



REPORT TO THE LIBRARY BOARD

MEETING DATE: Wednesday, September 17th, 2008

Session:	Public Session
Subject:	London Public Library Strategic Plan Update
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Presented By:	Susanna Hubbard Krimmer
Purpose of Report:	For Decision: Approval <input checked="" type="checkbox"/>

RECOMMENDATION:

It is recommended that this report be received by the Library Board and that the **2008-2009 Balanced Scorecard (BSC) Project Priorities** be approved.

ISSUE/OPPORTUNITY

As part of the "Entry Plan" of the new London Public Library (LPL) Chief Executive Officer, a full review and analysis was done of the **London Public Library Strategic Plan 2006-2008: Imagine!**:

- to determine the status of the plan and
- to identify key priorities and actions required to fulfill the plan's direction and establish a foundation upon which to build the next multi-year library strategic plan.

The process included:

- A scan and analysis of the environment in which the library operates to confirm and update trends, opportunities, and challenges identified in the 2005-2006 strategic planning process and over the past three years;
- Research into recent public library innovations in the area of community engagement and capacity building, and in the area of fund development;
- Engagement with varied and numerous community stakeholders;
- Engagement with CEOs of other public libraries and professional associations such as the Federation of Ontario Public Libraries and Ontario Library Boards' Association;
- Review of the status of library strategies, priorities and actions designed to achieve the **LPL Vision, Mission, Value Promise** and **2006-2008 Strategic Plan**;
- Review of the status of the implementation of outcomes of the **LPL Sustainability Plan**; and
- Review of library capital and operating budgets to validate alignment of revenue and expense with strategic and operational priorities
- Review and reorganization of the library leadership model to ensure that resources are directed appropriately for the next stage of the strategic plan.

BACKGROUND

Three years ago London Public Library stood at an intersection of past, present and future. The ***London Public Library Strategic Plan 2006-2008: Imagine!*** stated:

- We can look back at the things that have made this library strong and vibrant – our remarkable heritage.
- We can take pride in the huge contribution that the library makes to London as an essential part of the fabric of this community and of the lives of its residents.
- We can look to the future and to opportunities we can seize to create an even greater library system that strengthens Londoners, families and neighbourhoods.

Key goals of the ***London Public Library Strategic Plan 2006-2008: Imagine!*** were to:

- Develop the vision and strategic direction for London Public Library for the next three years;
- Align the organization around a set of common strategic and operational goals and priorities;
- Execute successfully the strategy and achieve demonstrable, measurable results; and
- Communicate library strategy and progress throughout the organization, to our partners, the communities we serve and other key stakeholders.

Significant building blocks put in place include:

- ✓ Vision, Mission & Value Promise
- ✓ Strategic Plan with annual BSC Strategic Initiatives, Service Plans, and Department/Location Action Plans
- ✓ Service Excellence Model
- ✓ Balanced Scorecard Map and Metrics
- ✓ Culture Model
- ✓ Learning Strategy
- ✓ Core Competencies
- ✓ Financial Sustainability Model

RESEARCH FINDINGS

Significant progress was made from 2006 to 2008 in achieving the strategic priorities, goals and objectives in each of the four balanced scorecard perspectives:

- Community Perspective;
- Internal Processes Perspective;
- Organizational Readiness Perspective; and
- Financial Perspective.

Progress on the community perspective was consistently articulated by library key stakeholders who indicated that the library was seen as strengthening London communities; providing leadership in areas of community capacity building, such as literacy and learning; and delivering relevant high-quality library services.

Progress on the four perspectives is also documented in the various Service Excellence and BSC Metrics reports made to the Library Board over this period of time.

Significant progress has been made. At the same time, due to the comprehensive nature of the LPL **2006-2008 Strategic Plan**, there is still work to be done to achieve the goals and objectives laid out in the plan. These goals and objectives are important in working towards the achievement of the **LPL Vision, Mission** and **Value Promise** to the community. Thus it is recommended that the current plan be extended in order to provide the timeframe required to achieve the desired strategic outcomes in each of the four perspectives. Success will build the platform upon which the new plan can be built.

LONDON PUBLIC LIBRARY STRATEGIC PLAN, 2008-2010

Critical Priorities

The key thrusts of the **2008-2010 London Public Library Strategic Plan** will be to

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

Key Actions

The following key actions will support the priorities:

- Complete development, implementation, and evaluation the 2008 BSC Strategic Initiatives as approved by the Library Board, February 20, 2008.
- Develop, implement, and evaluate 2009 BSC Strategic Initiatives, Service Excellence Model Service Action Plans and Department/Location Action Plans.
- Continue to imbed the LPL Vision, Mission, Value Promise, Service Excellence Model, and Balanced Scorecard Map and Metrics, creating alignment between all parts of the organization and internal processes.
- Imbed the Culture Model and Core Competencies and translate these along with library strategies and action plans into measurable behaviours, goals and objectives for all employees.
- Evaluate the success of completed BSC Strategic Initiatives, Service Plans and Action Plans and build on the "learnings" created by successful implementation and innovation.
- Develop the strategic planning process, with methodology, milestones and timelines for the next comprehensive **LPL Strategic Plan**.

BALANCED SCORECARD PRIORITIES, 2008-2009

The CEO, Project Sponsors and Managers reviewed the current BSC Projects and assigned a status to each of: development, implementation and evaluation/review to report on progress. The timelines and milestones of each of the current BSC Projects have been assessed and adjusted as appropriate. Please see attached table: ***2008-2009 Balanced Scorecard Priorities Timelines & Status.***

NEXT STEPS

Upon approval by the Library Board, the ***2008 – 2009 Balanced Scorecard Priorities*** will be communicated to staff and key stakeholders and will serve as the strategic direction for the library for the next twelve to fourteen months.

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