www.london.ca/About\\_London/PDFs/13\\_Glanworth.pdf](http://www.london.ca/About_London/PDFs/13_Glanworth.pdf)

Background document: Chapter Closes on Three Middlesex Libraries  
Hyperlink(s): <http://lfpres.com/news/london/2011/01/26/17040481.html>

Background document: London Public Library. 2010-2013 LPL Strategic Plan: Enriching Lives & Empowering People. PL Vision, Mission, Strategic Plan  
Hyperlink(s): [http://www.londonpubliclibrary.ca/files/strategic\\_plan2010\\_13.pdf](http://www.londonpubliclibrary.ca/files/strategic_plan2010_13.pdf)

Background document: City of London Facility Accessibility Design Standards  
Hyperlink(s): <http://www.london.ca/d.aspx?s=/Accessibility/accessibilitystandards.htm>

## Optional/Additional information or material