Session: Public Session
Subject: London Public Library 2010-2014 Service-Based Business Plan
Prepared By: Susanna Hubbard Krimmer, Barbara Jessop
Presented By: Susanna Hubbard Krimmer, Barbara Jessop
Purpose of Report: For approval

Recommendation:

It is recommended that the Library Board approve the draft *London Public Library 2010-2014 Service Based Business Plan* as presented in Appendix A.

Issue / Opportunity

Over the past year, a Services Review Committee, chaired by Councillor Nancy Branscombe, working with the CAO and Civic Administration has been actively engaged in the development and implementation of a service-based budget structure, business plan model and service review process designed to support the *Strategic Plan*. In March of 2008, CAO Jeff Fielding met with the heads of Civic Departments, Boards and Commissions to outline the development process and to provide general timelines. On March 26th, 2009 a meeting was held by City of London Finance Staff (Led by Martin Hayward) to provide specifics of the process and required next steps. On April 23, 2009 LPL staff reported on the process and required next steps to the Library Board (Motion: L09/25.1).

Background & Review

Susanna Hubbard Krimmer and Barb Jessop, working with the Library Senior Team, have drafted the *LPL 201-2014 Service Based Business Plan* for submission to the City of London. The document was submitted as a draft subject to approval by the Library Board.

It is noted in the plan that LPL be developing and implementing a new Strategic Plan in 2009/2010 and so not all future service directions and/or strategic initiatives are known at this time.
Next Steps

Any changes directed by the Library Board at its meeting of May 26th, 2009 will be incorporated into the business plan and a revised plan will be submitted to the City of London.

# SERVICE BUNDLE - 2010-2014 BUSINESS PLAN

**SERVICE BUNDLE: LONDON PUBLIC LIBRARY**

**DATE:** May 12, 2009  
**SERVICE LEAD:** Susanna Hubbard Krimmer, CEO & Chief Librarian  
**DIRECTOR:** Barbara Jessop, Director, Financial Services

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DESCRIPTION OF SERVICES:

Vision

London Public Library is the Community Hub that strengthens individuals, families and neighbourhoods by connecting them to people and to relevant information, collections, programs and resources.

Mission

We are passionate about making a difference in our community, one person at a time, by enriching lives and empowering people through relevant, accessible, high quality library services.

Definition of Library Service

Public libraries provide access to ideas, information and expressions of creativity and thought.

“Library Service” is what the Library does for, or offers to, the public in an effort to meet a defined set of community needs in the areas of literacy; learning; culture leisure and recreation; information and community meeting place. 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.

Specific Services:

- Reference, Reader’s Advisory, and Referral
- Collections and Lending
- Technology
- Programming
- Community Outreach

INTENDED OUTCOMES:

LPL is entrusted with the responsibility of providing library services that enhance Londoners’ quality of life. The Library offers a range of core service outcomes to serve various individual and community needs, audiences and ways in which people seek information, learn and interact:

- Literacy outcomes support people in gaining skills they require to be successful in a knowledge-based society, including Basic Literacy, Technological Literacy, Media Literacy, Information Literacy and Multicultural Literacy.
B. Policy Direction

- Learning outcomes support people in all life stages to seek learning opportunities through formal education and lifelong learning, build learning skills and successfully apply these skills.

- Culture, Leisure and Recreation Learning outcomes support people in all life stages to seek learning opportunities, build learning skills and successfully apply these skills.

- Information outcomes support people in their quest for information and answers to questions on a broad array of topics.

- Community Meeting Place outcomes provide welcoming, neutral, safe and accessible physical and virtual environments inviting people to meet and interact with others and participate in public discourse.

Recipients of Service:

LPL services are intended for all Londoners. Services are tailored to meet the specific needs of particular audiences including, for example:

- Children and their families, caregivers and community service providers
- Youth including youth at risk
- Adults including active seniors and the frail elderly
- Immigrants including recent newcomers in the “settlement” period
- Users with disabilities such as people who have low vision or are blind
- Home bound people such as the frail elderly and others who have mobility challenges
- Socially vulnerable such as: people with low literacy levels, homeless, individuals from disadvantaged communities, individuals with mental health issues
- Agencies serving the public in the following sectors: Education, e.g. school boards, university, college; Business; Community Services; Voluntary; Arts, Heritage and Culture; Government, e.g. municipal government; etc.

In order to ensure that services are relevant, accessible and audience appropriate, LPL does extensive community mapping, community engagement and best practices analysis.

Influencing Factors:

- Demographics – national, regional and local socio-economic factors; immigration; migration
- Rapid and ongoing technological change (functionality [e.g. e-commerce], connectivity, hardware, software)
- Rapidly changing information environment (access and content; information as a commodity resulting in more and more fee-based access to authoritative content of depth)
- Impact of changing technological and information environment which exacerbates literacy issues and requires increased service levels
B. Policy Direction

- Customer service expectations: ways of doing business (e.g. in person and virtually) convenience, speed, accessibility, accuracy, excellence in services and resources
- Legislative requirements having an impact on both service and operations
- Fiscal environment potentially affecting funding levels and revenue
- Fiscal environment is resulting in increased levels of usage of library services
- Cost of Living including purchasing power for collections
- Human resources: Succession planning and increased educational/skills requirements and ongoing training needs resulting from rapidly changing technological and information environment
- Universal access to services and resources: The desirable ideal of universal access as defined by AODA is both an opportunity and a challenge as it influences all aspects of services delivery and operations.

Link to Council Strategic Plan:

Primary Strategic Priority:
- Community Vitality
- Creative, Diverse & Innovative City of London

Secondary Strategic Priority:
- Economic Prosperity
- Infrastructure Renewal & Expansion
- Environmental Leadership

Tertiary Strategic Priority:
- Progressive Transportation System
- Managed and Balanced Growth
- Financial Stability

Mandatory Service Requirements:

The Library Board is required by the Ontario Public Libraries Act, R.S.O. 1990, c. P.44, s. 20 to provide a comprehensive and efficient public library service that reflects the community’s unique needs.

Minimum Legislative Requirements:

- The Library Board is required by Public Libraries Act, s. 23 to ensure that libraries are open to the public and shall not charge for:
  - Admission to a public library
  - Use in the library of certain materials
  - Reserving or borrowing of certain classes of materials
B. Policy Direction

- Access to reference and information services as the board considers practicable.
  - In its provision of access to content and communication media through its services, LPL is required to act in accordance with the Canadian Charter of Rights and Freedoms which states that everyone has freedom of thought, belief, opinion and expression.
  - LPL supports the Canadian Copyright Act and other laws governing intellectual property; the Criminal Code of Canada; and other legislation governing access to and communication of information, knowledge, opinion, creative thought and intellectual activity.
  - Copyright Legislation: The purchase of collections materials is made in compliance with the Book Importation Regulations (SOR/99-324) Canadian Copyright Act.
  - Copyright Legislation: LPL must purchase licenses to support photocopying of copyright materials and public performance rights for certain collections materials.

Municipal Policy and/or Council Direction:

- Official Plan
- Accessibility Plan
- Child and Youth Network
- Downtown Master Plan
- Financial Plan
- Risk Management Policy
- Development Charges By-law [C.P.-1440-167] and other planning by-laws
- By-law respecting Composition of the Library Board A – 6039-645
- Motion re: LPL 2008 Sustainability Business Case & Budget Implications
- Motion re: LPL Employment Information & Referral Services: Employment Resource Centres

Board Direction:

- LPL Vision, Mission, Value Promise, LPL Strategic Plan

In September of 2008, the Library Board extended London Public Library Strategic Plan 2006-2008: Imagine! to the year 2010 in order to fully accomplish the key comprehensive and far reaching strategic and operational goals of the plan.

2008-2010 Plan: Cover Report & Summary of Strategic Actions:
B. **Policy Direction**

- **LPL Values**

**Community Engagement**

Library community engagement is about building synergistic relationships with our community in order to:

- Develop and build a vibrant community made up of active neighbourhoods and strong social networks using the layers of resources already present in the community; and
- Provide relevant library services that are integral to the fabric of this vibrant community.

**Inclusiveness/Diversity**

LPL recognizes the inherent dignity of all people and endeavours to provide equal rights and opportunities for people to access and benefit from library services. At the same time, LPL also recognizes and respects diversity and endeavours to provide library services that value and support community needs resulting from diversity.

**Accessibility**

LPL supports the following guiding principles for accessible library service:

- Library service is relevant, inclusive and responsive for all, including persons with disabilities.
- Each member of the community has an equal opportunity to access public library services.
- Library services are provided in a manner that respects the dignity and independence of persons with disabilities.
- “Universal access” to library services for all people to the greatest extent possible without the need for adaptation or specialized design in order to integrate services to persons with disabilities. At the same time, LPL offers alternative measures, including trained staff support, where necessary, so that persons with disabilities may obtain and use library services.

- **LPL Community Engagement Strategy**

- **LPL Service Excellence Model**

- **Accessibility for Users with Disabilities Policy: Customer Services Standards**

- **LPL 2008 Sustainability Business Plan & Budget Implications**
Reference, Reader’s Advisory, and Referral (3RS)

CURRENT STATE OF THIS SERVICE:

- Reference Services connect people to information and/or relevant, appropriate information resources
- Library staff provide information and teach the public to access and evaluate information across all media
- LPL offers a range of services from general to specialized services, e.g.: Business Information & Referral Services, Employment Information & Referral Services, Local History and Genealogy Services, etc.
- Services support the City Strategic Plan, e.g.:
  - Business & Employment supports “Economic Prosperity”:
    - Entrepreneurship and the start up and growth of local business
    - Building workforce capacity in aiding with career development and job search
  - Local History & Genealogy supports “Creative, Diverse and Innovative City” by preserving and providing information about the city’s heritage
  - Consumer Health Services support “Community Vitality”
  - Newcomer Services support “Creative, Diverse and Innovative City” aiding in the settlement of immigrants and integration of new Canadians
- Reader’s Advisory Services connect individuals to books, CDs, DVDs and other formats that best match their reading, viewing, listening preferences and learning style.
- Referral Services link people with relevant services and resources available in the broader community
- The public can access service in-person, by telephone, by e-mail, by virtual reference
- LPL provides free study space for learning opportunities.

FUTURE DIRECTION OF THIS SERVICE (SUMMARY):

Changes to technology are changing how people can access information and receive services. Library patrons can choose the way in which they wish to do business and customize their own experience.

- Information as a conversation: The use of Blogs, wikis and other collaborative information tools is growing exponentially. The library is using these tools and will use the next generation of these tools to provide reference, referral and reader’s services and to engage the public in ongoing discourse.
C. SPECIFIC SERVICES

2010 – 2014 NEW INITIATIVES +/-:

Description: See Technology Services Section

INNOVATION AND COST CONTAINMENT:

- LPL receives $612,00 in annualized funding from MTCU to deliver Employment Information & Referral Services through Employment Resource Centres located at five (5) branches: Beacock, Crouch, Central, Pond Mills, Westmount
- LPL assists City of London and other agencies in reaching the public by:
  - Distributing public information through its 16 locations, e.g. City of London bike path maps
  - Supporting public awareness and education in key initiatives such as Earth Hour and the Mayor’s Energy Challenge

BEST PRACTICES INITIATIVES:

- Highly collaborative service model that leverages the expertise and resources of the Library and community partners to offer the public a customer-centred information network, e.g.:
  - LPL is part of askON, a Knowledge Ontario collaborative project to develop and deliver virtual reference services in public libraries in Ontario
  - LPL is a partner in www.Mycommunity.ca and www.welcomelondon.ca portals
- Partnership with community agencies and funded by Citizenship and Immigration Canada to provide Settlement Workers at four (4) branches (Beacock, Central, Jalna and Sherwood) as a value-added service
- Contributor to the annual City of London Accessibility Plan including the 2009 plan and is a leader in accessible services, e.g. “Libraries for All” which serves people with communicative disorders
- Newcomer Settlement Workers in selected library branches; partner in the www.welcomelondon.ca immigration portal designed to serve newcomers.
C. SPECIFIC SERVICES

Collections and Lending

CURRENT STATE OF THIS SERVICE:

Londoners see library collections as essential to all library services. Collections serve diverse users with a variety of needs and expectations from all demographic and socio-economic backgrounds.

Collections 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.

Londoners can access approximately one (1) million items including:
- Non-fiction on a range of subjects for adults, teens and children;
- Hardcover and paperback fiction for all age groups;
- Picture-books for the very young; beginning readers and chapter books for youngsters learning to read;
- Children/Teen's project books for school and information books for pleasure and learning;
- Ebooks to access from home computers and at the library;
- Audio-books and music in cassette, CD and MP3 format;
- Research and recreational videos and DVDs;
- Downloadable audiobooks for people on the go;
- Subscriptions to 1453 print magazines and newspapers;
- 45 information databases providing over 23,000 on-line magazines, business, health information, and reference sources (almanacs, dictionaries, directories).

The Ivey Family London Room (Central Library) is a research facility for genealogy and local history. It contains a wealth of primary and secondary source materials on the city of London and Middlesex Country.

FUTURE DIRECTION OF THIS SERVICE (SUMMARY):

Trends affecting future collections include:
- In difficult economic times, the use of library collections is on the increase resulting in more demand for new materials and increased wear and tear on materials of enduring value resulting in higher need for replacement of copies
- Demand for full text, electronic magazine and newspaper databases driven by recent changes in the publishing industry
- Print, audiovisual and electronic resources will continue to coexist and be popular collections formats for the future
- New audiovisual and digital formats are introduced and become popular quickly so that demand for them is concurrent with that of previously existing formats, e.g.: audiobooks in CD, MP3 and downloadable format
C. Specific Services

- An aging population places an increased demand on specialized formats such as described videos, talking books, and audiobooks
- Ongoing settlement of newcomers is resulting in increased demand for ESL materials and multilingual collections. Newcomers are approaching the library in greater numbers to advocate for collections to support their settlement needs

Factors affecting purchasing power:

- Procurement is significantly affected by the rate of US/CDN exchange
- Rate of inflation for printed materials has been higher than the overall CPI for 2 decades and this trend is continuing

2010 – 2014 New Initiatives +/-:

Description: Digitization of London Room Collection (2009-2010)

Contribution/Link: Heritage, Creative, Diverse & Innovative City of London

Success Measures: Access to content; increased accessibility in terms of AODA standards; increased usage of resources

Budget Implications: Funding for digitization is being sought from federal and provincial grants

Description: Collections Sustainability Business Case (2010, 2011)

Contribution/Link: Community Vitality, Creative, Diverse & Innovative City of London, Economic Prosperity, Environmental Leadership

Success Measures: Holdings per capita, currency of content, increased accessibility in terms of AODA standards; increased usage of resources

Budget Implications: From 1994 to 2008, the collections budget increased by 24.13% while the increase in the CPI for printed materials was 40.84%. A business case that identified a five year plan (2006 – 2010) to rebuild and sustain the collections was presented as part of the 2006 Annual Operating Budget process to increase the collections budget by up to $100,000 per annum. In 2009, the need continued; however, in order to meet City budget targets no increase was requested. The current gap is a shortfall of $72,694 per annum. This does not account for the purchase of any new formats which brings the gap to approximately $100,000.
C. SPECIFIC SERVICES

INNOVATION AND COST CONTAINMENT:

- Partnership with the CNIB to offer people with low vision or who are blind access to VisuNET Canada, a gateway to the many resources provided by the CNIB
- Volunteers help with enhanced access to collections, e.g. the transliteration and translation of Chinese titles for LPL’s catalogue and provision of explanation in Chinese of library terms such as “barcode”, “holds” and “call number”
- Provision of patron self service options: self-checkout of materials, maintain personal reading lists, placing of holds/placing vacation stops on holds, online renewals; staff resources have been redeployed into other areas of direct public service
- Cost containment related to procurement, e.g.:
  - Reduced duplication between print, on-line, and/or microfilm formats to save money and redeploy funds to purchase new formats such as e-books
  - Consortium buying with other libraries for both print and electronic resources to reduce staff and materials costs;
  - Establishment of partnerships with groups, e.g. Child Abuse Prevention Council, to augment topical collections
  - Securing of donations for enhanced areas of the collection
- Cost containment related to processes, e.g.:
  - Elimination of duplication in collections management practices and restructured operations
  - Changes to lending services policies, e.g. shorter loan periods of high demand items and reduction of the number of items borrow at any time increased turnover rates in order has increased public access to limited resources
  - High demand materials stay at the location where they were returned, rather than being transported to the owning branch, resulting in improved turnaround time at branch locations and reduced handling costs.
- Alternate funding to support collections:
  - Federal and provincial government funding to purchase multilingual collections being sought
  - Solicitation of donations of heritage language materials to augment collections purchases
  - Funds raised through the library’s annual giving campaign, “Imagine”
  - Funds donated by Friends of the London Public Library to support start up collections of new formats

BEST PRACTICES INITIATIVES:

- To support accessibility, inclusiveness and diversity LPL provides materials in:
  - Accessible formats, e.g.: audiobooks in cassette/CD/DAISY format, described DVDs and videos, Braille, large print, animated books;
  - English/French and selected world languages, dual language English/world languages, English as a Second Language (ESL) materials;
  - A range of literacy levels designed for both children and adults.
- LPL lends materials with local agencies, e.g. pedometers - MLHU, e.g. Kill-a-Watt meters – London Hydro
C. SPECIFIC SERVICES

**Technology**

**CURRENT STATE OF THIS SERVICE:**

LPL technology for the public supports all core outcomes and is fully integrated into all customer service delivery streams. Members of the public can access library resources and the broader world of information by using library technology:

- **Technology tools:** Public use tools include hardware such as computers, printers, photocopiers, office applications and accessibility software, e.g. adaptive technology and translation software
- **Virtual Access:** Online in-library or remote services are inextricably linked with all other service delivery streams, e.g.:
  - Virtual reference,
  - Online holds and renewal of materials
  - Remote access to digitized collections
  - Online program registration, etc.
- **Functionality:** Public access to library specific automated self service functions, e.g. self check out
- **Digitized content:** Free public access online in-library or remotely to authoritative content that is fee-based, e.g. magazine and newspaper subscriptions, reference sources

LPL’s website is both a key source of information and an interactive service point providing customer service functionality such the ability to place holds/renew materials online, etc.

**FUTURE DIRECTION OF THIS SERVICE (SUMMARY):**

The immediate future direction of library technology services is affected by the following:

- **Changing Landscape of the Internet:** No longer a collection of sites with downloadable files and hyperlinks, Web 2.0 and beyond takes the web to a new level of robustness and interactivity.
- **Increase in electronic access to the library and its collection and services:** Virtual reference; access to content such as full text of magazines and downloadable books; remote access to the catalogue and the ability to conduct transactions such as placing holds for materials in the collection; and wireless Internet access will continue to be in demand and new functions will become available as the marketplace evolves.
- **Compatibility of virtual services and applications with mobile devices:** Scalable applications for all our virtual services, e.g.: searching the catalogue, patron accounts (holds, renewals, program registration, reading lists), texting the Library for information services, accessing database information via mobile search, etc. will be in demand for users of “I phone”, Blackberry and other devices.
C. SPECIFIC SERVICES

2010 – 2014 NEW INITIATIVES +/-:

Description: Compatibility of virtual services and applications with mobile devices (2010)

Contribution/Link: Community Vitality, Creative, Diverse & Innovative City of London, Economic Prosperity

Success Measures: Access to services and content; increased accessibility in terms of AODA standards; increased usage of resources

Budget Implications: Business Case, including costs, will be developed in 2009; alternative funding being sought for investigation and testing phase in 2009

INNOVATION AND COST CONTAINMENT:

- VOIP phone system procured and operated in partnership with the City of London IT Services
- Cost containment related to procurement, e.g.:
  - Procurement resulting from tendering and, as appropriate, vendor negotiation;
  - Consortium buying with other libraries
- Grants to support infrastructure, e.g. Federal Urban CAP for laptops for customized Internet access (e.g. adaptive technology, language learning, etc.)
- Corporate donation, e.g. IBM provided 48 computers for Homework Centres for seven (7) branches and a “mobile” learning lab
- Library Technology Volunteers assist patrons with the development of technological skills such as using MS Office software and e-mail applications at Library locations with short, individual sessions and group training

BEST PRACTICES INITIATIVES:

- LPL’s website is recognized internationally among libraries for its content, interactive functions and presentation
- Provision of adaptive technology for people with disabilities recognized locally and internationally
- Collaboration with the University of Western Ontario Libraries, e.g. implementation and ongoing use of respective “Integrated Library Systems”; catalogues are linked through a web bridge enhancing access
- Staff have specialized knowledge/experience in information science and library technology applications and “Integrated Library System” (includes key functions, e.g. library catalogue, cataloguing module, circulation module, program registration module)
- Staff are sought out to present to their peers at conferences
C. SPECIFIC SERVICES

Programming

CURRENT STATE OF THIS SERVICE:

People can participate in relevant, timely and interactive programs and events in meeting spaces both in and outside the library.

Library programming provides the public with opportunities to participate in society through access to a wide range of thoughts, ideas, information and creative expression and the opportunity to engage in public discourse about community issues.

- People can access programs, events and conferences such as:
  - Literacy, e.g. storytimes, family math, English as a Second Language, Media Literacy Conference
  - Cultural programming to celebrate and promote diversity, e.g. Black History Month
  - Topical programming, e.g. environmental sustainability - Enviro Week
  - Summer Reading Club and related programs
  - Book clubs and author readings
  - Open discussion forums, e.g.: Socrates Cafe (philosophy) and Abrahams Cafe (religion)

- Co-sponsored programs about topical issues and/or for specific audiences are developed and delivered with key partners, e.g.:
  - Middlesex London Health Unit, Ontario Early Years, London Reads with University of Western Ontario Bookstore, etc.

- Library Volunteers deliver selected literacy programs, e.g.:
  - Reading Enjoyment and Development (R.E.A.D.) program to develop literacy and learning skills in children;
  - Conversation circles with English as a Second Language (ESL) learners to help them improve their speaking skills

- Volunteers support program delivery, e.g. Ushers for Wolf Performance Hall

FUTURE DIRECTION OF THIS SERVICE (SUMMARY):

Futurists predict that public demand for experience based learning and interaction will grow and that programming will continue to be an essential part of library service. It is also predicted the next generation of libraries will be places not only where great ideas can be found but where people have the tools and facilities to act on those ideas, e.g. access to media creation, practice and performance space. LPL has been an innovator already moving in this direction during the 2001-2007 capital renovations and building campaign.

2010 – 2014 NEW INITIATIVES +/-:

Description: None identified at this time
Contribution/Link:
Success Measures:
Budget Implications:
C. SPECIFIC SERVICES

INNOVATION AND COST Containment:

- Provision of patron self service options: online program registration; staff resources have been redeployed into other areas of direct public service
- Cost containment related to processes, e.g.:
  - Elimination of duplication in programming practices and restructured operations
- Corporate funding from TD Canada Trust Summer Reading Club, local business and Friends of the Library in order to offer a Summer Reading Program that is open to all children and teens who want to participate
- Summer student employment federal and provincial grants to hire students to support programs and to provide learning opportunities for the students
- LPL seeks alternate funding, e.g. grants, to support writer-in-residence/playwright-in-residence
- The Friends of the Library plan and execute the Annual Booksale; formerly done by staff at a significant operational cost.
- Sponsorship to support capital projects to create spaces and programming amenities that could not otherwise be provided, e.g. Wolf Performance Hall, Spriet Family Children’s Library
- Revenue generating activities such as space rental
- LPL provides rental space for professional development, e.g. programs offered by the Ontario Southern Library Service

BEST PRACTICES INITIATIVES:

LPL supports the Creative Cities initiative in various ways such as:
- Supporting Londoners in collaborative creative endeavours, e.g. Fringe Festival, Celebrate the Thames 2008 River Project
- Sponsoring a Writer-in-Residence (2007) and a Playwright-in-Residence (2008-2009) to help Londoners develop their writing skills
- Providing space for creative activities, e.g.: space for book launches, rooms for art classes, music practice rooms at Central
- Providing public performance space, e.g. Wolf Performance Hall, Byron Auditorium
- Providing display space for the public to display art and artefacts, e.g. Ontario Youth Volunteer Challenge, Embroiders’ Guild

LPL is known for the quality of its educational, leisure and thought provoking literary programs. Through these programs it also promotes local and Canadian authors and is often sought as a venue for book launches.
C. **Specific Services**

**Community Outreach**

**Current State of This Service:**

The Library works collaboratively with community service partners and individuals to provide opportunities for people to access information, learn and interact **out in the community** where they live, work and play.

Community Outreach also supports people who are physically unable to use Library facilities and those, such as the socially excluded, who are unaware of the range of services and resources that the Library offers.

- Visiting Library Service delivers collections materials to home-bound residents who, for reasons of restricted mobility, physical or visual disability, or long-term illness, are unable to visit or use regular library facilities.
- The “Libro Library Roadshow” outreach vehicle and service supports literacy by delivering services to people living in high needs areas of the city, including low income areas and raises community awareness of the Library’s many benefits to them.

At the same time, when libraries engage their communities, the best characteristics of both library and community are mobilized. Individual gifts, local associations and institutions, the neighborhood culture, economy and physical environment all come together to create unique neighborhood communities. LPL is working with people in the “Old East” to ensure that the Carson Branch Library is part of building and sustaining a vibrant community in this area of the London.

**Future Direction of This Service (Summary):**

The need for community outreach to specific audiences is determined through mapping and reflects the changing needs of the community. The next comprehensive review will be part of the development of the new *LPL Strategic Plan*.

**2010 – 2014 New Initiatives +/-:**

**Description:** Carson Branch Library Redevelopment (2009 - 2010)

**Contribution/Link:** Growth based on demographics; Community Vitality, Creative, Diverse & Innovative City of London

**Success Measures:** LPL Balanced Scorecard

**Budget Implications:** Funding in place; fund development being sought for enhancements
C. SPECIFIC SERVICES

Description: Visiting Library Service Expansion (2012)

Contribution/Link: Growth based on demographics, i.e. aging of baby boomers; Community Vitality, Creative, Diverse & Innovative City of London

Success Measures: LPL Balanced Scorecard, AODA Accessibility

Budget Implications: Business Case will be developed in 2010; costs based on expansion of current service model to reach more patrons – vehicle, collections and staffing (1.5 FTE)

INNOVATION AND COST CONTAINMENT:

- A key component of LPL staff work is outreach into the community to make connections with community agencies, strengthening their community development capacity, e.g. staff work with City of London Staff to develop strong neighbourhoods, such as Kipp’s Lane area (Beacock Branch Library)

BEST PRACTICES INITIATIVES:

- LPL is an active part of the Child and Youth Network and has dedicated resources to the implementation of the action plan and provides leadership in the area of literacy
- To determine how to better serve vulnerable populations, the Library has embarked on a project entitled “Serving Socially Vulnerable Populations”. Key aspects of the study included
  - Identifying vulnerable populations in London
  - Determining why some vulnerable individuals do not make any, or full, use of the Library and
  - Identifying barriers and solutions to Library use.

Socially vulnerable individuals or groups are defined as those peoples or groups who are socially isolated or excluded from society. This project will result in the development of a comprehensive strategy and service model to assist the Library to serve and meet the needs of socially vulnerable populations within London.
### D. Financial Summary

#### Operating Estimates:

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<td>Revenue (Non-tax Supported)</td>
<td>(1,630,050)</td>
<td>(1,524,228)</td>
<td>(1,528,228)</td>
</tr>
<tr>
<td></td>
<td>(1,544,228)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net (Tax Supported)</td>
<td>16,265,352</td>
<td>16,785,343</td>
<td>16,974,003</td>
</tr>
<tr>
<td></td>
<td>17,199,393</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Major Volume Changes (Expenditure)</td>
<td>-</td>
<td>192,660</td>
<td>241,390</td>
</tr>
<tr>
<td>Major Volume Changes (Revenue)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operating Expenditure</td>
<td>17,895,402</td>
<td>18,309,571</td>
<td>18,743,621</td>
</tr>
<tr>
<td>Revenue (Non-tax Supported)</td>
<td>(1,630,050)</td>
<td>(1,524,228)</td>
<td>(1,544,228)</td>
</tr>
<tr>
<td>Net with Volume Changes (Tax Supported)</td>
<td>16,265,352</td>
<td>16,785,343</td>
<td>16,974,003</td>
</tr>
<tr>
<td></td>
<td>17,199,393</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Potential Effect of Strategic Initiatives on Existing Service Levels Adjusted for Volume Changes:

<table>
<thead>
<tr>
<th>Initiatives (see detail below)</th>
<th>Operating Expenditure</th>
<th>Revenue (Non-tax Supported)</th>
<th>Net with Initiatives (Tax Supported)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>-</td>
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<tr>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net with Initiatives (Tax Supported)</td>
<td>16,265,352</td>
<td>16,785,343</td>
<td>17,199,393</td>
</tr>
<tr>
<td></td>
<td>17,199,393</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
### D. FINANCIAL SUMMARY

#### CAPITAL ESTIMATES:

<table>
<thead>
<tr>
<th>Service Bundle</th>
<th>Approved Budget</th>
<th>Approved Capital Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td><strong>Life Cycle Renewal</strong></td>
<td>400,000</td>
<td>400,000</td>
</tr>
<tr>
<td>Capital Expenditure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Tax Supported</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Life Cycle Renewal Tax Supported</td>
<td>400,000</td>
<td>400,000</td>
</tr>
<tr>
<td>Growth</td>
<td>2,000,000</td>
<td>750,000</td>
</tr>
<tr>
<td>Capital Expenditure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Tax Supported</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Growth Tax Supported</td>
<td>2,000,000</td>
<td>750,000</td>
</tr>
<tr>
<td>Service Improvement</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital Expenditure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Tax Supported</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Service Improvement Tax Supported</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Capital Expenditure</strong></td>
<td>2,400,000</td>
<td>1,150,000</td>
</tr>
<tr>
<td><strong>Total Non-Tax Supported</strong></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Capital Plan</strong></td>
<td>2,400,000</td>
<td>1,150,000</td>
</tr>
<tr>
<td><strong>Total Additional Expenditure from Initiatives</strong></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Additional Net (Tax Support)</strong></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital Plan with Initiatives Expenditure</td>
<td>2,400,000</td>
<td>1,150,000</td>
</tr>
<tr>
<td>Capital Plan with Initiatives Non-Tax Supported</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total with Initiatives Net (Tax Supported)</strong></td>
<td>2,400,000</td>
<td>1,150,000</td>
</tr>
</tbody>
</table>

**Potential Effect of Strategic Initiatives on Capital**

Capital Budget per prior years capital plan
## STAFFING AND PERFORMANCE INDICATORS:

<table>
<thead>
<tr>
<th>Service Bundle</th>
<th>Actual</th>
<th>Approved Budget</th>
<th>Estimated Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>($000's)</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Staffing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FTE</td>
<td>232.4</td>
<td>232.4</td>
<td>238.5</td>
</tr>
<tr>
<td>Service Outputs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer satisfaction rate (System wide)</td>
<td>8.25</td>
<td>8.50</td>
<td>8.52</td>
</tr>
<tr>
<td>Attendance-in person visits (System wide)</td>
<td>3,048,603</td>
<td>3,070,000</td>
<td>3,095,000</td>
</tr>
<tr>
<td>Reference transactions (Reference)</td>
<td>1,148,043</td>
<td>1,160,000</td>
<td>1,170,000</td>
</tr>
<tr>
<td>Borrowed items (Collections)</td>
<td>3,754,444</td>
<td>3,810,000</td>
<td>3,865,000</td>
</tr>
<tr>
<td>Holds (Collections)</td>
<td>811,790</td>
<td>850,000</td>
<td>895,000</td>
</tr>
<tr>
<td>Computer use in library (Technology)</td>
<td>517,473</td>
<td>665,000</td>
<td>685,000</td>
</tr>
<tr>
<td>Annual Electronic visits per capita (Technology) *</td>
<td>6.38</td>
<td>7.80</td>
<td>8.00</td>
</tr>
<tr>
<td>Program attendance (Programs)</td>
<td>173,594</td>
<td>178,000</td>
<td>180,000</td>
</tr>
<tr>
<td>Service Outcomes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual library uses per capita (System) *</td>
<td>28.2</td>
<td>28.3</td>
<td>28.4</td>
</tr>
<tr>
<td>Registered cardholders as % of population (System) *</td>
<td>50.9%</td>
<td>51.0%</td>
<td>51.5%</td>
</tr>
<tr>
<td>Active borrowers as % of population (Collections)</td>
<td>43.9%</td>
<td>44.0%</td>
<td>44.2%</td>
</tr>
<tr>
<td>Library holdings per capita (Collections) *</td>
<td>2.77</td>
<td>2.78</td>
<td>2.80</td>
</tr>
<tr>
<td>Public access workstations per 100,000 population (Technology) *</td>
<td>117.3</td>
<td>117.5</td>
<td>120.0</td>
</tr>
<tr>
<td>Annual program attendance per capita (Programs)</td>
<td>0.54</td>
<td>0.55</td>
<td>0.55</td>
</tr>
</tbody>
</table>

* Based upon latest available OMBI statistics (2007)

**Notes:**
The FTE figure may vary since it includes permanent full time and part time staff, and temporary staff and pages whose hours of work may vary. The 2010 estimate includes staff for the Northeast Branch Library, which will be part of the City's multi-purpose community centre.
D. FINANCIAL SUMMARY

Performance Measures Background

LPL utilizes the *Balanced Scorecard* performance management system that links the short and long term activities of the library with our vision, mission, value promise and strategy by four (4) perspectives: community, internal process, organizational readiness and financial. We regularly review key metrics and service trends, reporting them to the Library Board, community and staff on a quarterly and annual basis.


LPL is involved in a number of different external performance measurement and reports systems:

- Province of Ontario, Ministry of Culture: annual results required for yearly operating grant from province;
- Ontario Municipal Benchmarking Initiatives (OMBI): annual performance measure results;
- Canadian Urban Libraries Council (CULC): annual Canadian public library statistical report and rankings;
- Federation of Ontario Public Libraries (FOPL) – as required.
E. SERVICE BUNDLE SUMMARY

COMMUNICATION AND CUSTOMER SERVICE:

LPL is committed to listening to the needs, expectations and concerns of library users, members of the community and other stakeholders. We welcome their input in shaping our policies, programs and services.

Customer Inquiries and Complaints

- In-person response at HelpDesks; meetings with Supervisors/Managers as required
- Email: info@lpl.london.on.ca
- Live Chat: "AskON" Virtual Reference service
- Telefact phone service: 661-4600; TTY 519-432-8835
- Online Public Satisfaction Survey
- "How Did We Do Today?" form and process
- Collections: "Suggestions for Purchase" and "Materials Reconsideration" processes
- "Open Door" access to Administration regarding concerns and enquiries
- Delegation to the Library Board

Communication (proactive)

Public Input:

- Online Public Satisfaction Survey
- LPL Blogs
- Focus Groups for services development and assessment, e.g. Website, services to the socially vulnerable, teen services
- Community and public meetings
- LPL Advisory Committees, e.g. Teen Advisory Committees (TAC), Carson Action Group
- Library Board Delegation Policy and process
- Solicitation of peer review of policies and practices

Public Awareness and Marketing/Promotion of Services:

- Access Magazine
- E-newsletters
- Brochures outlining services (have begun to develop in multiple languages)
- Program posters, flyers
- Online social networking: Blogs, Facebook, etc.
- Vidcasts, Podcasts
- Consistent and clear signage throughout the system, developed under FADS compliance
- LPL Website
E. Service Bundle Summary

- Libro Library Roadshow – travelling van visiting locales and events across the city
- Public speaking/presentations to key stakeholders and at city-wide events/initiatives; sharing of best practices through conference presentations
- Staffing booths at key city-wide events/initiatives
- Library representatives on boards of other institutions and agencies.

Public Reporting – Library Board:
- Quarterly Balanced Scorecard Metrics Report
- Annual Report to the Community
- Interim Financial Statements
- Audited Financial Statements
- Report on Strategic Plan status; interim reports on specific initiatives and related matters
- Library Board Reports are published on the LPL website one week before board meetings

Communication Tools/Vehicles

- Print
- Website
- Intranet [staff]
- Media: newspapers, magazines, community newsletters, radio, television, Internet (including social networking sites such as Facebook, etc.)
- Word of mouth
E. SERVICE BUNDLE SUMMARY

CURRENT STATE OF THIS SERVICE BUNDLE (SUMMARY):

In-House:

- Services are planned, developed, delivered and evaluated by knowledgeable, well-trained library staff
- Key infrastructure and operational support functions are planned, developed, delivered and evaluated by knowledgeable, well-trained staff having specific functional knowledge and library based expertise

Delivered by/with Others:

<table>
<thead>
<tr>
<th>Service</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Services</td>
<td>100%</td>
</tr>
<tr>
<td>Cleaning Services</td>
<td>95%</td>
</tr>
<tr>
<td>Grounds maintenance</td>
<td>75%</td>
</tr>
<tr>
<td>Snow plowing &amp;removal</td>
<td>90%</td>
</tr>
<tr>
<td>Pest control</td>
<td>90%</td>
</tr>
<tr>
<td>HVAC</td>
<td>100%</td>
</tr>
<tr>
<td>Electrical</td>
<td>50%</td>
</tr>
<tr>
<td>Risk management, safety (e.g. electrical, fire, elevator inspections, security monitoring)</td>
<td>50%</td>
</tr>
<tr>
<td>Vehicle Service</td>
<td>50%</td>
</tr>
<tr>
<td>Recycling/removal/sanitation</td>
<td>50%</td>
</tr>
</tbody>
</table>

Canadian Municipalities Delivering the Service and Model Used:

<table>
<thead>
<tr>
<th>SERVICE DELIVERY MODEL</th>
<th>MUNICIPALITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>The service outcomes and delivery streams are common to all public libraries</td>
<td>Ontario, Canada, United States, International</td>
</tr>
<tr>
<td>Operational model used by large, multi-branch library systems</td>
<td>Toronto, Ottawa, Halifax, Hamilton, etc</td>
</tr>
<tr>
<td>Libro Library Roadshow, i.e. mobile literacy outreach</td>
<td>Hamilton, Stratford, etc.</td>
</tr>
<tr>
<td>Visiting Library Services, i.e. services to home bound people</td>
<td>Toronto, Hamilton</td>
</tr>
<tr>
<td>Library Settlement Project funded by CIC; libraries participating on basis of local immigration settlement and service capacity</td>
<td>Toronto, Hamilton, Ottawa, Windsor, etc.</td>
</tr>
<tr>
<td>LPL Employment Resource Centres funded by MTCU</td>
<td>Toronto, Hamilton</td>
</tr>
<tr>
<td>LPL best practices - self-service options</td>
<td></td>
</tr>
<tr>
<td>LPL best practices - print, audio-visual and tech accessible formats</td>
<td></td>
</tr>
<tr>
<td>LPL best practices - integrated, holistic approach to technology</td>
<td></td>
</tr>
<tr>
<td>Friends of the Library is a best practice and has served as the model for other such groups</td>
<td></td>
</tr>
</tbody>
</table>
E. SERVICE BUNDLE SUMMARY

FUTURE DIRECTION OF THIS SERVICE BUNDLE (SUMMARY):

The electronic revolution that was supposed to make libraries extinct has made them indispensable as people attempt to navigate the “information highway” in a meaningful, useful way. Libraries have always been about service and personal relationships with users. While retaining its traditional functions, the library of the future will be home to myriad experiences.

- **Demographics:** Libraries continually align services with current demographics and plan for the impact of emerging trends/future demographics including “Baby Boomers”, immigrants, socially vulnerable and “Generation Next”, e.g.:
  - “Generation Next”: Young adults (born between 1981 and 1988) who have grown up with personal computers, cell phones and the Internet and are now taking their place in a world where the only constant is rapid change use technology and the Internet to connect with people in new and distinctive ways.

The library will need to be a place where change happens and is seen to happen in order to stay relevant and responsive.

- **Lifestyle:** People’s needs and expectations are continuing to change, e.g.:
  - Time compression is affecting every part of people’s lives; as we compress our time, we compress our needs. Resulting service expectations, such as convenience of hours and speed of service will dramatically affect usage and satisfaction levels.

As part of the development and implementation of its new strategic plan, LPL will need to review its service distribution model to find the best balance between meeting needs and expectations, service distribution and levels, operational excellence and resource levels.

- **The Community Meeting and Gathering Place:** Libraries have been evolving from collections repositories into community-based research and leisure centers, e.g.:
  - The placement of libraries in the heart of community destinations is resulting in a growing use of the library as part of a suite of community services
  - With the Internet more people can and will work from home, e.g. home-based business; they have also begun to use the library and such supports as its wireless service as a place to work and to escape the isolation (or distraction) of working at home.
E. SERVICE BUNDLE SUMMARY

The library will need to continue to be an accessible, physical community hub that serves a variety of people with a range of needs. LPL will seek opportunities for co-location of future branch libraries to build on the success of current practice, e.g. Jalna Branch Library.

2010 – 2014 NEW INITIATIVES +/-:

Description: Northeast Branch Library (2010)

Contribution/Link: All City of London Strategic Initiatives; Partnership with City of London and YMCA

Success Measures: LPL Balanced Scorecard/OMBI, LEED success measures

Budget Implications: $400,000 per annum operating (Pro-rated for 2010 to reflect start up and partial operating year)

A new community recreation centre, including the YMCA and library, will be built in North London in the Adelaide and Sunningdale area. It will be a multi-use integrated facility designed to be a community hub that brings a variety of community-based services and programs together under one roof.

Description: LPL 2010-1012 Strategic Plan

Contribution/Link: City of London Strategic Initiatives; Ministry of Culture – Library Services

Success Measures: Community engagement, Balanced Scorecard Metrics

Budget Implications: Costs associated with the implementation of the Strategic Plan are not known at this time.
E. SERVICE BUNDLE SUMMARY

Description: Southeast Branch Library (2012)

Contribution/Link: All City of London Strategic Initiatives

Success Measures: LPL Balanced Scorecard/OMBI, LEED success measures

Budget Implications: Capital ($750,000 property – 2010) ($3,000,000 - 2012) and $650,000 per annum operating - 2013

The desired facility will be a multi-use integrated facility designed to be a community hub that brings a variety of community-based services and programs together under one roof. Operating costs are estimated.

INNOVATION AND COST CONTAINMENT:

Optimize Resources Allocation and Efficiency

Personnel & Volunteer Management

- LPL staff are essential to the Library’s ability to make a difference in the lives of Londoners, e.g.: information services are complex and the skills and knowledge of trained staff are critical to refer, interact, interpret, guide and educate users about the complex and rapidly changing world of information.
- LPL runs a lean operation from both a public service and support department perspective; e.g.: Staff ratios have not kept pace with growth in square footage and the transformation of library services over the last ten (10) years.
- LPL effectively uses vacancy management to deploy staff to work on projects and other strategic priorities and to manage operations within budget.
- The Library is proactive in seeking out available funding to cover some human resource costs whenever possible; e.g. Service Canada for Summer Read Program, Youth Opportunities Unlimited for summer Page work.
- LPL has more than three hundred (300) volunteers who perform value-added services. While there has been significant growth, only one (1) staff resource continues to manage this area.

Act Strategically

LPL focused on the execution of its Strategic Plan. Cross-functional staff project teams, using minimal assistance from contracted external resources, have delivered extraordinary results, e.g. LPL has

- Re-engineered and redesigned the library website
- Developed and launched an award-winning Youth Services strategy and Teen Annex, which has received acclaim from the teen community and the international library community
- Developed and launched a leading edge Newcomer Services Strategy and
E. SERVICE BUNDLE SUMMARY

- Launched an Intranet for Library employees to significantly improve organizational communication and effectiveness and reduce training costs.

**Leverage Technology and Reengineer Processes**

Staff project and department teams have successfully streamlined, standardized and re-designed internal processes while improving the management of information across the organization in order to save money, time, and resources and to improve the patron experience.

Throughout the re-engineering process, software and hardware solutions have been leveraged to optimize the outcomes, e.g.:
- Implemented public self-check-out machines in 15 branches resulting in self-serve options for the public and freeing up staff time to look after other services such as “holds”, which have grown exponentially in the last couple of years;
- Introduced just-in-time purchase of supplies and stationery; and
- Introduced e-learning and other web, server and database applications to improve employee efficiency and effectiveness and reduce training costs.

**Diversify Funding**

Examples of LPL fund development success in addition to those described as part of specific services include:
- Grants to fund research and development of services, e.g.:
  - $30,000 grant from the Ministry of Culture to support the development of a new Youth Services strategy provided seed money to re-engineer core services to teens and develop a leading-edge youth services delivery model now fully operational across the system
  - $29,000 grant to support a strategy for serving vulnerable populations
- Grants to support delivery of services, e.g. MTCU funding of Employment Resources Centres as part of LPL employment information and referral services
- Corporate donation for purchase of assets, e.g. Libro grant for purchase of the Library Roadshow vehicle;
- Sponsorship to support capital projects through naming opportunities, e.g. Rotary Reading Garden, etc.; and
- Tenant revenue, e.g. Red Roaster.

The “Friends of the London Public Library” is a significant financial supporter providing support to collections enhancements and other value-added services.
E. SERVICE BUNDLE SUMMARY

BEST PRACTICES INITIATIVES:

Community Perspective:

LPL has won numerous awards and accolades for its community leadership role and the quality of its services. For example, the Library received the Ministry of Culture’s “Minister’s Award for Innovation” in recognition of “LOLLYPOP” LPL’s youth engagement program. This was further recognized as a best practice by the Ontario Library Boards Association. As well, numerous staff members have been given peer recognition from professional associations such as the Canadian and Ontario Library Associations.

LPL is regularly contacted by CEOs of other Canadian and American libraries doing best practices reviews, e.g. LPL’s leadership in the area of library physical space planning is renowned and we regularly provide tours of the facilities.

Library staff provide professional expertise in the field of library and information science, e.g. presentations/courses to professional associations and to the vendor User Information Group of the company who provides LPL’s Integrated Library System.

Organizational Readiness:

In order to develop and empower staff across the organization LPL has

- Promoted a culture of teamwork and collaboration, continuous learning and leadership
- Implemented a comprehensive staff development and in-service training program
- Actively engaged staff in learning opportunities such as participation in and leadership of strategic initiatives and projects and
- Implemented an intranet to support internal communication and to serve as a site for policies, procedures, job aids and other essential information.

LPL seeks staff input in a variety of ways including its “Bright Ideas” process designed for staff to offer suggestions on improvement and/or innovation on any area of services and operations, e.g. services to people who are socially vulnerable.

LPL also has an “Innovation Fund” designed to encourage staff to initiate innovative projects to engage and benefit the community, e.g. Beacock Branch/Teen Advisory Committee Wall Mural Project. The fund, using money raised in LPL’s Imagine Annual Giving Campaign, covers costs of the project. Staff submit a business plan to “apply” for the funding.
E. SERVICE BUNDLE SUMMARY

BEST PRACTICES INITIATIVES:

- Community Vitality: Central Library (with over 1 million visits a year) brings a significant number of Londoners and City visitors to the downtown core and is part of the Downtown Core revitalization; the Carson Branch Library is part of the Old East revitalization plan.
- Community Vitality: LPL uses placemaking strategies, building community through its space planning and by integrating built and green spaces where possible, e.g. Central Library Rotary Reading Garden, and is continuing to review and improve its properties, e.g. Carson gardens being redeveloped in conjunction with community.
- Diverse City: LPL worked with the City to meet and/or exceed FADS during library facilities capital renewal program of 2001-2007; LPL is a contributor to the City of London submission to the OADA on the “Built Environment” and will continue to seek opportunities to move to its vision of “universal access”.
- Environmental Leadership: Working with Old South Community Organization and City to install an environmental public demonstration and education project at the Landon Branch Library; Northeast Branch Library will be part of LEED Gold new facility in northeast London.

HOW IS THIS SERVICE BUNDLE GOING TO LINK WITH OTHER SERVICE BUNDLES WITHIN THE CATEGORY?

LPL currently has formal and informal links with the “Arts” and “Heritage” bundles, e.g.: Library Board Historic Sites Committee and the Ivey London Room Staff have relationships with the museums and heritage planning and conservation.

Since 1970, Historic Sites Committee has erected plaques commemorating buildings and sites of historical and architectural merit in London. The purpose is to inform Londoners and visitors about the City’s history and, by extension, to interest Londoners in the preservation and appreciation of their heritage. The London Public Library Board established the Historic Sites Committee in 1970 at the request of municipal council.

CORPORATE CHALLENGES FOR 2010 AND BEYOND

1. Meeting the needs, expectations and demands for library services in a time of ongoing sociological, technological, cultural and economic changes.
2. Ensuring that LPL’s resource levels are sufficient to meet and exceed customer needs and expectations.
3. Remaining open to opportunities to keep services relevant and up-to-date in the current period of fiscal restraint.
4. Ensuring the delivery of appropriate staff training that will prepare employees to continue to meet customer needs in today’s dynamic library environment, enhance job satisfaction, and develop and build upon capabilities as future organizational leaders.
5. Dealing with costs and timelines of the implementation of the standards of the Accessibility for Ontarians with Disabilities Act (AODA).
### 1.2 - 2009 SCHEDULE AND TASKS

**KEY DATES:**

- **May 8** - Bundle Business Plan due
- **June 10 & 17** – Category Business Plan & Presentation

<table>
<thead>
<tr>
<th>DATE</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar 20-30</td>
<td><strong>Business Plan Information Sessions</strong>&lt;br&gt;• All managers, directors and budget representatives (4-5 sessions to accommodate schedules)&lt;br&gt;• Presentation to include: preliminary budget expectations/targets (cost containment); process overview; business plan template</td>
</tr>
<tr>
<td>Mar 30</td>
<td><strong>SRC Meeting (2-4 pm)</strong>&lt;br&gt;Agenda: Management &amp; Audit Services</td>
</tr>
<tr>
<td>Apr 1-May 8</td>
<td><strong>Bundle Business Plans Preparation - Categories 1-9, Public Services</strong>&lt;br&gt;• Manager/Director prepares business plan at “bundle level”&lt;br&gt;• Business Plan may be completed at “service level” to assist with preparation of “bundle business plan” (using same template)&lt;br&gt;• Business Plans will be required at the “service” level if the services in a particular bundle falls under various directors/GMs (e.g. Culture, Economic Prosperity)&lt;br&gt;&lt;br&gt;<strong>Business Plans – Category 10, Internal Services</strong>&lt;br&gt;• Business plans for this category will be prepared for internal purposes only in 2009&lt;br&gt;• Target date September 1, 2009</td>
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<td>Apr 14</td>
<td><strong>2010 Budget Information Session</strong></td>
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<td>Apr 27-May 8</td>
<td><strong>Peer Review of Business Plan (Voluntary Process)</strong>&lt;br&gt;• Opportunity to exchange input and critique business plan</td>
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<td>May 5</td>
<td><strong>SRC Meeting (11-1 pm)</strong>&lt;br&gt;• Union leadership invited to offer input and suggestions related to cost containment and service delivery&lt;br&gt;• SRC may refer suggestions to appropriate manager to include in the business plan as an initiative to be evaluated/considered in 2010</td>
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<td>May 11-22</td>
<td><strong>CAO &amp; GMs Review of Bundle Business Plans</strong>&lt;br&gt;• Limited feedback and suggestions on Bundle Business Plans (Documents will proceed to SRC without editing)&lt;br&gt;• A “Strategic Initiatives Corporate Tracking Report” will be prepared listing all strategic initiatives which impact the budget and/or service level (+/-)&lt;br&gt;• CAO/GMs to collectively review and prioritize, recommending only those initiatives that they unanimously support&lt;br&gt;• A “Cost Containment, Innovation &amp; Best Practices Corporate Tracking Report” will be prepared demonstrating achievements</td>
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### 1.2 - 2009 SCHEDULE AND TASKS

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<tr>
<th>Date</th>
<th>Event Description</th>
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| May 11-Jun 10 | **Coordination & Preparation of Category Business Plan**  
- Meetings and collaboration among managers/directors associated with specific category  
- Prepare collaborative Category Business Plan  
- Prepare joint presentation for SRC (Max 30 minutes) |
| May 28 | **Bundle Business Plans Binders & Strategic Initiatives Tracking Report – Circulated to Services Review Committee**  
- Strategic Initiatives Tracking Report will include recommendations from CAO/GMs |
| Jun 10 | **Service Review Committee Meeting (all day)**  
- Category Business Plan distributed (one week in advance)  
- Presentation of 4 Categories |
| Jun 17 | **Service Review Committee Meeting (all day)**  
- Presentation of 5 Categories |
| Jun 18 | **Service Review Committee Meeting (1-4 pm)**  
- Update on budget targets and expectations  
- Conclusions/recommendations from CAO/GM related to new initiatives  
  **Decisions required:**  
  - Decisions on “strategic initiatives”  
    - If approved – proceed to develop budget (establish date for report back on the approved initiatives including performance)  
    - If not approved – remove from business plan and prepare final budget  
  - Selection of services to be designated for “service review” |
| Jun-Oct | **Budget Preparation**  
- Detailed budget preparation for all services, aligned with approved business plan |
| July TBD | **Services Review Committee Meeting**  
- Report back on service review process and timeline for services designated for review (e.g. referral to audit; independent consultant, internal etc.) |
| Sept 30 | **Category 9 – Business Plans**  
- Distributed to CAO/GMs  
- Business Plans prepared at “service” level  
- Business Plans to align with budgets  
- Presentations TBD |
2.1 - BUSINESS PLANNING ANNUAL PROCESS

Strategic Priorities/Objectives Set For Council Term

Annual Business Plans Prepared (Mar-Apr)

Administration Implements Business Plans/Budget (Mar-ongoing)

Administration reviews/recommends Business Plans (May)

Council Approves Business Plans/Budget (Dec-Feb)

Services Review Committee considers Business Plans (May)

Budget prepared based on Business Plans & Targets (June-Sept)

Approves Business Plans

Requests Service Review Process (June - Mar)