

## GOVERNMENT AND COMMUNITY RELATIONS

STRATEGIC PRIORITIES	OUTCOME STATEMENTS	STRATEGIC INITIATIVES	YEAR <sup>1</sup>
1. Relationship with the City of London	To ensure a continued voice with Municipal Council in a changing structure.	Align with City planning process timelines. <sup>5</sup>	2
	To continue to be a leader in the development of municipal public policy, programs and/or activities.	Build relationships between the library and councillors.	1
	To be seen as a valued community resource worthy of continued and increasing investment.		
2. Relationship with Provincial and Federal Governments	To maintain open communication with MPs and MPPs to ensure awareness of services and garner support.	Assess the impact of federal copyright legislation on library policy and operations, pending approval of the legislation.	2
	To be a voice for libraries. To be positioned to leverage opportunities from the provincial and federal governments.	Annual initiatives will be based on the Ministry of Culture (MOC) and the Federation of Public Libraries (FOPL) initiatives and timelines.	1-3
3. Strategic Alliances	To be influencing policy, program development and innovative responses in conjunction with other community partners.	Assess current strategic alliances and get clear on role/value.	1
	To extend our reach to be able to meet the library's mission on a broader level.	Conduct GAP Analysis – identify institutions and agencies LPL should and should not have as alliances.	1
	To develop innovative programs, services and approaches with community partners.	Set priorities and determine accountabilities.	1
	To ensure that strategic alliances further LPL's vision, mission, goals, objectives and priorities.	Encourage and resource a board member to take an active role on the Ontario Library Board Association (OLBA).	1

<sup>5</sup> For example: development charges and the Parks and Recreation Master Plan



## 2010 – 2013 Strategic Plan

# London's Library: Enriching Lives and Empowering People

## ORGANIZATIONAL CAPACITY BUILDING

STRATEGIC PRIORITIES	OUTCOME STATEMENTS	STRATEGIC INITIATIVES	YEAR <sup>1</sup>
1. Succession Planning	To develop current and future library leaders. To ensure capacity building, continuity and institutional memory for strong leadership.	Formalize a leadership development strategy and plan.	2
		Create a succession plan for potential gaps.	1
		Define and create a knowledge bank.	2
		Develop a CEO Succession Plan.	2
2. Training and Development	To ensure staff continue to be knowledgeable, competent and confident.	Implement Human Resources Management System (HRMS) to build, track and measure organizational capacity.	1
		Fully implement and embed the <i>Learning Strategy</i> .	3
		Develop a board orientation, gap analysis and development plan.	1
3. Board and Staff Diversity	To ensure the board and staff reflect the community we serve.	Continue to recruit from diverse sources.	1
		Assess success of existing recruitment strategies.	1
		Open discussion with the City of London regarding the importance of diversity/ community reflection in board recruitment.	1
4. Operational Excellence	To ensure effective and efficient services, policies, procedures and marketing tools are in place.	Review and update LIBBI in terms of its strategic role to support the organization.	1-2
		Programming review.	2
		Workplace respect and safety.	1-3
		Process re-engineering (holds).	1
		Review and update the <i>Customer Feedback Process</i> .	2
		Undertake a Radio Frequency Identification Device (RFID) feasibility study for collections and lending. <sup>2</sup>	1
		Create Business Continuity Plan.	1
		Explore the development of a board recognition program for staff.	1

<sup>1</sup> Year of plan denotes the time period in which work will be conducted on the strategic initiative

<sup>2</sup> Implementation of the study will occur in years 2 and 3 of the Strategic Plan

## FINANCIAL SUSTAINABILITY

STRATEGIC PRIORITIES	OUTCOME STATEMENTS	STRATEGIC INITIATIVES	YEAR <sup>1</sup>
1. Fund Development	To diversify sources of funding and increase revenue from sources other than government and develop a plan on how to allocate this revenue to value added activities.	Develop a fund development strategy and plan.	1
		Develop e-commerce options for revenue (fines and fees) and fund development.	1
2. Strategic Financial Plan	To align services, operations, capital, financial planning and budgeting for the short-term and long-term success of the organization.	Develop a financial sustainability plan to manage the growth of services and operations and to address the potential loss of provincial grants (MTCU and libraries).	1
		Align with the city's service-based budgeting process.	1-3

## INCLUSIVE AND ACCESSIBLE

STRATEGIC PRIORITIES	OUTCOME STATEMENTS	STRATEGIC INITIATIVES	YEAR <sup>1</sup>
1. Accessible Services	To identify opportunities and barriers to accessing library services.	Review and implement recommendations of <i>Serving Socially Vulnerable Project</i> . <sup>3</sup>	1
		Develop a services strategy and plan for serving seniors, including the identification of service partners.	1
		Develop a services strategy and plan for serving First Nations, including the identification of service partners.	3
2. Community Leadership	To play an active role in community development.	Review the library's role in community development and align the library and community perspective. <sup>4</sup>	2
3. Accessibility for Ontarians with Disabilities Act (AODA)	To provide universal access to service.	Continue to show leadership in the area of accessibility.	1-3
		Continue to implement <i>Customer Service Standard</i> and corresponding library policy.	1-3
		Implement the Province of Ontario's five Accessibility Standards as defined through the Accessibility for Ontarians with Disabilities Act: Customer Service, Built Environment, Information and Communication, Employment, Transportation.	1-3

<sup>3</sup> Includes access by people unable to physically come to the library such as people in residential or institutional facilities

<sup>4</sup> See also Strategic Priority, Relationship with the City of London

## INFORMATION AND COMMUNICATION TECHNOLOGY

STRATEGIC PRIORITIES	OUTCOME STATEMENTS	STRATEGIC INITIATIVES	YEAR <sup>1</sup>
1. Technology and Communication Tools	To ensure patrons have available to them a range of relevant access points.	Provide services via mobile devices.	1
		Conduct an impact analysis, by location, to ensure infrastructure, such as connectivity, hardware and software, and maximize access to digital content and use of technology tools by staff and patrons.	3
2. Digital and Technological Literacy	To support the public in increasing their digital literacy through (access to digitized content).  To support the public in their technological literacy (use of technology tools and communications devices).	Develop a plan to understand digital and technological literacies, clarify the library's service role and identify appropriate responses.	2
		Develop a social media communications strategy.	1
3. Technology Outreach	To maximize outreach and public participation through the use of current technology.	Develop a social media communications strategy.	1

## ENVIRONMENTAL RESPONSIBILITY AND INNOVATION

STRATEGIC PRIORITIES	OUTCOME STATEMENTS	STRATEGIC INITIATIVES	YEAR <sup>1</sup>
1. Policy 2. Operations 3. Facilities	To become a model for the community and other libraries in environmental responsibility and innovation.  To ensure alignment between policies, operations and facilities in terms of environmental responsibility and innovation.	Identify and assess all systemwide and location specific initiatives underway.	2
		Develop an environmental responsibility strategy.	2