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I. INTRODUCTION – WHY A SUSTAINABILITY BUSINESS CASE?

London Public Library manages 16 facilities, one reading garden, the Wolf Performance Hall and 321,057 square feet of space across the city, serving 156,984 cardholders. In 2006, there were:

- 9.6 million uses of the London Public library
- 3 million visits to library branches
- 1.3 million electronic visits to the library
- 3.5 million materials circulated
- 193,000 people who attended library programs

We serve all citizens from birth through the senior years. Our staff has the knowledge and skills needed by a wide range of community members: children, youth, adults, students, newcomers, business people, local government and community groups.

London Public Library was used 9.6 million times in 2006 – more than 26,000 times a day. Excellent ROI!
Source: OMBI, 2006

London Public Library offers a range of core service outcomes to serve a plethora of individual and community needs and expectations. These include:

- Literacy
- Lifelong Learning
- Culture, Leisure and Recreation
  - Information, and
  - Community Meeting Place.

"Researchers estimate that over the lifetime of participants in an early literacy intervention program, returns to the public are $7.16 for every dollar invested."
Source: Schweinhart et al., 1993

To achieve these service outcomes, services are offered in a variety of ways, including:

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

London Public Library makes a huge difference! We shape a stronger London by:

- Developing people through education, training and skills development.
- Cultivating and improving the literacy levels and skills of Londoners, a critical success factor in today's world.
- Providing equal access to information, resources and new ideas that aid London citizens in the development of new skills and their potential.
- Engaging, developing and strengthening London youth.
- Supporting and strengthening diverse populations, such as newcomers, people with disabilities and special accessibility needs, vulnerable populations and unique cultures.
- Advancing economic growth by building workforce participation, providing Londoners with jobs and volunteer opportunities and by buying local products and services.
- Providing Londoners with equal access to technology, software, technology training and the Internet, consequently narrowing the digital divide.

More than 400,000 Londoners have used the services of our Employment Resource Centres.

- Providing programs and space that encourage people from all walks of life to gather and socialize in a safe community space.
- Creating social ties that help build social capital, which is the glue that binds a community together.
- Promoting resident involvement in the democratic process by providing access to the knowledge and viewpoints of people in history and today.
- Developing and enriching the London culture.
- Helping to build stronger, more sustainable and safer neighbourhoods.

(See Appendix #7 for information on how LPL contributes to London)

London Public Library's vision and strategic plan were approved by the Library Board in December 2005 and supported by City Council, thereafter. Our strategic plan is all about creating and delivering <u>sustained value</u> for the citizens of London, the foundation being the needs, expectations, demands and hopes of residents, employees and stakeholders.

It would cost around 1.41 times more for users to obtain needed or desired information if there were no public libraries. Source: Report on ROI in Pennsylvania Public Libraries, January 2007

Our vision is to be *'the Community Hub that strengthens individuals, families and neighbourhoods by connecting them to people and to relevant information, collections, programs and resources."* *(See Appendix 1 for our Strategic Principles)* The library is a vital, vibrant and proactive solution for the community; not a reactive solution. London Public Library develops and strengthens Londoners, thus enriching the city in which we live, work and play in.

II. WHAT PROBLEM / ISSUE IS LONDON PUBLIC LIBRARY FACING?

We know Londoners value the London Public Library – nearly 50% of Londoners are Library cardholders. From our research we learned that 53% of those people who were surveyed consider the library just as important to them as it was five years ago and that 29% think the library is more important *(see Appendix 2 & 3)*. We also know their needs, expectations and demands are high and are always evolving in response to the changing world in which we live. Furthermore, it is important to consistently draw Londoners into the library so they continue to recognize and appreciate the library's value, otherwise the relevance factor declines.

The issue that London Public Library continues to deal with in the pursuit of our vision, value promise and strategic goals is:

There is a convergence of forces that will spur public-sector organizations to reform over the coming five years in order to thrive and be relevant. "The public-sector organizations 'of the future' will need to be more citizen-focused, more business-like and smarter in their use of technology. Source: Business 2010: The Public Sector, Economist Intelligence Unit, SAP, 2005

How do we meet the service needs of the community in a sustainable manner?

How do we continue to exist, meet expectations and needs, be relevant and thrive in spite of significant financial obstacles, stretched resources and social, technological and cultural changes in society?   The question is, how do we balance our intent to achieve our vision, mission and value promise for Londoners, now and into the future, within the scope of our scarce financial and people resources?

The 2008 London Public Library operating budget, based on a 3.2% budget target is not sufficient to meet the existing needs and priorities of the London Public Library. Using the 2007 budget as the base, a 3.2% budget target of $15.7M would not satisfy our operating requirements. The 2008 budget of $15.7M would only fulfill:

- Collective agreement commitment for a 3% increase in employee wages.
- $20,000 investment in our technological operating budget, which is inadequate and negligible given the complexity and scope of technology requirements for London Public Library and our operational dependence on our Integrated Library System.
- $100,000 investment in the library collection in order to continue to try to restore it to the breadth, depth and scope that is required and to achieve parity with other libraries. For example, when compared to the top 15 large urban Canadian libraries, our collections budget /capita is $4.80 versus the average of $5.50. *See Appendix 4 for Collections Budget Overview.*

Londoners want DVD's in the Library. DVD circulation has skyrocketed by 59% from July 06 to July 07 and by 147% from May 2007 to June 2007 because of the launch of DiscoverPlace at Central Library which showcases our DVD collection on the main floor.

The budget target would not accommodate 2% inflation of $22,000 and it would not cover rising insured benefits costs (under City contracts umbrella for insured benefits), which based on current trends, are estimated to be around $78,000.

Financial Model for Required and Inflationary Needs			
2007 Base City Appropriation		15,250,373	
3.2% Target		488,012	
Required Budget Increases			
Collective Agreement Wage Settlement (mandatory)	365,000		
Restore Collections, per agreement	100,000		
Technology, per agreement	20,000		
Miscellaneous adjustments	5,980		
Increased revenues	(10,000)	480,980	*3.2%*
Inflationary Increases			
Employee Benefits Costs	78,000		
General Inflation	22,000	580,980	*3.8%*
Exceeds Target		**92,968**	*0.7%*

What about Budget Needs for Service Sustainability?

The 2008 budget target will not sustain the following <u>critical operating and service requirements</u> of London Public Library, based on the needs, expectations and requirements of residents and communities we serve across London.

The Virtual Branch – 2008 Sustainability Budget Need: $100,000

Predicted turnover for downloadable audio books through the 'virtual branch' is 20.76 versus 7.49 for CD audio books … significant ROI.

Historically, our branches served people who simply entered our buildings or phoned us to ask questions. Now, 1.2 million people visit our virtual branch annually.   We serve a multitude of virtual customers from our own area, as well as from around the world. Londoners can virtually experience the library via our website, which has been developed by a library project team. They can look for materials, put a title on hold, check their account, ask for help, request that new titles be added to the collection, get homework help, and renew materials. They can search high-quality credible full text databases for magazine and newspaper articles, encyclopedia and other reference books, many designed especially for elementary and high school students. They can choose from a list of 1,200 titles and read books on-line or download audiobooks to their MP3 player.   "These electronic services have become an integral part of library operations, extending public access beyond physical library walls as libraries are engaged in transitioning individuals and communities to the knowledge economy." [1]

New Canadians will be able to learn about the library by watching on-line videos in their languages about library services and resources to develop literacy, work preparation skills and knowledge about Canada.

Customers expect a state-of-the-art website – a virtual branch to visit 24/7, and we also have to be out in the virtual world in spaces like flickr.com, youtube.com and myspace.com. Electronic services that are expected by the public include e-reference services, on-line payment of fines, on-line room rental and program bookings, and more.   Remote Readers Advisory service is emerging as an important new tool.   This service includes NoveList, best seller lists, staff picks, staff reviews, on-line book discussion forum, e-mail readers' advisory. Our e-newsletters which focus on book categories, such as travel, fiction, health have been extremely popular since being launched in 2006.

With the launch of our new website, there are 14 blogs and community bulletin boards housed in subject specific areas, enabling Londoners to learn from and connect with their library and each other through our virtual branch. There is also a My Life section with ten areas relevant to daily living such as Home & Garden, Raising a Family and Do It Yourself. All of these e-services require planning, incremental resources and staff with distinct skills.

To support the Virtual Branch, resources are required. It cannot function within a fragmented structure. Dedicated staffing, technological and financial resources must be directed to this highly critical service.

Technology – 2008 Sustainability Budget Need: $50,000

Access to technology of all kinds within the library world is now a given. Technology, specifically our Integrated Library System, is the backbone of the service we provide to Londoners – without our Integrated Library System we could not function. Our Integrated Library System, Millennium, is a Web- and Java™-based automated library system that integrates all critical library processes, such as collections acquisitions, cataloguing,

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[1] OMBI (Ontario Municipal Benchmarking Initiative) 2006 Joint Report, Partnering for Service Excellence

circulation, digital collections, data storage and interchange, and more. We leverage the full power of the Millennium System to streamline workflow and maximize functionality and efficiency. For example, we use Millennium to perform all of the extensive functions associated with acquiring all types of materials (books, serials, supplies, electronic resources, etc.). Furthermore, we analyze the comprehensive statistics and reports it provides to help us make better decisions.

Computers and high speed communication have redefined the way we work. Contemporary technology, expected by customers, is transforming our service environment, changing the most fundamental library services and pushing us to pose weighty questions, like "what is quality library service?" or "how do we remain relevant in this virtual, instant gratification world?"

Unlike in the past, when technology remained relatively stable, we now must continually adopt innovations that show possibility and meet needs while staying within a tight budget, The complexity of the technology decisions, and associated cost ramifications, to be made by London Public Library for both our public and behind-the-scenes spaces is significant and continually increasing. For example decisions must be made about and resources allocated to:

- Infrastructure: network, security, firewalls, bandwidth, telecommunications, etc.
- Hardware: services, databases, computers, printers, copiers, RFID, scanners, cameras, PDAs, security hardware, etc.
- Software: server applications, web applications, database applications, computer OS and work tools, such as Microsoft Office and Adobe Acrobat, integration of software and databases, web portals, RSS, patron information management, billing and order management, financial applications, etc.
- Design and architecture: the look and feel and navigation usability for web portals and software, design and management of application integration, design of technology architecture, technology locations, etc.

Technology and electronic improvements in the last year:
- *Wireless services*
- *Computer commons, Cyber Central, unveiled at Central*
- *New assisted technologies*
- *New computer training space*
- *Catalogue upgrades*
- *Self Check-Out machines installed in 15 branches*
- *E-reminders to remind cardholders of pending due dates for borrowed items*
- *Launch of newly designed, state-of-the-art website, fully designed by LPL staff.*

The purchase decisions are only the tip of the iceberg. The demands on staff time have grown exponentially in the last couple of years. Tasks like installation, customization, maintenance, backups, staff and public training, troubleshooting, downloading and uploading software upgrades, inspection and protection of equipment and programs are all extremely time consuming. Moreover, staff must manage and provide appropriate one-on-one help for the in-library computers, help-desk support, and suitable training and troubleshooting for library customers.

Furthermore, our goal is to use technology to positively impact customer service, staff efficiency and circulation, along with real and virtual library visits. We have also formed a Technology Project Team who scans the environment to match emerging technology options with our library's service needs.

Again, we cannot afford to not properly invest in our technology infrastructure, service or solutions. According to a 2005 Gartner Research study, small and medium sized business IT spending as a percentage of revenue is approximately 4.5%, whereas our current percentage of budget spent on IT services is 3.6%. If we tighten the belt even further, we

will not be able to keep up with the emerging technologies that the public demands nor meet our strategic objectives.

Facility Cleaning – 2008 Sustainability Budget Need: $75,000

The library branches and corporate offices depend on a variety of critical cleaning and facilities services to enable us to run efficiently and meet the expectations of our customers, stakeholders and staff. A key determinant of a superior customer experience is the physical environment … people expect high levels of cleanliness and sanitation. Accordingly, efficient but sufficient office and public space cleaning, washroom cleaning and hygiene, window cleaning, IT equipment hygiene and waste management are all vital to effective property management.

Research indicates that average cost of cleaning per square foot for public buildings runs from $1.15 to $1.50. London Public Library manages 321,057 square feet of space across 16 locations. Our cleaning budget is $1.07 per square foot. This budget is not adequate, given the traffic – 3 million annual visits - in our buildings from early morning to late evening, 52 weeks a year. Our properties are not being cleaned or sanitized satisfactorily as the cleaning crew is stretched too thinly.   Quality control is not adequate and accordingly, the number of complaints lodged by customers, staff and other stakeholders regarding the cleanliness state of the physical space is very high, unacceptable and reflects poorly on the library.

Newcomer Library Services – 2008 Sustainability Budget Need: $75,000

Newcomers are very important to the future success and strength of London. Our goal is to develop and implement library services, coordinated system-wide, that are accessible and relevant to the needs of London immigrants and refugees; to support the successful settlement, adaptation and integration of newcomers; to help them achieve their desired goals, and to assist them in becoming lifelong library users. Milestones include:

We offer books, videos, DVDs and periodicals in 30 languages. The LONDON PUBLIC LIBRARY 'Let's Read! Family Literacy Kits' feature children's materials in 17 world languages. Our kits include puzzles, toys, books and games.

- Improving the diversity of our workforce to ensure we are in tune with the marketplace and evolving needs.
- Playing a proactive role to help immigrants to integrate into London and into the labour market.
- Expanding partnerships with agencies, such as the Cross Cultural Learning Centre, that serve newcomer populations.
- Providing greater programming to assist newcomers: ESL; literacy; societal integration; employment search and entrepreneur resources; volunteer opportunities at the library, networking, etc.
- Promoting the Library as a welcoming, safe, nurturing and empowering centre for immigrants to learn and develop.
- Expanding multi-language and culture collections and materials.

To date we have accomplished much in the area of serving newcomers and diverse populations as outlined in *Appendix 5*, however there are significant needs in this area that we are not satisfying and must respond to immediately to better serve this important group of people.

Library Service Access

Currently, London Public Library provides access to library service Monday – Saturday. However, Monday service is only available via our Central branch. All other branch locations are closed on Mondays. Additionally, Sunday service (1-5) is available from October 21st through May 1st. The lack of Monday and Sunday service is a historical gap in our library's service plan. Other similarly sized urban libraries across Canada provide service in all branches on Mondays (except for Halifax) and many provide greater levels of service access on Sundays.

In the June 2007 customer research study, that was undertaken on our behalf by Acumen Research Group, it outlines a desire by respondents to have branch access to service available on Mondays and Sundays. For example, during the summer the most important days for the library to be open are Saturday, Friday and Monday. For autumn, the most important days are Saturday, Friday and Monday (tied with Sunday and Wednesday). During the winter, the most important days are Saturday, Friday, Sunday and Mondays / Wednesdays. In spring, Sunday fares well but Monday is not as popular.

Sunday service is very expensive and labour intensive to offer and manage. However, Monday service shares the same service costs as other days of the week. Therefore, as part of management's responsibility when designing service access, it is critical that we continually analyze and look for opportunities to reallocate service hours between locations, days and times to ensure we are providing optimum levels of service to the community.

III.   WHY CAN'T THE BUDGET TARGET BE MET THROUGH INTERNAL EFFICIENCIES?

To sustain the London Public Library after required and inflationary expenditures, the incremental budget need is $300,000. Before considering various 'Service & Operating Model[2]' alternatives to address the sustainability need and budget gap, we reviewed opportunities to further increase efficiencies, reduce services, or grow revenue and more. The following is an overview of our key findings from this review. The findings clearly demonstrate that London Public Library is doing everything we can to drive efficiencies throughout the system and to proficiently leverage all resources.

We are Very Efficient --- Stretching our Dollars

Collections

London Public Library has eliminated duplication in our collections management practices and we have restructured our library operations significantly.

- The collection selection process was streamlined drastically. We moved to a centralized selection process. Selectors can respond quickly to demand, get the right amount of materials to all the branches and selection standards are consistent, making

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[2] **Service & Operating Model** is access to service via branch locations, telephone, the virtual branch, visiting library service or community-based library service (i.e. bring a program to a classroom). It also encompasses the days and hours of service for our branch locations.

for strong, more cohesive collections. Centralized selection also saves money on shipping and discounts through economies of scale. Time to shelf of new materials has been reduced dramatically.
- Duplicate information in print, on-line, and/or microfilm formats has been condensed
- London Public Library participates in three consortia for group purchases of electronic products and non-English materials.
- Planned abandonment of less popular formats (e.g. music cassettes) allows us to transfer budget dollars to more popular formats such as compact discs. Many directories are now purchased only in electronic format.
- Lending practices have been reorganized and a new fines collection process was established.
- London Public Library actively pursues partnerships with organizations such as the Middlesex London Health Unit, the Child Abuse Prevention Council and Autism London to encourage funding of special collections, and to ensure the collections match the needs of the community.
- The introduction of ever shorter loan periods for bestselling books has enabled us to spread the collection dollar further.
- We have introduced "floating collections" in which popular materials remain where they are returned; lessening the time it takes to transport items between branch locations, thus making them available more quickly to our customers.
- Utilization of efficient technologies in key acquisitions processes has decreased the amount of time required to order, catalogue and process new materials. Automated ordering processes, electronic invoicing, and vendor selection expertise contribute to ensure fast and efficient service to our customers. Vendor expertise and technologies are sought out; as of May, 2007, for example, London Public Library receives feature film DVDs from our vendor the same day they are received at video stores. Feature DVDs are available to fill customer holds within 3 days.

Energy Management

Since 2004, London Public Library has aggressively pursued an Energy Management Plan to reduce costs for energy consumption; provide a comfortable and appropriate environment for the public and staff; and contribute to the larger societal issue of reducing energy consumption.

Actions that have been pursued include:
- Rebuilt Central branch escalators to improve energy efficiency.
- Installing hydraulic pump motors on passenger elevators.
- Providing Facility Services staff, located at Central, access to building controls at branches in order to increase power efficiency. Furthermore, we have increased scrutiny of oversight of energy use to increase savings.
- Retrofitting lighting to reduce electrical consumption and improve reliability.
- Educating staff on how to reduce energy consumption.
- Combined metre services to enhance cost efficiency.

London Public Library is a pro at vacancy management. Because HR expenses make up the majority of our budget, from time to time we must gap positions to control expenses and manage our operations, within budget.
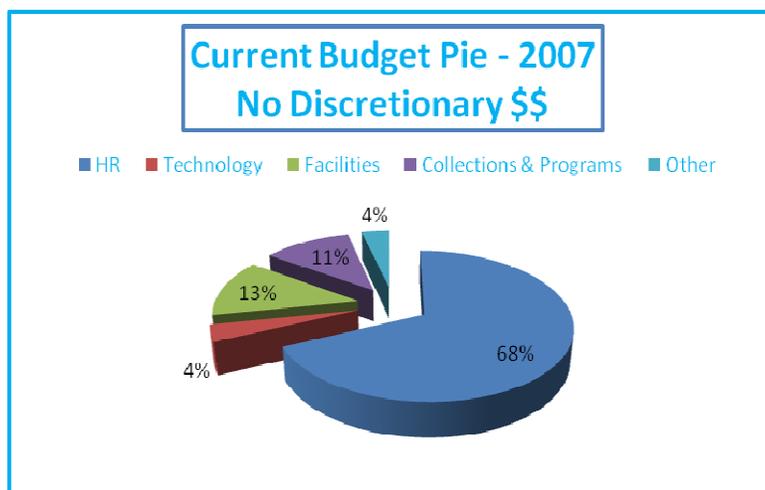
In comparison to the largest 15 urban Canadian public libraries, 2006, our library system has the second highest number of hours / capita, the second highest library visits and circulation, the highest number of programs provided and the highest number of public access workstations per 100,000 visitors. However, London Public Library only has 8.2 staff per 100,000 visitors while the average is 13.2 staff per 100,000 visitors *(see Appendix 6)*.

Our staff ratios have not kept pace with growth in square footage and the transformation of library services over the last six years to respond to complex challenges, such as the needs and expectations of the public, associated with:
- Access to multiple points of entry to the library including a robust website plus inviting and comfortable public meeting spaces
- Emerging technologies – the public expects wireless, USB drives, scanners, etc.
- The Internet and access to a digital world – they expect to be able to access electronic databases; to access information, recreation and more via the library computers.
- Relevant programs which are educational, informational, entertaining and inspiring.
- 21st century literacy, which goes beyond reading and writing, and includes media literacy, technological literacy, internet literacy, and more.
- New cultures, languages, backgrounds thus creating new challenges for our collections, library service, programming, community outreach and more.
- Socio-demographic needs and the requirement to be active and visible in the community. We must reach out and support vulnerable or high-need populations in their neighbourhoods.
- Quick and speedy service --- for example, can go on-line to our catalogue, reserve 20 books and receive a phone call when the books are ready to be picked up. Holds have grown by 78% over the last five years, which has put a huge strain on our human resources.
- Access to new formats, such as downloadable audiobooks, DVDs, CDs, Mp3s, described videos, adaptive technologies, and more.

London Public Library has successfully met these challenges head-on with negligible new staff, while significantly increasing the square footage of our buildings and the number of computers in our public space.

FTE Changes vs. Square Footage Not Keeping Pace
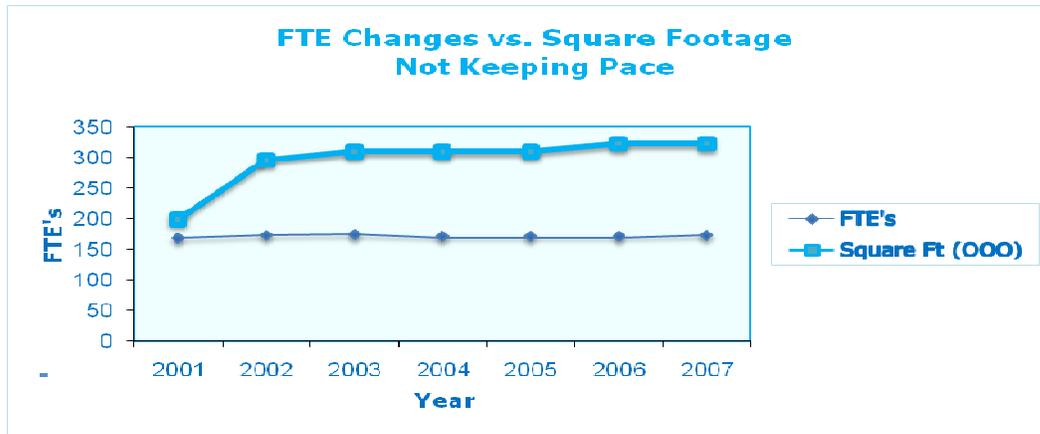
We are Accountable --- We Measure Everything!

As London Public Library copes with tighter budgets, new technology waves and increased customer expectations, accountability becomes even more important. Ensuring that we are making sound decisions that will return benefits on the investment is critical. Accordingly, we measure our performance regularly. We utilize the Balanced Scorecard, which is a holistic performance management system that links the short and long term activities of the library with our vision, value promise and strategy by perspective. We regularly review key metrics and service trends, report them to the board, staff and involve staff in resolving negative variances. Furthermore, we are in the process of rolling out a Core Competency Model which defines key competencies needed by staff to achieve our goals. We will evaluate staff performance against these factors.

We are Strategic ... We Execute our Strategy with Excellence!

Over the last 18 months, the London Public Library team has focused on the execution of our Strategic Plan. In 2006, 31 project teams were launched and the results were extraordinary. For 2007, we have 34 project teams operating to achieve strategic results for the benefit of Londoners. For example, with negligible assistance from external resources and little new budget dollars, London Public Library singlehandedly:

- Developed and implemented an integrated strategy and plan to educate key target audiences (particularly young people and parents) about media and internet safety and enhance their internet and media literacy.
- Redesigned our Central Branch layout, signage and navigation.
- Launched a new Intranet for library employees to significantly improve communication.
- Introduced our new Lifelong Learning and Literacy Centre.
- Without help, we re-engineered and redesigned the library website.

- Developed and launched a leading-edge Youth Services strategy and Teen Annex, which has received applause from the teen community and the larger library community.
- Renovated the Pond Mills library branch.
- Designed and implemented DiscoverPlace in response to community and user demands. DiscoverPlace includes QuickPicks, quick e-mail, popular magazines, DVD and CD collections, and more. As an example of its success, since its launch the percentage of biographies collection that has been checked out rose from 25% to 34% in six weeks. Furthermore, the predicted turnover rate for hardcover fiction in total is 3.31, while the predicted turnover rate for QuickPicks is 20.49.
- Rolled out wireless to the majority of branches across the system.
- Dramatically overhauled and improved the on-line catalogue experience for cardholders.
- Developed and launched CyberCentral at the Central branch.
- Delivered 1398 sessions of training to staff.
- Designed a new core competency system for staff development.
- Spearheaded the Job Evaluation Process covering all positions in the bargaining unit. Only utilized 67.5 hours of paid consulting time ($3,500) on this project.
- Redesigned our marketing and awareness strategy and plan and identified opportunities to reduce our printing and collateral budget and to reallocate identified funds to marketing initiatives with a greater return on investment.

Overall, utilization of LONDON PUBLIC LIBRARY's e-databases has risen by 98% between August 2006 and August

We Leverage Technology & Re-engineer Processes --- We Continuously Improve!

Project and department teams have worked extremely hard to streamline, standardize and re-design internal processes and improve the management of information across the organization in order to save money, time, and resources and to improve the customer experience. Throughout the re-engineering process, software and hardware solutions have been leveraged to optimize the outcomes. Examples include:
- Implemented self-check-out machines in 15 branches, thus increasing self-serve options for customers and freeing up staff time to look after customer holds, which have grown by 27% in the last couple of years. In 2006 there were 687,796 holds placed on books. This requires staff to track the holds, retrieve the books and notify patrons that holds are available --- a very popular service, but labour intensive.
- Implemented self-service renewal of holds.
- Introduced just-in-time delivery of supplies and stationery.
- Introduced e-learning and other web, server and database applications to improve employee efficiency and effectiveness.
- Developed e-reminders which are now sent out to cardholders to remind them of pending due dates for borrowed items. This reduced phone calls and letter mailing costs and lost collections. To date, 170,000 notices have been sent out for over 450,000 items.
- Closed the 2nd floor entrance at the central branch in order to reduce staffing needs on second floor, reduce security risks and centralize check-out on the main floor.
- Increased engagement and utilization of our team of volunteers, within the context of our collective agreement. We now have over 300 volunteers providing volunteer services to London Public Library for the benefit of our citizens.

- Actively engaged in partnerships to maximize economies of scale and minimize duplication of effort in the community.

We Diversify Funding --- Revenue & Fund Development!

In 2006, we produced a new Fund Development Strategy that identifies and sets out the processes, sources and activities for realizing incremental financial resources for London Public Library to fund value-added services that are in demand from our community. Some examples of fund development activities and accomplishments are as follows.

- Room rentals across the system have grown from 7,388 in 2004 to 8,497 in 2006.
- Tenant agreements have been added thus providing the library system with small incremental revenue.
- Our Library Merchandise program has been completely overhauled and will be launched in October. We expect new incremental revenue from merchandise sales, perhaps in the range of $10,000.
- Our Fund Development strategy, specifically focused on the Lasting Treasures campaign is being overhauled and we expect a greater return in 2008, which should allow us to fund incremental value-added initiatives that do not fall within the scope of core services.
- The Friends of the London Public Library is a significant advocate and financial supporter of our library system. Through their fundraising initiatives, they support critical value-added activities not enabled through our core funding.
- In 2006, we received a $30,000 grant from the Ministry of Culture to support the development of our new Youth Services strategy. This grant was instrumental in providing us with the seed money to re-engineer our core services to teens and develop a leading-edge youth services program that is now fully operational and is currently being rolled out to all branches in the system.
- We develop important sponsorship opportunities. For example, to date IBM has funded four homework centres for needy branches.
- Reversed the financial performance of the Central Branch café, whereby the café now contributes positive cash flow to London Public Library, whereas previously the cash flow was neutral or negative.

IV. WHAT POTENTIAL SAVINGS COULD BE CONSIDERED?

- ***Eliminate or downsize the Visiting Library Service***. This service currently serves 673 patrons and three institutions across the city. This service costs London Public Library approximately $250,000 and the work to support this service is quite labour intensive, although efficiency improvements have been implemented. Visiting Library Service fills a huge need in the city of London for residents who, for reasons of restricted mobility, physical or visual disability, or long-term illness, are unable to visit or use regular library facilities. Many of these customers depend on the library service for their learning, information and recreational needs and we do not believe it is appropriate to reduce or remove this service. In fact, as our senior's population continues to grow, we should be expanding this service.

- **Eliminate Summer Student Career Placement positions.** This is a wage matching program with the federal government. These students staff our summer literacy program called READ, a one-on-one program where the facilitator provides individualized activities to help build literacy skills and confidence in children ages 7-12 that are having difficulty reading. In the summer of 2007, we were able to help 224 children, but had to turn away 26 other kids due to lack of funding. The breakdown of students was 43% English and 57% from 21 other languages such as Arabic, Korean, Spanish, Chinese, Hindi, and more. The children represent 70 schools; the largest number of students coming from Northbrae PS in the Kipps Lane area. We do not feel it is viable to eliminate this program as it supports literacy development, a key cornerstone of a healthy and thriving city; in fact, we should be <u>expanding</u> it if we had more resources.

  "We stumbled on this READ program back in June and I am so glad we did. In seven short weeks I have seen my son develop a true love for reading. He recognizes sight words on street signs, in stores, on flyers etc. and is excited that he can finally read them without assistance." Source: Parent of child enrolled in Pond Mills 2007 Summer R.E.A.D. program

- **Eliminate Sunday Service at the Central branch** (October 21 – May 1), equivalent to a savings of around $50,000. This is a well-used service and our customer research indicates that Sunday is a desirable day to be open to the public and in fact, we should consider <u>expanding</u> this service out to other branches in the future, versus reducing it. Accordingly, we do not believe it is appropriate to eliminate it at this time.

- **Eliminate Sick Leave Reserve contribution.** As per our collective agreement, this is a requirement. In 2006, we demonstrated our fiscal prudence by negotiating a long-term reduction in our liability. However, we are committed to a specific amount and it is critical that we build a reserve to fund future commitments.

- **Increase fines for late returns of materials and eliminate the special category of fines for seniors.** Although we review our fines from time-to-time to ensure they are appropriate, this is not a fair-minded way to increase revenue.

- **Eliminate reciprocal borrowing with other library systems and increase 'non-resident' membership fees.** Although we may consider implementing this option, it would only generate a small amount of additional savings.

V. WHAT CAN LONDON PUBLIC LIBRARY DO TO SUSTAIN OUR INSTITUTION?

Given that our budget (at a 3.2% target) cannot keep pace with the sustainability needs of the London Public Library; and that we will continue to focus on continuous improvement opportunities, whenever possible; and that there is little else we can currently do to achieve further significant internal efficiencies or to grow revenue substantially; we have identified <u>seven</u> Service & Operating Model[3] Alternatives that we could pursue, as follows.

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[3]**Service & Operating Model** is access to service via branch locations, telephone, the virtual branch, visiting library service or community-based library service (i.e. bring a program to a classroom). It also encompasses the days and hours of service for our branch locations.

1   *Request a budget increase of **3.2%**. To achieve this target, close the Glanworth Branch and reduce branch service hours, as required, with FTE reductions. Reduce Telefact hours of service. Mandatory, required and inflationary needs of the London Public Library will be satisfied. No other service sustainability needs (virtual branch services, technology service, facility cleaning or newcomer services) will be met.*

2   *Request a budget increase of **3.6%**. To achieve this target, close the Glanworth Branch, thus reducing overall service hours by four. Reduce Telefact hours of service. Mandatory, required and inflationary needs of the London Public Library will be satisfied. There will be $28K of budget allocated to cleaning. No sustainability needs (virtual branch services, technology service, newcomer services) will be met.*

3   *Request a budget increase of **4.3%**. To achieve this target, close the Glanworth Branch and reduce hours of service at central and core branches; and close small branches on Wednesday and Friday. Reduce Telefact hours of service. Mandatory, required and inflationary needs of the London Public Library will be satisfied. Sustainability needs (virtual branch services, cleaning, technology service, newcomer services) will be met.*

4   *Request a budget increase of **4.6%**. To achieve this target, close the Glanworth Branch and reduce Telefact hours of service. Mandatory, required and inflationary needs of the London Public Library will be satisfied. Partial sustainability needs (virtual branch services, cleaning, technology service, newcomer services) will be met.*

5   *Request a budget increase of **4.7%**. To achieve this target, close the Glanworth Branch and reduce hours of service at central and core branches; and close small branches on Wednesday and Friday. Reduce Telefact hours of service. Re-allocate core service hours to provide Monday service at Cherryhill, Masonville and Jalna branches, as per need identified in customer research study. Mandatory, required and inflationary needs of the London Public Library will be satisfied. Sustainability needs (virtual branch services, cleaning, technology service, newcomer services) will be met.*

6   *Request a budget increase of **5.8%**. To achieve this target, no service and operating model changes will be made. Mandatory, required and inflationary needs of the London Public Library will be satisfied. Sustainability needs (virtual branch services, cleaning, technology service, newcomer services) will be met.*

7   *Request a budget increase of **6.4%**. To achieve this target, no service and operating model changes will be made. Mandatory, required and inflationary needs of the London Public Library will be satisfied. Sustainability needs (virtual branch services, cleaning, technology service, newcomer services) will be met. Furthermore, $90,000 will be invested in the small branches to further try to improve service and programs and increase utilization and attendance of the branches.*

Each alternative scenario is outlined in **Table A**, below.   Detailed Analysis is in Part VIII.

Table A

	Hours of Service	Glanworth Branch Closure	Small Branches Impact	Telefact Access	Monday Service Extended	Budget Requirements for Sustainability	Budget Request	Exceeds Target
Existing	757 Hours of Service	4 hours / week	35 hours / week / branch	Full Coverage	Central Only, 9-9	N/A	N/A	N/A
#1	**723 Hours of Service**	Yes	Reduce Hours	Reduce Coverage	Central Only	No Sustainability Budget Needs Met	3.2%	$0
#2	**753 Hours of Service**	Yes	No Impact	Reduce Coverage	Central Only	$28K allocated to cleaning; no other Sustainability Needs Met	3.6%	$55,936
#3	**662 Hours of Service**	Yes	Reduce Hours	Reduce Coverage	Central Only	All Sustainability Budget Needs Met	4.3%	$172,968
#4	**753 Hours of Service**	Yes	No Impact	Reduce Coverage	Central Only	Partial Sustainability Budget Needs Met	4.6%	$212,968
#5	**683 Hours of Service**	Yes	Reduce Hours	Reduce Coverage	Expand Monday Service to 3 branches	All Sustainability Budget Needs Met	4.7%	$222,968
#6	**757 Hours of Service**	No	No Impact	No Change	Central Only	All Sustainability Budget Needs met	5.8%	$392,968
#7	**757 Hours of Service**	No	No Impact	No Change	Central Only	All Sustainability Budget Needs Met, including $90K budget for small branches	6.4%	$482,968

Each alternative reflects varying degrees of the following elements.

Hours of Service
- London Public Library will offer a suite of hours that balance customer needs as identified in our customer survey and current usage patterns with maximum number of hours available within funding levels.
- In all scenarios, except #5, Monday access to library service is only available at the Central branch. In scenario #5, through re-allocation of core service hours, Monday access to library service is available at Central, Masonville, Jalna and Cherryhill. This access is provided in response to our customer research which indicates a desire by respondents to have the library open on Mondays. Additionally, this positions us

closer to other similarly sized library systems which all have Monday access to service across their system.

- In Scenarios #3 and #5, hours of service are reduced at all branches by opening one hour later at 10 am instead of 9 am. Research and statistical analysis indicated that this change is acceptable.

Access through Branch Locations

- Glanworth is currently open four hours a week. Despite considerable efforts to optimize service during open hours (regular updating/ replacement of collections and offering programs for children and other users) usage of the branch is very low and 36% of the branch users are not residents of London. Glanworth requires significant renovations, including installation of washrooms, to make it a functioning branch. Furthermore, Glanworth was integrated into the London Public Library system as a result of annexation and was required to stay open for a period of time, until December 31st 1997. We have provided service well beyond that date and the cost / benefit does not warrant additional investment. Accordingly, in Alternatives 1-5, Glanworth is closed with a savings of approximately $12,000 to the system.
- The service capacity for the small branches, Carson, Northridge and Lambeth, is underutilized. Therefore, hours of service will be reduced at these locations (closed Wednesday and Friday) in Alternative #1 and #3 and #5.

Access through Telefact

- Based on our analysis, demand for telephone service is down, due to the growth in internet access to LPL. Alternatives #1-5 are based on Telefact service hours being reduced to Monday – Friday 9:00 a.m. to 5:00 p.m.

Staffing

- As a result of the service hour changes, some displaced staff positions will be redeployed to support critical service priorities related to virtual branch, literacy & lifelong learning, youth & children services, newcomer services, facilities management, cleaning and marketing.

VI.   WHAT INFORMATION DID WE USE TO DEVELOP THE ALTERNATIVES?

The following information was assessed and utilized in the development and consequent analysis of the various alternatives.

- Statistical data *(see Appendix 2)* related to attendance, circulation and other usage trends, with detailed analysis of various factors and key metrics. This data has allowed us to make decisions related to staffing, hours of service, collection needs, and more.
- Statistical data for London Public Library, with comparisons to OMBI libraries and the 15 largest Canadian urban libraries *(see Appendix 6).*
- In the spring of 2007, with the assistance of Acumen Research Group Inc., London Public Library conducted research to better understand the needs, expectations and usage patterns of library cardholders. First, a randomized telephone survey was conducted with 417 adult cardholders who have used library services within the last two years. The confidence interval for the accuracy of the results was +/- 4.5%. In addition, with the assistance of volunteer examiners, 482 adult library users were surveyed while using one of the following branches, Central, Sherwood, Carson, East London, Glanworth, Jalna, Lambeth, Masonville, Northridge or Westmount. In most

cases, the responses to the survey questions asked to the library users were comparable to the telephone survey results. *See Appendix 3.*

- We attempted to conduct two focus groups with stakeholders from the Carson area and the Northridge branch area. Unfortunately, only two stakeholders attended each focus group. However, their valuable feedback is incorporated into the key findings, as well.
- A work sampling survey was conducted by staff to determine usage patterns, separate from circulation, between 8 pm and 9 pm.

Research Summary of Key Findings

The highlights from the research, as listed above, are included in *Appendix 3*. Following is a summary of the key findings.

London Public Library was used 9.6 million times in 2006. Clearly London Public Library has a huge impact on the city --- how many other public or private organizations are being used 26.7 times a year per capita?

Branch attendance has declined in the previous two years as a greater number of library customers access the library through the internet, from home or work. However, library visits are still very strong and compare favourably to our Top 15 CULC libraries and to the OMBI libraries. Six branches generated 71% of the attendance in 2006 and 67% of the circulation. The four smallest branches contributed less than 4% of the attendance and circulation. 36% of Glanworth's patrons are from outside of London.

The average weekly service hours / branch are 47.3, well above the average of comparison libraries. However, branch circulation is less busy in early morning and late evening. This does not account for other uses of the library space during those time slots, such as leisure reading, computer use, program attendance and meeting room rentals.

The busiest time of the year at our library branches is the summer months and March, primarily driven by greater usage by children, young adults and families. The busiest days of the week in the library are Tuesday, Saturday, Friday and Wednesday. Tuesday is very popular because, except for Central, all other branches are closed on Monday and all branches are closed on Sundays, except for a 6-month period in the winter at Central branch. Overall preference for library branch visits is Saturday, Friday, Sunday, Monday and Wednesday, although Sundays and Mondays have minimal access at the current time.

The library is most used by adult females, elementary school children and female post secondary students and seniors. Male students, male seniors and female high school students use the library the least.

Circulation grew between 2005 and 2006 and compares very favourably to our comparison public libraries. Circulation performed well despite the fact that the money invested in our holdings is below the comparison average.

London Public Library is a leader in the design and delivery of programming that meets the needs of the public. This is evidenced by our superior performance with 193,000 people attending programs in 2006, a better trackrecord compared to other comparator

library systems. As well, the number of public workstations that are available to the public is double that of the other large urban library comparators.

Compared to five years ago, more than half of respondents (53%) considered that in today's world the library was equally important to them. Of all the income groups, those who indicated incomes of less than $35,000 annually were more likely to consider the library more important to them, while those earning incomes of $100,000 plus were more likely to consider it equally important. Of the 15% who indicated the library had become less important to them, inconvenient hours, inconvenient location, and slow service were their cited reasons.

Survey respondents described their library branch as *friendly*, *convenient*, and a place that provides *opportunities for all*. C*ommunity hub* and *dynamic* received somewhat lower ratings. Those who had visited the library within the last month were significantly more likely to report that their library was *changing with the times*, and those who spent any amount of time in the library in the last month (whether 1-5 or 6+ hours) reported higher associations with all words than those who spent no hours there.

VII.   HOW DID WE ANALYZE THE ALTERNATIVES – OUR DECISION CRITERIA

Each alternative was analyzed on the basis of the following criteria:

Structure & Staffing
Alternatives are analyzed to assess and ensure sufficient staffing levels are in place to: offer direct customer service, perform "back of house" work required to deliver service, and for staff to participate in the team approach to service planning, delivery and review. Alternatives would be analyzed to ensure that appropriate staffing levels fill important roles for:
- Frontline service delivery
- Support functions
- Safety of staff during evening hours (additional staff at small branches during evening hours)

Service Accessibility
Appropriate public access to service via branches, website or telephone is expected and must be delivered.   It is the responsibility of management to constantly review and ensure that the system service hours are allocated by time, day and location based on need and utilization. Alternatives are analyzed based on hours of branch service, location and overall access and they should be aligned to customer research and statistical analysis. Service accessibility includes:

"Competition is turning library users into customers. Like it or not folks, we no longer have 'patrons' who graciously accept what the library profession selects and offers. The new library user demands, chooses and selects among information products. And that means the 'patron' of old is really a customer! "
Dr. Christine Koontz, Director of the Florida State University GeoLib Program

- Branch locations and service areas – branch locations within catchment areas or wards; transportation access; proximity to other library services.
- Hours of service by location and by size of area served.
- Monday access to service must be considered as it is a demonstrated need based on the customer research study.

- Processes – processes and policies that make it easy and enjoyable for the customer to do business with us.
- Access to Virtual Branch – robust, flexible, dynamic – to meet growing demand for these services.

Community Needs

Alternatives are analyzed to assess how library service, including programs, collections and community outreach, are designed and delivered in response to current and emerging community and individual needs, expectations and unique circumstances.

Collection

The collection is at the core of London Public Library. It is the #1 reason why people come to the library. Therefore, we must ensure an appropriate and desirable breadth and depth of collection; size and currency of collection; and we must ensure that the collection continually evolves to be responsive to emerging and unique needs (i.e. teen's collection; newcomers' collection.)

Infrastructure

Facilities Management: We must optimize cleanliness; orderliness; design & layout from the 'customers' eyes'; safety & security; maintenance and renewal; and comfort. Currently, we are not effectively supporting the maintenance and management of our facilities, which represents 16 branches spread across 320,000 square feet. Therefore, the alternatives are analyzed to determine their merit in enhancing this service.

Technology: Technology, new and existing, which includes the number of public computers; back-end integrated library system that drives our service (i.e. catalogue; lending processes); and new technologies must be optimized to maintain our leadership position and ensure that technology draws people back into the library.

Ease of Implementation

Effective implementation of any alternative is critical. Therefore, we take into consideration how difficult the planned change would be to implement in terms of communication, gaining acceptance, making the transition and consolidating the new conditions.

Cost Efficiency & Accountability

Each alternative is analyzed to assess such factors as utilization, productivity and allocation of resources.

Risk Management

It is important to assess alternatives and the response of the public and stakeholder groups to any change in the status quo service and operating model. For example, how will an alternative impact our reputation, image, and position in the community we serve? Is an alternative in direct alignment with the strategic plan?

VIII. ANALYSIS OF ALTERNATIVES vs. DECISION CRITERIA

ALTERNATIVE #1

Hours of Service: Service & Operating Model	Monday Access & Call Centre Access	Budget Requirements for Service Sustainability	Budget Request
Hours of service; Changes to S&O model Close Glanworth & Reduce Branch Service Hours	Monday access at Central only Reduce Telefact Hours to Monday – Friday, 9am – 5pm.	No Sustainability Budget Needs would be satisfied; only Required and Inflationary budget needs.	**3.2%**

ALTERNATIVE #1			
2007 Base City Appropriation		*15,250,373*	
Target		*488,012*	*3.2%*
Mandatory Budget Increase			
Collective Agreement Settlement	365,000		*2.4%*
Required Budget Increases			
Restore Collections, per 3-year plan	100,000		
Technology, per previous board commitment	20,000		
Miscellaneous adjustments	5,980		
Increased revenues	(10,000)	480,980	*3.2%*
Inflationary Increases			
Employee Benefits Costs	78,000		
General Inflation	22,000	580,980	*3.8%*
Exceeds Target		**92,968**	*0.6%*
2008 Sustainability Budget Needs:			
Virtual Branch Services	0		
Technology Services	0		
Facility Cleaning	0		
Newcomer Services	0	580,980	*3.8%*
Less: Service & Operating Model Changes (cuts):			
Close Glanworth	-15000		
Reduce Telefact & Branch Service Hours	-77968	488,012	*3.2%*
Total Exceeds Target		**0**	*0.0%*

Analysis

Criteria	Advantages	Risks
Structure & Staffing		Reduction in FTE's to fulfill budget target of 3.2%
Service Accessibility		Reduction in service access at small branches and closure of Glanworth branch. No increased Monday service.
Community Needs		Community needs not satisfied.
Community Response		Negative response to needs not being fulfilled and to service reductions at small branches and due to Glanworth Closure.
Collections Needs	Needs met.	
Sustainability Needs		Not satisfied.
Risk Management		Support does not exist for a sustainable library system. Would not achieve Strategic Plan vision and goals.
Ease of Implementation		Difficult to implement.
Cost Efficiency & Accountability		Most cost-effective alternative; however comes at a huge cost with reduction in headcount; reduction in service to community and does not fulfill needs of Londoners.

ALTERNATIVE 2

Hours of Service: Service & Operating Model	Monday Access & Call Centre Access	Budget Requirements for Sustainability	Budget Request
753 hours of service; Change to S&O model: Close Glanworth Branch.	Monday access at Central only Reduce Telefact Hours to Monday – Friday, 9am – 5pm.	Sustainability Budget Needs would not be fully satisfied; only Mandatory, Required and Inflationary budget needs and partial cleaning budget.	**3.6%** Exceeds target by $55,936

ALTERNATIVE #2			
2007 Base City Appropriation		*15,250,373*	
Target		*488,012*	*3.2%*
Mandatory Budget Increase			
Collective Agreement Settlement	365,000		*2.4%*
Required Budget Increases			
Restore Collections, per agreement	100,000		
Technology, per agreement	20,000		
Miscellaneous adjustments	5,980		
Increased revenues	(10,000)	480,980	*3.2%*
Inflationary Increases			
Employee Benefits Costs	78,000		
General Inflation	22,000	580,980	*3.8%*
Exceeds Target		92,968	*0.6%*
2008 Sustainability Budget Needs:			
Virtual Branch Services	0		
Technology Services	0		
Facility Cleaning	27968		
Newcomer Services	0	608,948	*4.0%*
Exceeds Target		120,936	*0.8%*
Less: Service & Operating Model Changes (cuts)	65,000	543,948	3.6%
Total Exceeds Target		55,936	0.4%

Analysis

Criteria	Advantages	Risks
Structure & Staffing		Some staffing redeployment related to Glanworth & Telefact.
Service Accessibility		Closure of Glanworth Branch = 4 hours of service.
Community Needs		Community needs not fulfilled. Demand for Monday openings would not be met.
Community Response		Negative response to needs not being fulfilled and to service reductions at small branches and due to Glanworth Closure.
Collections Needs	Needs met.	
Sustainability Needs	Cleaning need partially met.	Not satisfied.
Risk Management		Support does not exist for a sustainable library system. Would not achieve Strategic Plan vision and goals.
Ease of Implementation	Relatively straight-forward	
Cost Efficiency & Accountability		A cost-effective alternative; however only achieves the minimum. Does not address or fulfill sustainability budget needs for cleaning, newcomer services, and virtual branch or technology services.

ALTERNATIVE 3

Hours of Service: Service & Operating Model	Monday Access & Call Centre Access	Budget Requirements for Sustainability	Budget Request
662 hours of service *Central & Core Branches* Open at 10 am instead of 9 am M-F *Small Branches:* Closed Mon, Wed & Fri; Open Tues, Thurs & Sat *Glanworth Branch -* Close	Monday access at Central only. Reduce Telefact Hours to Monday – Friday, 9am – 5pm.	Required, Inflationary and Sustainability Budget Needs would be satisfied.	**4.3%** Exceeds target by $172,968

ALTERNATIVE #3			
2007 Base City Appropriation		*15,250,373*	
Target		*488,012*	*3.2%*
Mandatory Budget Increase			
Collective Agreement Settlement	365,000		*2.4%*
Required 2008 Budget Increases			
Restore Collections, per agreement	100,000		
Technology, per agreement	20,000		
Miscellaneous adjustments	5,980		
Increased revenues	(10,000)	480,980	*3.2%*
Inflationary Increases			
Employee Benefits Costs	78,000		
General Inflation	22,000	580,980	*3.8%*
Exceeds Target		92,968	*0.6%*
2008 Sustainability Budget Needs:			
Virtual Branch Services	100000		
Technology Services	50000		
Facility Cleaning	75000		
Newcomer Services	75000	880,980	**5.8%**
Exceeds Target		392,968	*2.6%*
Less: Service & Operating Model Changes (cuts)	220,000	660,980	**4.3%**
Total Exceeds Target		**172,968**	**1.1%**

Analysis

Criteria	Advantages	Risks
Structure & Staffing		Some Telefact staff and Public Service staff positions would be reallocated to other service positions within library (i.e. to virtual branch).
Service Accessibility	Service Hours capacity better utilized across system.	Reduced hours of service in small branches; close Glanworth branch; later openings. No new Monday service access.
Community Needs	Capacity utilization would improve in all branches. Sustainability needs would be fulfilled.	Demand for Monday openings would not be met.
Community Response	Positive feedback regarding implementation of sustainability needs.	Negative response to service reductions at small branches and due to Glanworth Closure.
Collections Needs	Need Met.	
Sustainability Needs	Needs could be fully met.	
Risk Management	Strategic Plan vision and goals could be achieved.	
Ease of Implementation		Implementation would be somewhat complex due to reallocation of staffing resources
Cost Efficiency & Accountability	Would exceed budget target, however would better utilize capacity, while meeting sustainability needs.	

ALTERNATIVE 4

Hours of Service: Service & Operating Model	Monday Access & Call Centre Access	Budget Requirements for Sustainability	Budget Request
753 hours of service: Close Glanworth Branch	Monday access at Central only. Reduce Telefact Hours to Monday – Friday, 9am – 5pm.	Required, Inflationary and Partial Sustainability Budget Needs would be satisfied.	**4.6%** Exceeds target by $212,968

ALTERNATIVE #4			
2007 Base City Appropriation		*15,250,373*	
Target		*488,012*	*3.2%*
Mandatory Budget Increase			
Collective Agreement Settlement	365,000		***2.4%***
Required 2008 Budget Increases			
Restore Collections, per agreement	100,000		
Technology, per agreement	20,000		
Miscellaneous adjustments	5,980		
Increased revenues	(10,000)	480,980	***3.2%***
Inflationary Increases			
Employee Benefits Costs	78,000		
General Inflation	22,000	580,980	***3.8%***
Exceeds Target		**92,968**	*0.6%*
2008 Adjusted Sustainability Budget Needs:			
Virtual Branch Services	50000		
Technology Services	35000		
Facility Cleaning	50000		
Newcomer Services	50000	765,980	**5.0%**
Exceeds Target		**277,968**	*1.8%*
Less: Service & Operating Model Changes (cuts)	65,000	700,980	**4.6%**
Total Exceeds Target		**212,968**	**1.4%**

Partial Sustainability Needs Met

Analysis

Criteria	Advantages	Risks
Structure & Staffing		Some Telefact staff would be reallocated to other positions within library.
Service Accessibility	No Change	Lost opportunity to improve Monday access at other locations.
Community Needs		Only partial components of each sustainability need will be implemented. Therefore, we will not fully meet community needs and demands for service.
Community Response		Negative response to needs not being fulfilled and to service reductions at small branches and due to Glanworth Closure.
Collections Needs	Need Met.	
Sustainability Needs		Needs not fully met.
Risk Management		Would not meet budget target and would still not fulfill the requirements for sustainability or strategic goals.
Ease of Implementation	Relatively straight forward.	
Cost Efficiency & Accountability		Exceed 3.2% target while not meeting sustainability needs.

ALTERNATIVE #5

Hours of Service: Service & Operating Model	Monday Access & Call Centre Access	Budget Requirements for Sustainability	Budget Request
683 hours of service *Central & Core Branches* Open at 10 am instead of 9 am M-F *Small Branches* Closed Mon, Wed & Fri Open Tues, Thurs & Sat *Glanworth -* Close Branch	Expand Monday Access -- open Central, Jalna, Masonville and Cherryhill; hours: 10am – 6pm Reduce Telefact Hours to Monday – Friday, 9am – 5pm.	Required, Inflationary and Sustainability Budget Needs would be satisfied.	**4.7%** Exceeds target by $222,968

ALTERNATIVE #5			
2007 Base City Appropriation		*15,250,373*	
Target		*488,012*	*3.2%*
Mandatory Budget Increase			
Collective Agreement Settlement	365,000		*2.4%*
Required 2008 Budget Increases			
Restore Collections, per agreement	100,000		
Technology, per agreement	20,000		
Miscellaneous adjustments	5,980		
Increased revenues	(10,000)	480,980	*3.2%*
Inflationary Increases			
Employee Benefits Costs	78,000		
General Inflation	22,000	580,980	*3.8%*
Exceeds Target		**92,968**	*0.6%*
2008 Sustainability Budget Needs:			
Virtual Branch Services	100000		
Technology Services	50000		
Facility Cleaning	75000		
Newcomer Services	75000	880,980	5.8%
Exceeds Target		**392,968**	*2.6%*
Less: Service & Operating Model Changes (cuts)	170,000	710,980	**4.7%**
Total Exceeds Target		**222,968**	**1.5%**

Analysis

Criteria	Advantages	Risks
Structure & Staffing		Some Telefact staff and Public Service staff positions would be reallocated to other service positions within library (i.e. to virtual branch).
Service Accessibility	Library branches would provide service on Mondays through four branches: central, north, south and downtown locations.	Reduced hours of service in small branches; close Glanworth branch; later openings.
Community Needs	Capacity utilization would improve in all branches. Sustainability needs would be fulfilled. Would fulfill need for Monday access to service.	
Community Response	There would be positive public feedback on improved Monday access to library service.	Negative response to service reductions at small branches and due to Glanworth Closure.
Collections Needs	Need Met.	
Sustainability Needs	Needs could be fully met.	
Risk Management	Strategic Plan vision and goals could be achieved.	Risk of cannibalizing attendance patterns in branches with Monday openings.
Ease of Implementation		Complex implementation due to reallocation of staffing resources for service hour changes.
Cost Efficiency & Accountability	Would exceed budget target, however would better utilize capacity, while meeting sustainability needs. Only $223K above target with huge ROI.	

ALTERNATIVE 6

Hours of Service: Service & Operating Model	Monday Access & Call Centre Access	Budget Requirements for Sustainability	Budget Request
757 hours of service; no changes to S& O model	Monday access at Central only Full Telefact Access	All Required, Inflationary, and Sustainability Budget Needs would be satisfied.	**5.8%** Exceeds target by $392,968

ALTERNATIVE #6			
2007 Base City Appropriation		*15,250,373*	
Target		*488,012*	*3.2%*
Mandatory Budget Increase			
Collective Agreement Settlement	365,000		*2.4%*
Required Budget Increases			
Restore Collections, per agreement	100,000		
Technology, per agreement	20,000		
Miscellaneous adjustments	5,980		
Increased revenues	(10,000)	480,980	*3.2%*
Inflationary Increases			
Employee Benefits Costs	78,000		
General Inflation	22,000	580,980	*3.8%*
Exceeds Target		**92,968**	*0.6%*
2008 Sustainability Budget Needs:			
Virtual Branch Services	100000		
Technology Services	50000		
Facility Cleaning	75000		
Newcomer Services	75000	880,980	*5.8%*
Total Exceeds Target		**392,968**	*2.6%*

Analysis

Criteria	Advantages	Risks
Structure & Staffing	No Change to staffing or allocation of employee resources to branch locations.	
Service Accessibility	No Change	Lost opportunity to improve Monday access at other branch locations, as per research.
Community Needs	Library services will meet community needs and demands.	
Community Response	Positive Response to library services.	
Collections Needs	Need Met.	
Sustainability Needs	Needs Satisfied.	If full hours are going to be provided to small branches, they require additional funding to ensure greater utilization. This scenario does not include small branch funding.
Risk Management	Minimal risks. Budget would allow LPL to achieve 3-year strategic goals.	
Ease of Implementation	Easy to implement.	
Cost Efficiency & Accountability		Over budget target. Does not address underutilization of branch locations, such as Glanworth. Does not recognize opportunity to rationalize hours of service in some locations or improve hours in other locations.

ALTERNATIVE #7

Hours of Service: Service & Operating Model	Monday Access & Call Centre Access	Budget Requirements for Sustainability	Budget Request
757 hours of service; no changes to S& O model	Monday access at Central only Full Telefact Access	All Required, Inflationary, and Sustainability Budget Needs would be satisfied. Small Branch needs would be satisfied to increase utilization.	**6.4 %** Exceeds target by $482,968

ALTERNATIVE #7			
2007 Base City Appropriation		*15,250,373*	
Target		*488,012*	*3.2%*
Mandatory Budget Increase			
Collective Agreement Settlement	365,000		*2.4%*
Required Budget Increases			
Restore Collections, per agreement	100,000		
Technology, per agreement	20,000		
Miscellaneous adjustments	5,980		
Increased revenues	(10,000)	480,980	*3.2%*
Inflationary Increases			
Employee Benefits Costs	78,000		
General Inflation	22,000	580,980	*3.8%*
Exceeds Target		**92,968**	*0.6%*
2008 Sustainability Budget Needs:			
Small Branch Needs	*90000*		
Virtual Branch Services	100000		
Technology Services	50000		
Facility Cleaning	75000		
Newcomer Services	75000	970,980	*6.4%*
Total Exceeds Target		**482,968**	*3.2%*

Analysis

Criteria	Advantages	Risks
Structure & Staffing	No Change to staffing or allocation of employee resources to branch locations.	
Service Accessibility	No Change	Lost opportunity to improve Monday access at other branch locations, as per research.
Community Needs	Library services will meet community needs and demands. Small branches would better meet needs of community.	
Community Response	Positive Response to library services.	
Collections Needs	Need Met.	
Sustainability Needs	Needs Satisfied.	
Risk Management	Minimal risks. Budget would allow LPL to achieve 3-year strategic goals and fulfill community needs.	
Ease of Implementation	Relatively easy to implement.	
Cost Efficiency & Accountability		Over budget target. Does not address underutilization of branch locations, such as Glanworth and small branches. Does not recognize opportunity to rationalize hours of service in some locations or improve hours in other locations.

IX.   RECOMMENDATION – ALTERNATIVE #5

The ideal alternative to choose would be Alternative #7 as it would maintain service levels, branch access and it would fulfill all sustainability needs (except additional Monday Service as that would be a new service given no reallocation of hours) and invest additional dollars in the small branches to improve programs and services within those branches. However, we recognize that Alternative #7 requires a 6.4% budget increase and therefore, may not be feasible.

For that reason, we recommend that the Library Board approve **ALTERNATIVE #5, equivalent to a 4.7% budget increase**. The rationale is as follows.

Changes in service hours reflect the statistical use of the branches. Although the new recommended service hours are lower than the current situation, 683 hours versus 757 hours, the benefits of <u>redeploying</u> the resources to other parts of the system outweigh the costs.

- Superior utilization of service capacity will occur. Currently the small branches and the Glanworth branch are not being efficiently utilized. The average cost / circulation and average cost / attendance for Glanworth branch, respectively, is $2.16 (versus average of $1.55) and $7.45 (versus average of $2.10). Similar above average trends persist for Northridge, Carson and Lambeth. Accordingly, the provision of service at Glanworth and the small branches is significantly more expensive than for the system as a whole.
- By reducing hours in direct response to need and historical usage patterns and increasing access to service on Mondays, the system will be better able to serve Londoners, at large.
- Furthermore, considerable investments would need to be made in the branch location if we kept it open and the return does not warrant the investment. The Glanworth branch is only 8.8 kilometres from the Jalna location which will be open six days a week, under this scenario.

The branches that have been rationalized, in terms of service access, have other branch locations in close proximity that can serve surrounding neighbourhoods. For example, Northridge has two other large branches within five kilometres of its location. The Carson branch has four branches, including Central branch, within five kilometres of its location. Lambeth branch has one branch within a four kilometre drive and one branch within a seven kilometre drive. Therefore, access to service continues to be very high and compares favourably to other large urban library systems.

While overall service hours are reduced, this recommended scenario does redeploy some service hours to Monday hours at three additional branches, Cherryhill (central), Masonville (north) and Jalna (south). The Monday openings are in response to feedback from the public for access to service on Mondays. We are confident that attendance at these branches will be viable on Mondays and will improve on a weekly and annual basis. These branches are ideally located close to malls, community centres and other key community services. Resources from rationalized services will be applied to support the service needs at these branches on Mondays.

This scenario takes into account declining demand for telephone services from London Public Library. By reducing Telefact hours to 9-5, resources can be allocated to virtual

branch services and other key access points within the system. The core daytime hours would ensure that phone service is still a service by which the customer accesses a staff member in-person for ready reference during peak periods of phone service. Access to ready reference service in the evening and on Saturdays would be through a phone directory/tree.

This scenario, if approved by the Library Board and City Council, will allow London Public Library to satisfy our sustainability needs related to newcomer services, virtual branch services, technology services and the proper cleaning of our public facilities.

Although our request is above the 3.2% target, our due diligence indicates that a 4.7% target is required and is fiscally responsible. It requires us to rationalize service where appropriate, redirect resources to identified needs and ask for proper funding from the city to support a sustainable and vibrant library system that serves Londoners and makes a difference in London every day.

Going forward, we feel this recommendation positions the library much more favourably to request budget target increases that virtually support collective agreement commitments, inflation and technology considerations.   Therefore, we anticipate an annual budget target of 3.7% (excluding the addition of the new NE branch location) going forward after 2008.

X.   IMPLEMENTATION AND FOLLOW-UP

If the business case recommendation is approved by the Library Board and City Council for 2008, we will develop an action plan that will enable us to effectively and efficiently implement the 2008 budget and plan. The action plan will include key milestones, such as:

- Build a project team to guide the changes related to the service & operational model, specifically hours of service and related staffing for the branches. The project plan would address:
    - o Staffing models
    - o Communication to the public, regarding service hour changes
    - o Facilities management plan
    - o Energy management plan for branches with changed hours
    - o Glanworth branch closure and implications
    - o Collections and lending management plan for branches with changed hours of service
- Currently we have a newcomer's project team in place that could finalize the newcomer's service plan, upon confirmation of funding for the area.
- Our IT department and technology team would develop a plan to address the technology and virtual branch service model, with new funding available.
- The Facility Services Manager would implement the branch cleaning plan, upon verification of available funding, to satisfy cleaning / hygienic needs.
- A staff communication and involvement plan would be implemented to ensure staff buy-in and support.
- Balanced scorecard metrics would be established for all projects. The scorecard would track progress and success, and issues could be quickly identified so swift action could be taken to resolve them.

APPENDIX 1

London Public Library's 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.'

London Public Library's 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.

Value Promise

Life is busy and filled with many journeys, big and small, simple and challenging. I navigate the ever-changing and complex world of information, at home and on-the-go, at school, work or play, seeking to find my way.

Along my journey, I've trusted London Public Library to provide access to extensive resources for pleasure, knowledge and learning.

Today, my Library offers even more to enrich life's journey. London Public Library connects me and my family to a vast world of resources and services. It is the place I can go in my community to ignite my imagination, warm my spirit and fulfill my learning, information, entertainment and creative needs.

Choose. Connect. Discover. Learn. Relax. Simplify.

CHOOSE. **Whatever my interest, I can find it at my Library.**
I can choose the Library experience that is right for me at each stage along life's journey. I can relax with the latest bestseller, participate in a program that appeals to me, engage in a book club or computer workshop, escape into a fantasy world with my child during Library story-time, listen to music, study, or chat with friends on-line. Whatever I need, the choice is mine!

CONNECT. **At my Library, I'm linked to information, resources and the community.**
I can count on the friendly and skillful help of Library experts to meet my needs, connecting me to books, film, art, music, information, workshops, people or community resources that empower me to move ahead.

DISCOVER. **Solutions to my problems, answers to my questions, and nourishment for my soul ... it's all there at my Library.**
London Public Library's highly skilled and knowledgeable staff can help me find what I need from the Library's vast and diverse collection of books, music, films, digital resources, internet connections, tools, programs and events.

LEARN. *I can engage, challenge my thinking and gain new skills and knowledge at my Library.*

The Library helps me prepare for life's journeys, discover my calling or realize my dreams. The Library connects me to a vast collection of educational, employment, research, social and developmental resources and expert assistance.

RELAX. *My library is comfortable, welcoming and friendly.*

Life is busy, and I need a place to relax and unwind. I feel I belong at the Library and can find serenity in a safe, engaging and comfortable space.

SIMPLIFY. *In the rush of life, my Library saves me time.*

I enjoy fast, seamless, caring and convenient service, and can count on Library staff for expert guidance at every step along the way. And, the Library is so easy to use … I can visit my library branch during convenient service hours or I can connect to the library website, 24 hours a day, wherever I am.

On my journey of discovery, through each stage of life … I choose London Public Library … my trusted connection to a world of information, resources, ideas, creativity and knowledge!

E x p e r i e n c e   I t   T o d a y !

The public demands that we move in step with current needs, expectations and changes in society. For example in order to achieve the early literacy mandate, we must broaden our outreach and elevate programming and learning resources for children and families. To support workforce development, we must provide targeted employment outreach and expand access to technology and technology training. To meet the needs of newcomers, the library can serve as a portal to a wide range of community resources and programs that are vital to a family's economic self-sufficiency. Services need to be expanded to include new collections and programs, such as intergenerational literacy programs, basic skills training, support groups.

APPENDIX 2

Statistical Review of Library Activity

Statistical data related to attendance, circulation and other usage trends has been reviewed on a regular basis over the past 15 years with detailed analysis of various factors and key metrics. This data has allowed us to make decisions related to staffing, hours of service, collection needs, and more. Our current review and analysis which includes a statistical data analysis and best practices evaluation among comparable libraries resulted in the following key findings.

Branch	Attendance				Circulation			
	2006	2005	2004	04 - 06 Change	2006	2005	2004	04 - 06 Change
Central	1,131,950	1,185,512	1,202,970	-6.3%	913,377	1,014,014	1,032,498	-11.5%
Cherryhill	240,446	250,077	246,216	-2.4%	244,075	271,613	263,589	-7.4%
Masonville	215,873	217,184	216,845	-0.5%	320,928	346,275	337,880	-5.0%
Jalna	190,277	184,933	186,495	2.0%	265,721	237,419	233,510	13.8%
Westmount	189,506	212,480	205,859	-8.6%	325,769	347,418	338,775	-3.8%
Beacock	166,477	152,357	172,084	-3.4%	195,246	185,401	247,405	-21.1%
Byron	149,859	96,371	149,234	0.4%	210,639	136,467	219,911	-4.2%
Sherwood	145,114	164,920	185,528	-27.8%	201,067	194,130	184,476	9.0%
Landon	136,983	65,103	158,014	-15.4%	169,118	76,153	170,281	-0.7%
East London	117,457	114,268	120,067	-2.2%	184,674	163,286	161,004	14.7%
Crouch	113,390	149,144	130,771	-15.3%	119,466	135,791	142,960	-16.4%
Pond Mills	109,236	127,595	163,123	-49.3%	142,950	151,798	157,114	-9.0%
Lambeth	29,962	30,585	27,293	8.9%	35,439	37,142	33,737	5.0%
Northridge	27,716	29,100	26,556	4.2%	41,584	42,179	38,906	6.9%
Carson	19,148	20,452	20,138	-5.2%	31,252	31,409	33,248	-6.0%
Glanworth	1,363	1,277	937	31.3%	4,699	4,556	3,649	28.8%
TOTAL	2,984,757	3,001,358	3,212,130	-7.6%	3,406,093	3,375,051	3,598,943	-5.4%

Source: Millennium Database

2006 Attendance by Branch Location

2006 Circulation by Branch Location
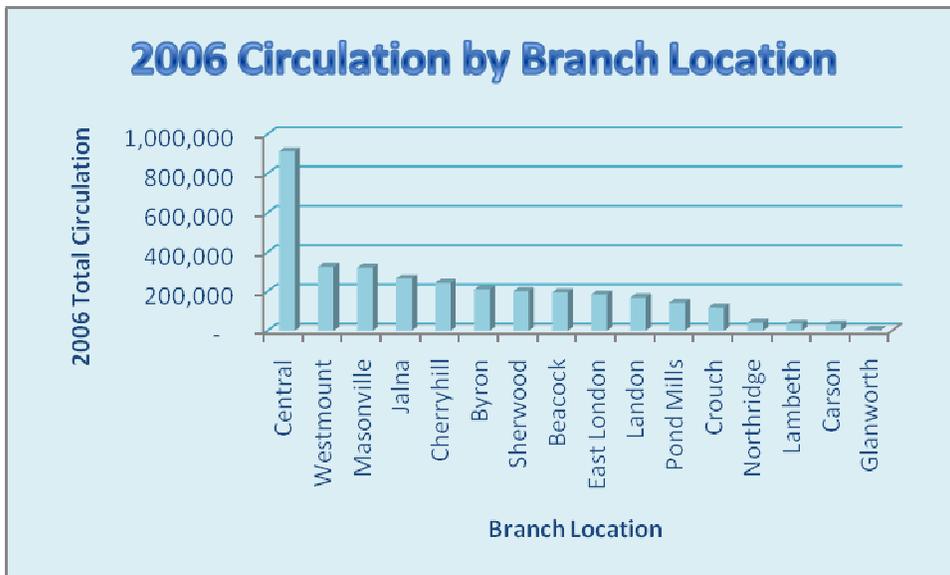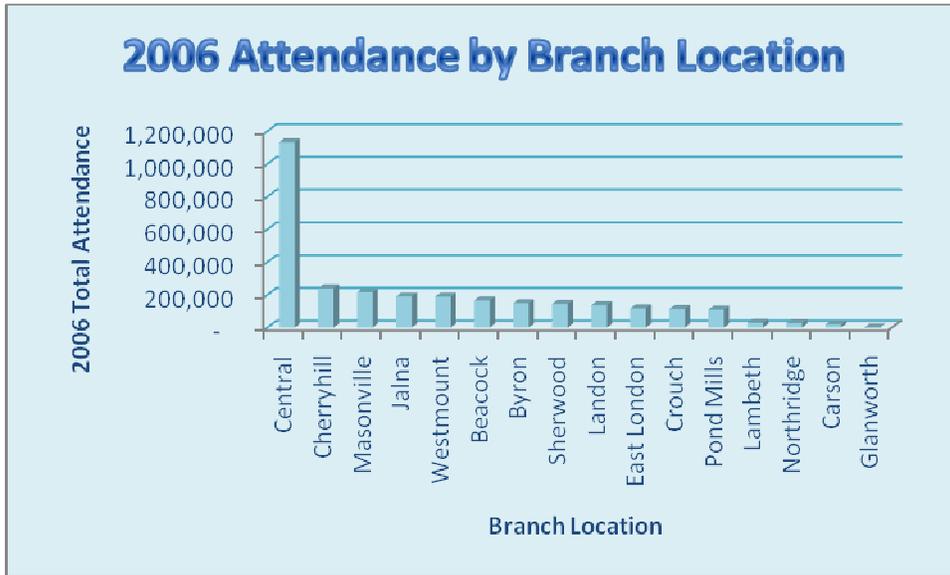
Source: Millennium Database

Geographic Circulation by Patron Count

Geographic Area that Cardholders Reside in	Overall Library System	Glanworth Branch
City of London	94%	64% - 52 patrons
Middlesex County	3%	0 patrons
Non-Residents	.3%	N/A
Elgin & Oxford Counties	1.5%	32% - 28 patrons

Source: Millennium Database

Circulation Trends - 2006

Factor	Highest Usage	Lowest Usage
Time of Day	2 pm-5 pm 10am - Noon	9 am -10 am 8 pm - 9 pm
Time of Week – Full Circulation	Tuesday, Wednesday, Thursday, Saturday	Sunday, Monday, Friday (Sun / Mon – Central only)
Time of Week – Per Hour Circulation	Tuesday, Saturday, Friday, Wednesday,	Sunday, Monday, Thursday
Time of Year	July, August, March, September	December, April, February
Patron Types	Highest: Female Adult Male Adult Female Child Elementary Male Child Elementary Female Post Secondary Female Senior	Lowest: Male Secondary School Male Senior Male Post Secondary Female Secondary School

Source: Millennium Database

APPENDIX 3

Customer Research

In the spring of 2007, with the assistance of Acumen Research Group Inc., London Public Library conducted research to better understand the needs, expectations and usage patterns of library cardholders. First, a randomized telephone survey was conducted with 417 adult cardholders who have used library services within the last two years. The confidence interval for the accuracy of the results was +/- 4.5%.

In addition, with the assistance of volunteer examiners, 482 adult library users were surveyed while using one of the following branches, Central, Sherwood, Carson, East London, Glanworth, Jalna, lambeth, Masonville, Northridge or Westmount. In most cases, the responses to the survey questions asked to the library users were comparable to the telephone survey results.

Library Usage

Respondents were asked when they last visited a branch library: 34% had visited within the last month, 34% had visited between one and six months prior to the survey, 29% had visited the library in 2006, while 3% suggest that the last time they visited the library was before 2006. The majority of those who reported student status and annual household incomes of less than $35,000 indicated they had used the library within the last month.

By Season

Respondents were asked what days and times, per season, they thought their library branch should be open. Regardless of season, respondents suggested Saturdays and Fridays. Close to the top were also Sundays, Mondays, and Wednesdays. In terms of time, late morning (10am-12pm) and early evening (7pm-8pm) were mentioned regardless of season.

Predicted Change in Usage

The majority of respondents predicted their library use would stay the same (47%) while 38% thought it would increase. Almost three quarters of homemakers (71%) predicted this increase.

Reasons for Limited Use

Respondents who had not visited a library within the last month were asked to categorize their reasons for limited use. Most respondents chose two responses – not enough time and needs met elsewhere, such as the internet, retail facilities, or other locations. Similarly, in the in-person survey, not enough time was the primary reason for not having a card, following by convenience and low importance of the library.

Purpose of Library Usage

Almost all respondents (87%) indicated they accessed their library branch in person. 12% of respondents indicated access through the London Public Library website. It is

interesting to note that only 0.2% of respondents accessed the library by phone. Relative to their counterparts, younger respondents and students more frequently used the web to visit the library, while older respondents and retired persons were more likely to visit in person. Although all income groups were more likely to visit the LONDON PUBLIC LIBRARY in person, those earning annual household incomes of $100,000 or more visited the library more often through the web than other groups.

For the in-person survey, respondents visited the library more frequently via the website at 22%, with 77% going to the branch and .4% using the telephone.

Reasons for Library Use

Among respondents, the most often cited reasons for library use were borrowing (92%), librarian help (51%), and using reference materials (50%). Of these, the most important were considered to be borrowing (64%) and the use of reference materials (10%).

For the in-person survey, the most often cited reasons for library use were borrowing, picking up holds, staff assistance and using a library computer.

Relevance of Library

Compared to five years ago, more than half of respondents (53%) considered that in today's world the library was equally important to them. Of all the income groups, those who indicated incomes of less than $35,000 annually were more likely to consider the library more important to them, while those earning incomes of $100,000 plus were more likely to consider it equally important. Students and retired respondents were more likely to suggest a higher level of importance than the other employment groups. Of the 15% who indicated the library had become less important to them, inconvenient hours (6%), inconvenient location (6%), and slow service (3%) were their cited reasons.

For the in-person survey, 53% of respondents felt the library was more important than in the past and 44% felt it was equally important.

Library Perceptions

On a 5-point scale, respondents were asked to rate specific words and phrases that describe the branch they visit most often. Overall, *friendly*, *convenient*, and *opportunities for all* yielded the most positive results. *Community hub* and *dynamic* received somewhat lower ratings. Homemakers and retired respondents reported significantly higher levels on all factors except for *community hub* and *global information* where retired respondents were the only group significantly higher than the rest. Those who had visited the library within the last month were significantly more likely to report that their library was *changing with the times*, and those who spent any amount of time in the library in the last month (whether 1-5 or 6+ hours) reported higher associations with all words than those who spent no hours there.

For the in-person survey, overall friendly, comfortable and convenient yielded the most positive results. Dynamic and community hub were again perceived to be the least descriptive of the respondents perceptions of the London Public library.

APPENDIX 4

Collections Management

The Marketplace

Between 1993 and 2004, US Book Production expanded significantly by approximately 58%. There was an increase in fiction of 120%, biography at 132%, kid's books at 109% and religion at 116%. As a result, this has generated increased choice in materials selection and increased pressure from cardholders who wish the library to purchase their choices. Furthermore, there are a few titles that consistently receive massive publicity and consequently, demand for these books is very high and pressure to respond is acute. For example, we carried 70 copies of the Da Vinci Code but at one time, we had a waiting list of 900. The long wait to read these books results in poor customer satisfaction ratings.

In 2005, the average price of a paperback rose by 23% from $10.99 to $13.50. Consequently, our costs for new book purchases also went up in direct proportion. However, the budget did not support this unexpected increase.

Format Choices

The choices available to our customers have expanded greatly over the years. Notable changes include the following:
1989   first video collection created
1997   final shutdown of Multilingual Biblioservice; National Library provided materials
        to Canadian readers in 32 heritage languages
1999   electronic databases introduced
2002   DVDs introduced
2002   Millennium system implemented; made placement of holds very easy; encouraged
        suggestions for purchase enabled much improved statistical evaluation of
        collection usage
2004   Electronic books subscription
2007   E-Audio books subscription

The implications of these changes are that we must purchase in popular formats to continue to attract users and remain relevant. Concurrently, we must continue to purchase in older formats to maintain existing user base. Trend analysis indicates the need to maintain public libraries' role in centralized purchase of electronic materials (e.g., downloadable audiobooks; electronic books; large magazine and newspaper databases).

Erosion of Purchasing Power

Our purchasing power has been eroded over the last few years. The CPI for printed materials increased by 36.8% between 1994 and 2004. Similarly, the average cost of materials, including audiovisual materials increased by 30.63%. Unfortunately, our collections budget increased by 11.16% which means we are not keeping pace and the real value of our collection is declining. For example, if the collections budget had kept pace with inflation, it would be larger by $422,779.

Collection Size Languishing, from 1995-2004

London Public Library overall collection size increased .97% (remained stable, with less than 1% growth), however the collection holdings per capita decreased by 2.77% (from 3.26 items per capita in 1995 to 3.17 in 2004). Conversely, between 1995-2004 additions per capita in London decreased -48.13% while in Canadian public libraries over the same period, additions per capita increased 4.07%. The implications of these statistics are that although collection sizes per capita across Canada have stayed relatively stable, London Public Library is holding onto older material to keep to the same collection size. However, that collection is not as relevant to the public as it needs to be.

How Have We Been Efficient … Stretching the Dollars

- To maximize our efficiency and utilization of budget dollars, London Public Library has pursued partnership opportunities, such as:
    - Alpha Plus Literacy Collection
    - Fanshawe Grant for Literacy
    - Autism Society
    - Child Abuse Prevention Council
- Buying Consortium
- Re-engineered processes and increased utilization of technology to perform key acquisition tasks.

APPENDIX 5

DIVERSITY INITIATIVES AT LONDON PUBLIC LIBRARY

Programs, Services & Initiatives that *make a difference* in the lives of Diverse Populations in London!

Collections & Lending:

Language Learning Collections
- books, videos, DVDs, language learning kits and electronic resources, for newcomers to learn English and for English speakers to learn non-English languages (adult and children's materials, at Central and Branches)

Let's Read! Family Literacy Kits
- Children's materials in **17 world languages**, including puzzles toys, books and games packaged in a large clear plastic containers donated by Families First in White Oaks

French Language Collections
- Books, videos, DVDs, print and electronic periodicals for adults and children at Central and most Branches.

World Languages Collections
- Books, videos, DVDs and periodicals in 30 languages at the Central Library, and in about 20 languages in the Children's library. Selected world language collections in Branches to meet local demand.

ESL collections & Tutor/Teacher support
- Special collections developed for use by ESL and other language teachers. A corresponding booklist has been created. An area in our new Lifelong Learning and Literacy Centre has been identified for ESL materials.

Literacy Collections
- The Adult Literacy print collection is often used by newcomers who need easy-to-read adult materials. Central and Branches have book/cassette literacy kits; audiocassettes are recorded at 10-15% slower than normal speed.

Visiting Library Services Collections
- We support seniors whose mother-tongue is not English by providing collections in their first language via Visiting Library Service.

Catalog of Chinese Materials in Chinese characters.
- Vicki Seymour, a dedicated volunteer, worked with a small group of volunteers to compile this collection. As part of this work she is actively promoting the collection to her community.
- The result is that the average circulation of Chinese language materials is now about 3 times that of the average circulation of other world languages.

Dual language books in Children's collections across the system
- e.g. Arabic/English, Chinese/English, Spanish/English, etc.

International materials
- International video (& DVD) collection, music

Community Partnerships & Outreach

- *"Libraries for All"* is a joint project between London Public Library and Thames Valley Children's Centre. Communication boards are available in all libraries for patrons who cannot talk or who have speech that is difficult to understand. The communication boards include:
    o Alphabet Board (for people who can spell by pointing to letters).
    o Word Board (commonly used words and phrases about library services).
    o Picture Board (concepts represented in picture form).
    o QWERTY Board (for people who can spell by pointing to letters, laid out in keyboard format).
- Citizenship preparation resources are available in the library and assist newcomers with this process.
- We facilitate an ongoing "Abraham's Cafe" discussion series (three gatherings, so far, of the three big monotheistic faiths (Judaism, Christianity and Islam) in a respectful dialogue)
- "Your Guide to London Public Library" currently available in 10 languages.
- We place a feature article in the Library's ACCESS magazine in non-English language: to date we have featured French, Korean, Arabic, Chinese, Spanish and next Russian
- Distribute free community newspapers in French, Arabic, Polish, Chinese, Korean and Spanish
- *Conversational* Circles, cosponsored with LCCLC, offered at multiple locations
    o Spanish/French/Mandarin/Korean Conversation Groups with volunteers (recruited as facilitators/teachers-12 week sessions twice per year
- Provided the following programs:
    o A music program called Autorickshaw. The music program featured multicultural music with an emphasis on East Indian music.
    o Sankofa: a film cosponsored by WAFRICA (West African Association)
    o Menaka Thakar Dance Company: an evening of East Indian dance.
    o Chinese painting, a 6 week program offered annually.
- General and customized Visits / Tours were provided for groups of new Canadians/international visitors, such as:
    o Hensim Centre YWCA (ESL class)
    o London International Academy, a private school located in downtown London for international students
    o Wheable Centre Adult Education, Bridge to English class (ESL)
    o Banting Annex (ESL class)
    o London International Academy, a private school located in downtown London, for international students
- ESL Storytimes (for children); Top Hat (ESL) - (have tried for Grade 1 only)

- Spanish Mutual Aid Parenting Program cosponsored program with Children's Aid Society to offer parenting tips to parents while children involved in library programming. Expansion to other locations being explored.
- One on One English conversation program (currently in trial-public release Fall 2007)
- The 'possibilitheatre program' (in partnership with the Thames Valley Children's Centre) allows children of varying abilities to create a drama project and see it from beginning to end (creating the script to performing in the play).
- R.E.A.D. program (2006-2007) for children who are reluctant readers age 7 to 12 at four locations (Crouch, Sherwood, Jalna and East London). Approximately half of children participants are from newcomer groups.
- Black History Month- LPL representation on Resource Committee
- Multicultural Celebration Displays
- Newcomer Information Sessions featuring partnership with WIL Employment Connections, Thames Valley District School Board, London Cross Cultural Learner Centre and London Public Library to provide answers/referral to newcomers
- Select and growing list of partnerships regarding Newcomers including London Cross Cultural Learner Centre, WIL Employment Connections, LUSO Community Services, TVDSB, LDCSB, South London Neighbourhood Resource Centre, City of London, NW London Resource Centre, Crouch Neighbourhood Resource Centre, ACFO, Aids Committee of London, LEDC, Intercommunity Health, LUHC, MLHU and many more
- International Day for the Elimination of Racial Discrimination (March 21st) – Member of The Community Committee to Commemorate March 21st is established to commemorate the International Day for the Elimination of Racial Discrimination, by promoting racial harmony and celebrating cultural diversity in collaboration with community organizations in London, Ontario. This Committee has organized a special event annually - at the Central Library - to commemorate the International Day for the Elimination of Racial Discrimination.
- A new library bag is being launched with "my library" in various languages.
- Ads in Spanish are running in Culturas magazine, the Spanish phone directory (current) and agenda to promote the library to the Spanish population.
- Our fall "my library" ad campaign will appear in non-English language publications.

Technology

- Adaptive technology (AT) volunteer program - help provide equitable access to those learning to use AT software and hardware; provides people with the skills and knowledge to determine if this software is right for them and to explore the world of networked information and activities
- Public computer classes offered in non-English languages (Spanish) will be reintroduced (coming soon)
- Computer classes for general public offered in Spanish (2004-2005). Plans to reintroduce classes in various languages (coming soon)
- All public computer workstations display foreign website information in many non-Roman alphabets. The capability of creating Word documents and email messages in non-Roman alphabets is being explored
- Software/CD-roms with Rosetta Stone software , TOEFL preparation and other language learning or improvement programs are available at Central and select branches

- Kurzweil 3000 software scans any book in French, Spanish, Italian or German and will read it aloud to listeners. The Dictionary component of Kurzweil provides definitions of words in 15 languages.
- Early Literacy Station rollout to all branches (coming soon) and may eventually feature ESL Assistant program by Canadian Language and Literacy Research Network, a Network of Centres of Excellence Canada
- Multilingual welcome signage for all locations (coming soon)

Community Meeting Space

Our space is used by many cultural groups – rentals, free community use, cosponsored programs, community displays – neutral, welcoming & accessible space

Branch Library -- Diversity / Newcomer Initiatives

Programming:
- ESL Book Club for adults (started in July 2007) – provides a space for adults to practice English conversation and share stories in a welcoming environment
- French Storytimes - in partnership with organizations like 'La Ribambelle' – provides literacy learning opportunities for young children as well as offering a gathering place for parents, caregivers and children to connect and socialize within the community
- Hosting events like "Hosting International Students 101" & "Host Family Meet and Greet" programs – held on May 5, 2007 and June 9, 2007 at Masonville Branch– opportunity for families interested in hosting international students to learn more about this hospitality program, and meet other families, international students and program facilitators
- Summer R.E.A.D (7-12 years) – opportunity for children with reading difficulties to practice in a one-on-one environment using engaging books and activities --help is available once a week at scheduled time from July – August. Many newcomers are using this program to its fullest extent.
- Book Buddies (5-11 years) – opportunity for children to practice reading with a buddy (volunteer) for fun for 20 minutes. Many newcomers are using this program to its fullest extent.
- Lost Worlds: London Public Library's TD Summer Reading Club – opportunity for children to explore literacy and learning in a fun environment. This year's theme focuses on the exploration of ancient civilizations which contributes to cultural awareness.
- Children's Programming – on-going programming for children often includes events that emphasize a particular culture or heritage to raise awareness, and provide opportunities for learning and discovery. Examples include: "Chilean Rain Sticks" (craft program), Great Masonville Pyramid (craft program where children contribute to the creation of a large pyramid), "Jewellery of the Lost Worlds" (children used natural materials to create jewellery pieces representative of various ethnic groups (e.g. Celtic, Egyptian and Mexican)), and "Mehndi" (henna tattoos program exploring cultural artistic expressions and history).

Art Exhibits and Displays:
- Art Exhibits held on a monthly basis in most branches – showcase an individual or group's artistic style which is often informed by their cultural heritage – provides the opportunity to share artistic expressions and culture within the community

- Topical displays (emphasizing library resources, programs and services) on a regular basis - to recognize and raise awareness about special multicultural events (e.g. Black History month) and holidays (e.g. Hanukkah)

Outreach:

- Outreach to ESL Parent Coffee Group at Jack Chambers Public School in June 2007. Librarian provided information packets about the library resources, services and programs, including the Summer Reading Program, R.E.A.D. and Book Buddies.

Volunteer Opportunities

London Public Library offers a variety of volunteer positions. We welcome and encourage newcomers to contribute their skills by volunteering in the library. Volunteers help to connect newcomers to communities and volunteer engagement is a win-win for volunteers, newcomers and ultimately the whole community." Some examples of the volunteer opportunities that newcomers engage in are:

- Technology Tutors
- READ Volunteers
- Book Buddy
- Language Collection Volunteer
- Children's Program Volunteer
- Special Event Volunteer
- Language Specific Volunteer Tour Guide Interpreter
- Usher

The benefits to London Public Library and the community are as follows:

- Giving immediate and direct help to newcomers.
- Developing cross-cultural communication skills and learning about other cultures and their needs.
- Helping to prepare newcomers for life in Canada and London.
- Helping to integrate newcomers into the London community.
- Teaching newcomers the value and benefits of the public library.

The benefits to newcomers who choose volunteer opportunities are:

- Learning about Canadian culture
- Discovering your community
- Building English language skills
- Learning about work habits and professional possibilities
- Developing the ability to live independently in Canada
- Finding and using local services and resources
- Sharing the story of your culture and where you are from
- Making new friends!

London Public Library Staff Training

In 2006, we pursued two diversity training offerings for staff:

- A Diversity awareness overview - an experiential learning around the concept of "being different". We then explore what those responses look and feel like, our own learned behaviours and thinking around people who look/act different than we do.

Finally, we discuss what our policies and values say around offering a safe environment for the public and what that means when championing diversity with the public.

- Abilities Awareness - another session in which the staff learn by handling a "disability" during the session. We talk about the responses of participants, what barriers they experienced and how we could reduce them.

Libraries for All is a service we continue to train new staff in - the use of augmentative and alternative communication (AAC). Developed in 2005 in partnership with the Thames Valley Children's Centre, this continues to be a service we support.

The library staff also participated in a conference of London organizations around promoting diversity in the workplace.

Human Resources Diversity Strategies

LPL Human Resources is currently working on more targeted recruitment strategies by exploring how representation can best be done by examining processes, methods and recruiting tools that might act as barriers as part of our overall Hiring and Retention Plan.

To this end as part of the Hiring and Retention Plan for LPL we will be focusing on the following areas:

- Obtain local demographic, neighbourhood and community profiles and conduct a needs analysis of new immigrant and other emerging markets.
- Examine a mentorship program for internationally trained professionals.
- Recognition of International Accreditation and/or experience.
- Identify new strategies for Selection.
- Survey current staff to determine current diversity level and update list of languages spoken.

LPL currently advertises for position vacancies with the following groups and are looking at other local community ethnic/cultural groups:

- Crouch Neighbourhood Resource Centre
- Glen Cairn Community Resource Centre
- LEDC – London Economic Development Centre
- London Cross Cultural Learner Centre
- WIL Employment Connections
- UWO, Knighthunter

Currently, LPL works with the following organizations to place individuals with disabilities or other on work placements, some of which have been hired as Page staff:

- WIL
- Leads
- Goodwill
- March of Dimes
- Hutton House
- Alpha Logic Career Logic
- Thames Valley Board of Education

Human Resources Staff attended the following courses over the last year on diversity.
- Ivey Executive Development (focus on the EE Act through case study methods)
- London's Cultural Diversity Conference
- Bias Free Recruitment and Hiring – Key note speaker Maxine Carter
- Moving to a more Supportive Workplace Culture (with a focus on Diversity) through the City of London.

Sept 2006- Aug 2007 Hiring Statistics
- New Hires: 27
- Visible Minority (6) /New Immigrants (4): 10

London Public Library – Employment Resource Centre diversity initiatives
ERC Facilitators conduct ongoing outreach visits with the following organizations:

- Nokee Kwe, a local agency, was founded on aboriginal principals and incorporates the native people's cultural components and aboriginal philosophy, including traditional teachings, into their programs. Although their primary focus is on Aboriginal adults and youth, they will however, accept non-native unemployed or underemployed adults.
- Canadian Hearing Society (CHS) - Provides specialized employment services for deaf, deafened and hard of hearing consumers 16 years of age and older for whom barriers often include: difficulty accessing information over the telephone; difficulty in securing sign language interpreting services; difficulty in booking interpreters on short notice for job interviews; serious attitudinal barriers in the expectations, perceptions, beliefs and behaviours of employers regarding the employability of deaf, deafened and hard of hearing people.
- WIL - A non-profit agency dedicated primarily to facilitating the economic and social integration of immigrant women and men into the broader community of London and area. WIL provides services in assessment, employment counseling, employment preparation, information, referral and advocacy.
- LUSO - A non-profit organization that provides community services for children, youth and families of diverse ethnic backgrounds. Much of their community outreach is focused on families within the Northeast section of London. Programs include literacy, community development, multi-cultural outreach, immigration settlement and employment. In addition, LUSO is a CAP site with access to computers for anyone in the community.
- Access Centre - Assists immigrant clients to develop a concrete and customized plan that will explain for the client what areas need to be reviewed and assess for licensure in Ontario. These areas can include such things as language assessment and training.

The LPL Employment Resource Centre 6th Annual Open House/Forum's topic this year was "The London Challenge: Integrating Newcomers into our Community". The forum was well attended by community partners, with an interest in employment, from across the city.

APPENDIX 6

Comparison Data for London Public Library

Ontario Municipal Benchmarking Initiative (OMBI) Comparison Data – 2006 and 2005

Indicators	2006 - LPL	LPL Per Capita	OMBI Average – 2006 & LPL's Ranking
Active Cardholders as a % of population	156,989	44.1% of population	37.98% of population
Total # of Library Uses	9.5 M	26.7	23.2 (2nd highest)
Total # of Library Visits to London Public Library Website	2,981,300	8.38	5.53(highest)
Circulation	3,446,087	9.68	8.47
Electronic Visits to London Public Library	1,296,300	3.64	3.32
Program Attendance	193,004	.54	.26 (highest)
# of Public Access Workstations	382	107 / 100,000	76.24 (highest)
Average Weekly Service Hours Per Branch	757	47.3	43.14
Library Holdings	1,012,453	2.84	3.06
Amount Spent on Library Holdings	$1.7M	$4.80	$4.59
Library Cost Per Use	$1.79		$1.97

2006 Comparison of London Public Library against Largest 15 Urban Canadian Public Libraries

Statistic	LPL 2006 Per Capita	Top 15 Average & LPL's Ranking
# of Cardholders	44.1% of population	46% of population
# of Hours / Capita	.11	.06 (2nd highest)
Total # of Library Visits	8.38	4.2 (2nd highest)
Total Circulation	.11	.06 (2nd highest)
Electronic Visits to LPL Website	3.64	3.3
Programs Provided	.028	.006 (highest)
Program Attendance	.54	.25 (2nd highest)
# of Public Access Workstations	107 / 100,000	52 / 100,000 (highest)
Annual Library Service Hours	.11	.14
Library Holdings / Capita	2.84	2
Library Holdings Money Spent	$4.80	$5.5
Staff / 100,000 Visitors	8.2	13.2

APPENDIX 7

London Public Library Makes A Difference!

London Public Library Provides Equal Access to Information and Resources

London Public Library provides Londoners with a wealth of information, resources and services in a timely and cost-effective manner. London residents continue to access information and materials from London Public Library at growing levels. Nearly 3 million materials, including books, DVDs, VHS tapes, CDs, periodicals and more circulated in 2006. Furthermore, access to our Electronic Databases grew by 163% over 2005 levels to 60,000 and successful hits to our website nearly doubled to 22 Million. We estimate that repeat visits to our website nearly tripled between 2005 and 2006. Program Attendance also soared in 2006 to 193,000, reflecting our refocus on programs that reflect the needs and expectations of diverse audiences across the city.

We also provide extensive community access to government information. We help thousands of residents participate in the democratic process and access government information. For example, we:
- Offer access to information about local government services, departments and contacts
- Supply forms and information on behalf of various government bodies.
- Help patrons with research for government information.
- Distribute information about political candidates and often host All-Candidates meetings in our branches.

London Public Library Supports & Develops the London Economy

London Public Library helps to build our community's capacity for economic activity and resiliency. In this era of economic transformation, the business of London Public Library is being recast. Public access to digital information and technology is a draw for our library branches. Their open structure, combined with the power of new digital collections, technology, and training, position us to help London make the transition from manufacturing and service economies to high tech and information economy.

Furthermore, London Public Library is highly regarded, and is seen as contributing to stability, safety and quality of life in London neighborhoods. Evidence demonstrates that key selection factors for new or relocated businesses to London include good schools and cultural / recreational facilities, such as public libraries.

Local businesses are increasingly tapping into our collections and on-line databases to keep themselves competitive and to find synergistic new business opportunities. For example, in 2006 people used our business collection over 27,000 times. And, our library facilities are strategic anchors in downtown and commercial developments and are appealing neighborhood amenities. Finally, London Public Library invests in London --- we provide high-quality jobs, purchase local goods and services, and build infrastructure. Thus our participation in London increases employment and tax revenue.

We also contribute to long-term economic productivity through literacy and learning programs and provide a broad range of information services that support diverse groups. Many families and caregivers rely on our library to provide important preschool reading and learning and we offer learning opportunities in neighbourhoods which stimulate the positive growth of people and reduce the risk of crime, drug abuse and other undesirable and expensive problems that can plague a city.

London Public Library Engages and Strengthens London Youth

Today's youth live in a universe more crowded than ever with many pressures, opportunities and temptations, especially during the hours when they are not in school. With growing worry about how young people spend their out-of-school time, we cannot underestimate the value of our library branches and their ability to be a safe and rich refuge for teens that offer creative opportunities and outlets. Our library-based youth programs can teach teens' new skills at the same time that they make libraries more visible assets in the community. Library programming boosts teens' personal and social development and provides opportunities for teens to develop positive relationships with peers and adults.

In 2006, we launched our Youth Strategy and Plan to provide engaging, meaningful, relevant and accessible library services for this age group. Our strategy focuses on three key areas linked to the mind, body and soul --- creative expression, community building and leadership development for youth.   Creative expression includes health and wellness, creative writing and exploration, reading, media literacy and visual arts and performance.   Leadership development encompasses innovation, team building, computer competency, decision making and more.   And, finally, community building focuses on career planning, community awareness, volunteering and collaboration. Key successes included:

- Creation of a Teen Annex Committee comprised of youth from across London that has guided the development of the Teen Annex concept, space and service model.
- Creation of the Teen Annex brand and launch of the "Teen Annex" space at Central branch.
- Development of new teen programming, such as LOUD (London Ontario Underground Dimension) Concerts profiling local bands, Dance Dance Revolution & Guitar Hero parties, teen book clubs, etc.
- Introduction of collections (graphic novels, DVDs, magazines) that better fit the needs and expectations of this target audience.
- Redesign of a library website focused on teens.
- Introduction of inaugural YouTube Video Contest and Teen Extreme Reading Machine contest.
- Launch of 3 IBM Homework Centres for youth and children.
- Largest partner in the 2007 Summer Jobs for Youth program with 17 library positions filled by local disadvantaged youth. The program provided them with summer placements in the library to build job readiness skills and self esteem.

London Public Library Develops and Bolsters Literacy of Londoners

Literacy is necessary for full participation in this complex and changing world. Society expects workers, parents and citizens to deal with more and more information, often in many different forms of media. 4 in 10 working age adults do not have the literacy skills they need to meet the ever-increasing demands of modern life. 16.2% of Ontarians struggle with serious literacy challenges and another 26% can work with print information but not very well.

In response to the societal needs for dedicated literacy services, we launched our 'Digital Age Literacy' strategy in 2006. The goal is to offer Londoners relevant and accessible library services, coordinated system-wide, designed to support individuals in becoming literate in the 21st Century. We have recast our literacy services, retooling literacy programming, expanding traditional literacy and learning activities and creating more comprehensive literacy support services for children, adults and parents. Our resource investments in literacy are much deeper than in the past.

To support literacy and lifelong learning, London Public Library promotes family literacy, coordinates related training and programming, provides bilingual story times, enables computers with early learning software for

young children, provides resources to support school assignments and offers summer reading programs. Recent key accomplishments include:

- Expansion of READ program for early readers, designed to improve their reading and literacy skills.
- Greater attention on early literacy and school readiness support.
- Nurtured partnerships with local literacy organizations, such as Literacy London, and facilitated community-wide round table discussion on literacy development.
- Encouraged participation in Summer Reading Program by introducing an on-line video library program. Library staff scripted, filmed and edited a series of videos that have been viewed over 2,000 times.
- Coordinated Media Literacy educational events.
- Developed Lifelong Learning and Literacy Centre Service Plan, in partnership with CHUM.
- In partnership with Investing in Children, our Summer Book Camp is a week-long camp that exposes campers to creative sessions with award-winning authors and illustrators. Activities include brainstorming ideas, writing, cartooning, illustrating and self-editing.
- Financial Literacy Series: How to Manage and Eliminate Debt which is a seminar focused on how to save money on interest expenses, how to maintain a financial plan and how to achieve financial goals.

London Public Library Develops and Enriches the London Culture

Culture is critical to the development of a strong and healthy city and is central to quality of place and place competitiveness.   Cultural development and enrichment is a fundamental part of London Public Library's role. We fully support London's creative city strategy and we strive to stimulate and develop the creative energies that exist within our community. For example, we create and strengthen reading habits in children from an early age; we provide opportunities for personal creative development; we stimulate the imagination and creativity of children and people of all ages; we promote awareness of cultural heritage, appreciation of the arts, scientific achievements and innovations; we provide access to cultural expressions of all performing arts; and we foster inter-cultural dialogue and cultural diversity.

It is now more widely accepted that the quality of life, wealth creation and social unity depend on citizens who are confident, fulfill their potential and exercise their imagination. In a nutshell a population that is empowered. London Public Library empowers people every day. London Public Library can and has changed lives; it has opened new experiences to individuals which have ultimately transformed their whole being.

London Public Library supports cultural development in many ways. For example, we make it possible for Londoners to find out more about their roots at the library through our genealogical service. We help residents develop their creative abilities by giving them access to books and other resources, such as local authors, artists and performing artists who perform in the library. We provide multi-cultural programs and services that reflect community needs at the library.   Additionally, London Public Library cultivates community identity, community culture and social inclusion by promoting the library as a community centre and meeting place. In 2006, more than 2,700 meetings were held by external parties in meeting space across the library system, representing an increase of over 32%. The Library also hosts local art displays in various branches, promoting the work of London artists, such as students from the BealArt program. In fact, Central Library's Teen Annex is featuring a new young adult artist every month and launched the "Battle of the Bands" program in 2007. We also have a Talent Show where Londoners can come and show off their singing, dancing, comedy routine, band, lip-synching or any other type of showmanship, in a non-competitive environment.

We support the London Creative City strategy with such initiatives as:

- Writer in Residence Program, October 2007
- London Wall of Recognition, celebrating leadership in education, community development and business.
- The Thames River Celebration Project, 2008

- Staff participation in city-wide creative projects
- The 'London Reads' campaign, in partnership with University of Western Ontario
- Creation of a 24 ft mural by Bryan Jesney - a work of urban expressionism titled 'Know-U-Turn'

London Public Library Strengthens the Social Fabric of London

The London Public Library plays an important role in strengthening the social fabric of our community. Our libraries are a place for people of all ages, abilities and economic circumstances to meet, learn and share ideas … to connect and engage. In the last two years we have sought to improve our role as a social connector and social equalizer. Library services, such as story hours, books clubs, e-newsletters, after-school homework help, our teen annex, concerts and shows, art workshops, computer training and access, current newspapers, quick picks and the creation of a warm and inviting environment make the library attractive to many.

Our "Libraries for All" a joint project between London Public Library and Thames Valley Children's Centre, created communication boards available in all libraries for patrons who cannot talk or have speech that is difficult to understand.

We now reach out to Teens in 'their' space via myspace.com. Teens keep up-to-date on the latest programs and events by subscribing to our myspace blog and receive our breaking news bulletins by becoming our myspace friend.   Currently, we have over 222 registered myspace friends.

At our East London branch we created a 'Garden of Eatin', an organic vegetable garden planted by staff to support children's programming. A project of LPL, in partnership with the YMCA of London, the Garden of Eatin' is enjoyed by children in the YMCA daycare program and other young Library customers and parents at Storytimes and special events throughout the summer. The Garden features peppers, zucchini, pumpkins and sunflowers and teaches children about healthy food choices and the environment.

Homeless and Female - Misunderstood and Often Invisible is a program, in partnership with Women are Missing Committee, London Homeless Coalition, Centre for Research & Education on Violence Against Women & Children, that focuses on Susan Scott's book 'All of Our Sisters', and her findings from interviews with more than 60 women across Canada facing homelessness. Scott recounts their stories while highlighting the many underlying issues that led them to that state and leads a group discussion.

Programs for children and youth are provided related to activities they enjoy. For example, our PlayStation2 tournament appeals to the gaming teen audience. Socrates Café is an open forum for adults in the informal environment of the Library's Cafe for everyone who enjoys listening, thinking and talking about life's big questions. A typical topic may be, 'Heath Care in Canada - is it Getting Better or Worse?'

London Public Library is a socially inclusive library system. We reach out to provide services to marginalized group consisting of the unemployed, social assistance recipients, homeless, mentally ill, less literate and others. We understand that individuals and families in these groups have 'complex and multiple needs' which require special support. Some of the supports we have in place include the following:

- Partnerships with Community Resource Centres in three branches.
- Employment Resource Centres are established in six branches.
- Partnerships with Intercommunity Health, London Health Unit, WIL Employment Connections, LUSO Community Services, United Way and the Children's Aid Society.
- Adaptive technology (AT) volunteer program which provides equitable access to those learning to use AT software and hardware.

Additionally, story-times and the Summer Reading Program are taken out into vulnerable communities, versus expecting children and parents to come to us. For example, we attend an offsite LUSO Community Services (London Middlesex Housing Corp.--Boullee Street) breakfast club and our librarian plays the Summer Reading Program game, reads to a group as well as providing 1-on-1 reading. 30 children attend this session during the summer.

London Public Library Builds Workforce Participation

With rapid changes in employment markets and skills, London like other cities is scrambling to build workforce capacity. London Public Library is contributing many resources to workforce development strategies, in concert with other community agencies, education institutions, and private sector employers. The combination of public access technology, enhanced workforce collections and training, and outreach partnerships has made London Public Library a valuable resource to community-wide business and workforce development efforts. We are an important access point for building technology skills and competencies in neighbourhoods across the city. Public access technology, new on-line resources, and targeted training on computers, job searches, and career development are benefiting both individuals and other workforce development providers. Our partnership with the Ministry of Training, Universities & Colleges to provide Employment Resource Centres in six of our branches has paid off. Since 1999, we have connected over 400,000 Londoners with employment resources and opportunities. Targeted library services such as English language instruction, workplace literacy, and computer instruction are also now routine.

London Public Library Narrows the Technology Digital Divide

Growth on the Internet and within the technology world is occurring at a pace which many people find daunting and confusing. For those on the margins of our society, the potential benefits of enhanced information and communication often make no impression or are viewed as 'not for us'. Significant or growing gaps between those who have access to information and those who don't are unacceptable. London Public Library has a crucial role to play in exploiting the new technologies to generate social cohesion, community involvement and participation. We currently attract a high proportion of individuals from these groups, some using the service for job related purposes, such as looking for vacancies and writing CVs and applications, others for educational purposes, such as learning computer skills or improving basic skills; and some for general communication and information needs.

London Public Library has made great strides in this area, such as:
- We have over 350 computers available for public use across the system. We continually look at how the computers are allocated and ensure that more needy branches have the necessary computer resources they need to meet demand.
- Computer workshops (in English and non-English) are offered regularly and technical tutors are available to assist customers with questions or problems. Workshops include Excel, Word, PowerPoint, Computer Basics, Email Basics, Internet Surfing, and more.
- Software/CD-roms with Rosetta Stone software, TOEFL preparation and other language learning or improvement programs are available at Central and select branches.
- We offer on-line services to the public, such as using our catalogue, reserving books, using electronic databases, on-line book clubs, games, e-books, and more.
- New technologies are continually offered in the Library to ensure that we keep pace with advancements in the digital arena.

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We would like to thank the citizens of London who contributed to this business case via focus groups, telephone interviews and in-person surveys. Furthermore, our due diligence included the review of many different publications, papers and articles that contributed to the information found within these pages. We thank all those who added, in small and big ways, to the preparation of this business case.

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