



REPORT TO THE LIBRARY BOARD

MEETING DATE: September 22nd, 2009

Session:	Public Session
Subject:	London Public Library Strategic Plan Update
Prepared By:	Susanna Hubbard Krimmer, Anne Baker, Nancy Collister, Barb Jessop, Beth Kinchlea, Margaret Mitchell, Christina Nurse, Arlene Thompson, Tom Travers, Jan White, Terry Wilkes, Margaret Wilkinson
Presented By:	Susanna Hubbard Krimmer
Purpose of Report:	For Decision: Approval <input checked="" type="checkbox"/>

RECOMMENDATION:

It is recommended that the **2009-2010 Balanced Scorecard (BSC) Project Priorities** be approved by the Library Board.

ISSUE/OPPORTUNITY

Significant progress was made on the **2006-2008 LPL Strategic Plan: Imagine!**. At the same time, due to its comprehensive nature, there is still work to be done to achieve the important goals and objectives set out in the plan. Thus the current plan was extended for a period of twelve to eighteen months by the Library Board in September of 2008 (Board motion: L08/41.1). This was done in order to provide the time frame required to achieve the desired strategic outcomes in the areas of community engagement, diversity/inclusiveness, and accessibility. Success in these areas will set the foundation for the next strategic plan to be developed in 2010 with our many stakeholders.

The purpose of this report is to recommend the LPL strategic priorities for 2009-2010 and to provide information about some preliminary steps being taken to create the foundation for development of the new strategic plan.

BACKGROUND: LONDON PUBLIC LIBRARY STRATEGIC PLAN, 2008-2010

Critical Priorities

As approved in 2008, the key thrusts of the **2008-2010 London Public Library Strategic Plan** are to

- Complete development, implementation, review and evaluation of key strategies identified in the **2006-2008 London Public Library Strategic Plan: Imagine!**
- Continue to build on the opportunities identified in the development of the **2006-2008 London Public Library Strategic Plan: Imagine!**
- Monitor and take advantage of opportunities and innovations arising in the external environment and develop, implement, review and evaluate new BSC Strategic Initiatives as appropriate and feasible.
- Align library culture, structure, processes and people with the **LPL Vision, Mission, Value Promise, and Service Excellence Model.**
- Enhance library-community engagement to support capacity building and to position the library and its stakeholders to build the next comprehensive **LPL Strategic Plan.**

Key Actions

The following key actions will support the 2009-2010 priorities of the **2008-2010 London Public Library Strategic Plan:**

- Complete development, implementation, and evaluation the 2009-2010 BSC Strategic Initiatives as approved by the Library Board, September, 2009.
- Develop, implement, and evaluate 2010 BSC Strategic Initiatives, Service Excellence Model Service Action Plans and Department/Location Action Plans.
- Continue to imbed the LPL Vision, Mission, Value Promise, Service Excellence Model, and Balanced Scorecard Map and Metrics, creating alignment between all parts of the organization and internal processes.
- Imbed the Culture Model and Core Competencies and translate these along with library strategies and action plans into measurable behaviours, goals and objectives for all employees.
- Evaluate the success of completed BSC Strategic Initiatives, Service Plans and Action Plans and build on the “learnings” created by successful implementation and innovation.

BALANCED SCORECARD PRIORITIES, 2009-2010

The CEO and Senior Team have reviewed the current BSC Projects and assigned a status to each of: development, implementation and evaluation/review to report on progress. The timelines and milestones of each of the current BSC Projects have been

assessed and adjusted as appropriate. Please see attached table: **2009-2010 Balanced Scorecard Priorities Timelines & Status.**

BUILDING THE NEXT LPL STRATEGIC PLAN

As we work towards completion of the current plan, LPL has begun to take some preliminary steps to establish the foundation for the development of its next strategic plan.

Currently, the CEO and Manager, Training & Development, are meeting with staff from across the library system to seek their input on the impact of the current plan and what we might consider in developing the next plan. The conversation is based around a series of questions:

- What ways do you feel the **LPL: Strategic Plan, 2006 – 2009 ... Imagine!** was successful? How have we made a difference to people in our community? What should we be proud of? How do you feel you contributed to the success of **Imagine!**?
- Going forward, and thinking about the successes LPL has achieved in the last few years, what do you feel we have not yet addressed?
- Consider the concepts of Accessibility, Diversity and Inclusiveness. How does LPL already support these concepts? In what areas would you say we excel? In what areas would you describe us as needing improvement?
- Consider your role and your team's role in delivering high quality library service. We have worked on improving the tools you need to do your job well. What else can be done?

This process is designed to gather “food for thought” as we begin to consider the success of the current strategic plan and the context, process and methodology for the development of the new plan. This process does not replace staff input and validation processes that would be part of the development of the new plan.

NEXT STEPS

Upon approval by the Library Board, the **2009 – 2010 Balanced Scorecard Priorities** will be communicated to staff and key stakeholders and will serve as the strategic direction for the library for the next eight to twelve months. The timeframe for concluding the current plan is dependent upon the implementation timelines of the forthcoming plan.

Ongoing review of progress and priorities will be conducted with regular updates provided to the Library Board.

2009-2010 BALANCED SCORECARD PRIORITIES

Timelines & Status

PROJECT	TIMELINE	SPONSOR	PROJECT MGR.	STATUS
SERVICE INNOVATIONS				
Newcomers Strategy: Library Settlement Worker Project	2008 to 2009	Arlene Thompson	Brian Rhoden	<p>Actions Completed:</p> <ul style="list-style-type: none"> • LSP partnership established between Citizenship and Immigration Canada, LPL, South London Neighbourhood Resource Centre, London Cross Cultural Learner Centre, LUSO Community Services in partnership with Centre for Lifelong Learning • LSP Service commenced at Beacock, Central, Jalna, Sherwood in late January 2009 • Training session re: Diversity and LSP Settlement Services for LPL staff during “Practicalities” in May 2009 <p>Current Status – Evaluation</p> <ul style="list-style-type: none"> • Arlene Thompson, Manager and Nancy Needham, SLNRC, members of the Provincial LSP Advisory Committee
Mobile Library – “Library Roadshow”	2008-2010	Nancy Collister	Kevin Moore	<p>Actions Completed:</p> <ul style="list-style-type: none"> • 2009 Service Action Plan created and implemented • 2009 the new vehicle funded by Libro was acquired and used; service adjustments were made and will be evaluated <p>Current Status – Evaluation</p>

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Access Magazine Redesign	2009	Christina Nurse	Lynda Kirkham	Current Status - Evaluation: <ul style="list-style-type: none"> 2009 -2010 continue to evolve according to Library staff, partner and patron feedback 2010 themes will correspond with strategic plan and service initiatives
SERVICE EXCELLENCE				
Customer Service Model: Reference, Referral & Reader Services (3 Rs)	2008-2010	Margaret Wilkinson	Heather Heathcote	Current Status – Implementation: <ul style="list-style-type: none"> 3 Year Plan developed: 2009 – Celebrate the Reader (launched in OPLW); 2010 – Reference; 2011 – Referral Training plan developed in cooperation with B. Kinchlea; emphasis in 2009 training on Reader’s Services; various staff-developed and led workshops offered; other vendor/SOLS webinars and training opportunities offered Status change from project to standing/working committee 2010 - 3Rs Marketing Plan – correspond with annual theme and audiences identified in new strategic plan
Customer Service Model: Technology Solutions	2008-2009	Tom Travers & Margaret Wilkinson	Sarah Andrews & Rob Kearns	Actions Completed: <ul style="list-style-type: none"> Updating/streamlining of public workstations Implementation of patron computer reservation/authentication system - 1st stage(patron authentication) of Pharos system installed and launched; 2nd stage (computer reservation) scheduled for Fall, 2009) Implementation of improved patron self-serve printing service; costs reduced for printing and photocopying

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				<ul style="list-style-type: none"> • Related organizational procedures prepared • Review of computer placement in all locations completed as per Internet Filtering Review Project; signage, user policies/procedures reviewed, updated • Updating of public training - Mobile Labs, training modules available for Fall, 2009 • Computer Accessories available, all locations • Marketing and promotion of technology-based services via Access, website, posters <p>Current Status - Review:</p> <ul style="list-style-type: none"> • No longer a “project” but part of ongoing services • Public Services Coordinator assigned responsibility; Project Team now standing/working committee <p>2010: Updating of adaptive technologies deferred to coincide with AODA requirements and new strategic plan</p>
Volunteer Strategy	2008-2009	Anne Baker	Ellen Hobin	<p>Actions Completed:</p> <ul style="list-style-type: none"> • Draft Volunteer Strategy document written by Project Manager and reviewed by team members <p>Current Status – Review:</p> <ul style="list-style-type: none"> • New Administrator, Volunteer Services in place • Process improvements relating to volunteer operations implemented or in progress. <p>2010: Align strategy with new Strategic Plan</p>

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Writer-in-Residence Program	2008-2009	Christina Nurse	Mark Richardson	Actions Completed: <ul style="list-style-type: none"> • April 2009 - Dave Carley's program was completed at LPL • Program was very successful in establishing a London playwrights group that continues to meet weekly, hosting various Canadian and London playwright focused events and readings 2010: There has been no writer-in-residence established for 2010, but LPL will seek opportunity to do so.
Northeast Branch Building Project	2008-2010	Susanna Hubbard Krimmer	Margaret Mitchell/Nancy Collister/Terry Wilkes	Actions Completed: <ul style="list-style-type: none"> • Architects hired • Library functional plan complete and interior space planning underway • Ground Breaking Ceremony May 22, 2009 • Construction began in Spring 2009 with expected opening date of Fall 2010 Current Status – Development <ul style="list-style-type: none"> • Library collection development -beginning discussions Fall 2009 • Furniture and equipment procurement • Library fundraising • Promotional Campaign –Summer 2009 and will be ongoing 2010 – Opening of Branch
OPERATIONAL EXCELLENCE				
Business Continuity Plan	2009-2010	Margaret Mitchell	Senior Team	Actions Completed: <ul style="list-style-type: none"> • Draft plan created • Emergency Binder updated and distributed Current Status - Development <ul style="list-style-type: none"> • Pandemic Emergency Plan under development (for completion fall of 2009)

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				<p>which will become part of the comprehensive plan</p> <ul style="list-style-type: none"> Plan to be finalized and communicated 2010 and ongoing – review
Quality Management – Customer Feedback Project	2009-2010	Susanna Hubbard Krimmer	Margaret Mitchell	<p>Actions Completed:</p> <ul style="list-style-type: none"> Process for action planning related to trends developed and ready for implementation Existing regular system-wide feedback mechanisms and processes under review Customer Satisfaction Survey tool – discontinued 2009 Tracking of Customer “how did we do today forms” and other feedback and response partially implemented <p>Current Status – Development:</p> <ul style="list-style-type: none"> Identify new and/or revised feedback mechanisms and processes Develop comprehensive database to track feedback and provide reporting capabilities <p>2010: Align strategy with new strategic plan</p>
Quality Management – Library Policy	2009-2010	Susanna Hubbard Krimmer	Margaret Mitchell	<p>Actions Completed:</p> <ul style="list-style-type: none"> Inventory and review of existing policies Develop policy template Board governance policies prepared, approved and enacted Creation of searchable database on LPL intranet Significant number of operational policies developed, communicated to staff and implemented <p>Current status – Development/Implementation</p> <ul style="list-style-type: none"> Continue to prepare operational policies prepared, approved and enacted on an

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				<p>ongoing basis as Service Excellence Model delivery streams under review as well as internal operational policies</p> <ul style="list-style-type: none"> • Begin process of annual review with Board governance and means policies in fall of 2009 and early 2010 <p>2010 - Review: ongoing (annual or as required)</p>
<p>Quality Management: Balanced Scorecard Metrics (Service Effectiveness)</p>	<p>2008-2010</p>	<p>Margaret Mitchell</p>	<p>Customer Service & Branch Operations</p>	<p>Actions Completed:</p> <ul style="list-style-type: none"> • Continuing work on website access for managers and supervisors • Review and coordination responsibility shifted to CS & BO Managers <p>Current status: Development/Implementation</p> <ul style="list-style-type: none"> • Identify and implement customer satisfaction indicators, based on feedback mechanisms <p>2010: Align strategy with new strategic plan</p>
<p>Quality Management – Records Management</p>	<p>2009-2010</p>	<p>Susanna Hubbard Krimmer</p>	<p>Margaret Mitchell</p>	<p>Actions Completed:</p> <ul style="list-style-type: none"> • Off-site storage process begun for records that have been reviewed, inventoried and retention set • Policy prepared, approved and enacted <p>Current status – Development</p> <ul style="list-style-type: none"> • Continue off-site storage transfer process for records reviewed, inventoried and retention set • Complete lists of records/retention schedules • Begin to develop electronic records retention and storage mechanisms– LIBBI, etc. <p>Review: 2010 and ongoing</p>

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COMMUNITY DEVELOPMENT				
Community Engagement Strategy: Serving Socially Vulnerable Populations (SSVP)	2008-2009	Margaret Wilkinson, Nancy Collister	Delilah Deane Cummings	<p>Actions Completed:</p> <ul style="list-style-type: none"> • Project Plan created; “Working Together” methodology identified and used • Library development Strategic Fund support of \$29,000 acquired • May 2009 Final Report submitted to Ministry of Culture , Library Strategic Development Fund • May 26, 2009 Report to the Board • August 2009 Summary of Report was distributed to partners who participated in focus groups <p>Current Status – Development</p> <ul style="list-style-type: none"> • SSVP team studying report and making a list of recommendations that will have short term and long term impact • Next Steps: analysis/implementation will continue into 2010
Community Engagement Strategy: Carson Branch	2008-2009	Nancy Collister	Delilah Deane Cummings	<p>Actions Completed:</p> <ul style="list-style-type: none"> • Established Carson Branch Library Action Group • Created vision, mission and mandate • Identified service best practices • Surveyed community • Adjusted services to align with community needs <p>Current Status – Development/Implementation</p> <ul style="list-style-type: none"> • Ongoing review of survey results and metrics • Capital Project work to be done in 2009-2010

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				<ul style="list-style-type: none"> • Outdoor Garden Plan/Landscaping progressing • LPL will participate in Old East Community Engagement Activities
Community Engagement Strategy: Seniors	2010	TBD	TBD	Deferred to 2010: Align strategy with new strategic plan
Business Engagement Strategy	2008-2009	Christina Nurse	Mark Richardson	Actions Completed: <ul style="list-style-type: none"> • Staff engaged in partnerships i.e. Small Business Centre, Chamber of Commerce, TechAlliance, during OPLW/Small Biz Week • LPL will continue current partnerships and postpone major new strategies until completion of new strategic plan 2010: Align strategy with new strategic plan
ORGANIZATIONAL READINESS ; DEVELOPED & EMPOWERED EMPLOYEES				
Human Resources Management System Project	2009-2010	Susanna Hubbard Krimmer	Barb Jessop, Anne Baker	Current Status: Research/investigation phase On-site analysis begins in September
Recognition Plan	2008-2009	Susanna Hubbard Krimmer	Anne Baker	Actions Completed: <ul style="list-style-type: none"> • Recognition Project Team completed recommendations which were reviewed by CEO and senior team Current Status: Implementation <ul style="list-style-type: none"> • Approved recommendations (formal team & individual recognition program) to be implemented in fall 2009 when recognition cards produced • Formal recognition of projects relating to accomplishment of Strategic Plan initiatives planned for Staff Development Day

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				<ul style="list-style-type: none"> Senior team now has team recognition as standing item at senior team meetings to ensure acknowledgement of significant team contributions
Learning Strategy	2008-2009	Susanna Hubbard Krimmer	Beth Kinchlea	Actions Completed: <ul style="list-style-type: none"> Development, implementation and review of “Practicalities” – 2 week system-wide employee training - May 2008 and 2009 Current status – Development <ul style="list-style-type: none"> Development and implementation of continuous learning model
LIBBI Redesign	2008-2010	Margaret Mitchell	Lisa Manax Skikos & Beth Kinchlea	Actions Completed: <ul style="list-style-type: none"> Phase I: Drupal Update; LIBBI stats use analysis Employee LIBBI Satisfaction Survey Current Status – Development <ul style="list-style-type: none"> Phase 2: Jan. 2009 – September, 2009: Create consistent organizational hierarchy for records management archiving information and photographs/images, consistent with larger LPL Records Management Project; improve searchability, develop permissions and authorities matrix, convert content and processes in readiness for AODA compliance. Review: Ongoing
OPTIMIZE TECHNOLOGY				
Integrated Library System Plan	2008-2010	Tom Travers	Eeva Stierwalt	The plan includes several key projects to implement modules which support specific service delivery streams and processes:

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				<p>Actions Completed:</p> <ul style="list-style-type: none"> • Encore, PIN implementation, Upgrades to Millennium version 2009b, collections agency module, ReSearch Pro, “Book cart” holds, RSS feeds, inventory hand held readers catalogue new features, program registration. • Initiate e-commerce component (to be completed 2009). <p>Current Status – Development Kids catalogue, phone notification (to replace old system), interlibrary loan Project milestones may be sequential, overlapping or concurrent and project status varies by project.</p>
FINANCIAL PERSPECTIVE				
Tangible Capital Assets Project	2008-2010	Barb Jessop	Barb Jessop	<p>Actions Completed:</p> <ul style="list-style-type: none"> • See Board Report, September 17, 2008 • Majority of inventories have been completed • Valuations are in process • Draft policy has been created • Audit review will take place in the fall • Status report will be provided to the Board in October <p>Current Status: Implementation Phase 2010: This project is ongoing as it will ultimately impact the budget format and process, and financial statement presentation etc.</p>
Purchase Order Processing & Procurement	2009	Barb Jessop	Barb Jessop	<p>Actions Completed:</p> <ul style="list-style-type: none"> • Procurement Policy was approved by the Board at its April, 2009 meeting • Software is in place • Staff training will be finalized in the fall <p>Current Status – Implementation Phase</p>

PROJECT	TIMELINE	SPONSOR	PROJECT MGR.	STATUS
Fund Development Strategy & Action Plan	2008-2010	Susanna Hubbard Krimmer	TBD	Actions to date: <ul style="list-style-type: none">• Best practices review• Position description for Manager, Fund Development Current status: Research/Development