London
Public Library

REPORT TO THE LIBRARY BOARD

MEETING DATE: SEPTEMBER 23, 2010

Session:	Public Session
Subject:	2010 – 2013 LPL Strategic Plan: Draft Plan
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Presented By:	Susanna Hubbard Krimmer, Jennifer Kirkham
Purpose of Report:	Approval ☑

RECOMMENDATION

It is recommended that the Draft *2010-2013 London Public Library Strategic Plan: Enriching Lives & Empowering People* (as presented in Appendix 1) be approved.

ISSUE/OPPORTUNITY

LPL is entrusted with the responsibility of providing library services that enhance Londoners' quality of life. The London Public Library (LPL) Strategic Plan is the compass that sets the direction and maps priorities for the work of the Library in achieving its *Vision, Mission, Service Excellence Model* and *Strategic Plan*.

The **London Public Library Strategic Plan 2006-2008: Imagine!**, extended for 2008-2010, is drawing to a close and the Library Board and Staff, with the able facilitation and support of consultant Jennifer Kirkham, have been undertaking the development of a new three-year plan for LPL.

The purpose of this report is to provide the draft plan, *2010-2013 London Public Library Strategic Plan: Enriching Lives & Empowering People*, for Library Board approval.

BACKGROUND

The planning process for the new LPL Strategic Plan, included research, analysis of best practices and a review of the accomplishments of the previous two strategic plans. The *"One Library, Many Doors" Strategic Plan* resulted in a strong infrastructure foundation, including new and renovated library locations, a technology backbone and interactive website. The *"Imagine!" Strategic Plan* positioned LPL as the "**community hub**" and emphasized our mission to make a difference in the community by enriching lives and empowering people through relevant, high quality library services.

In 2005, 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 included:

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

The four perspectives of the LPL Balanced Scorecard Strategy map were:
- Community - What do our patrons and key stakeholders expect from the library? How can we provide high quality service?
- Internal Processes - How can we be effective and efficient, achieving operational excellence? How can we continually seek opportunities to improve?
- Organizational Readiness - How will we build a great place to work that that results in quality services to the public, operational excellence and a high level of employee passion, competency, contribution, collaboration and satisfaction?
- Financial - How will we optimize our funding and sustainability to achieve our vision and mission now and in the future?

Significant progress was made from 2006 to 2008 in achieving the strategic priorities, goals and objectives in each of the four balanced scorecard perspectives. At the same time, due to the comprehensive nature of the LPL **2006-2008 Strategic Plan**, the plan was extended to 2010 in order to provide the timeframe required to achieve the desired strategic outcomes in each of the four perspectives.

Critical Priorities 2008-2010

The key thrusts of the *2008-2010 London Public Library Strategic Plan* were to
- Complete development, implementation, review and evaluation of key strategies identified in the *2006-2008 London Public Library Strategic Plan: Imagine!*;
- Continue to build on the opportunities identified in the development of the *2006-2008 London Public Library Strategic Plan: Imagine!*;
- Monitor and take advantage of opportunities and innovations arising in the external environment and develop, implement, review and evaluate new BSC Strategic Initiatives as appropriate and feasible;
- Align library culture, structure, processes and people with the *LPL Vision, Mission, Value Promise*, and *Service Excellence Model*; and
- Enhance library-community engagement to support capacity building and to position the library and its stakeholders to build the next comprehensive *LPL Strategic Plan*.

Community Engagement

Over the past several years, LPL has increased its engagement with the community to fulfill our promise of being inclusive and accessible. Employees at every level of the organization are involved in community outreach and development. Our service

approach has been to build synergistic relationships with members of our community in order to: encourage and facilitate community participation; develop and build a vibrant community made up of active neighbourhoods and strong social networks using the layers of resources already present in the community; and, provide relevant library services that are integral to the fabric of this vibrant community.

STRATEGIC PLANNING PROCESS

The LPL strategic planning process has been investigative and consultative. As we take the next step in our process, we will continue the consultation by engaging the community in the implementation of action plans for appropriate Strategic Initiatives.

Phase One: Research

Background research for the plan included:
- Literature review of the library sector;
- Provided information to and did an analysis of the findings of University of Western Ontario, Masters of Public Administration research paper *Public Participation in the Strategic Planning of Public Libraries* (Nigel Karsh, July 2009) which uses LPL and Kitchener Public Library as case studies;
- Study of best practices and innovation of libraries across Canada and elsewhere;
- Study of best practices of selected organizations in education, government and nonprofit sectors including a number with whom LPL has strategic alliances;
- Review of key policy themes, priorities and relevant legislative environment of the Government of Canada, Province of Ontario, City of London;
- Review of key policy themes and priorities of the Canadian Library Association, Ontario Library Association and Federation of Ontario Public Libraries; and
- Ongoing review of sociological, economic and technological trends and innovations.

Library Board and Staff attended key conferences, with a view to gathering information relevant to the development of the new plan, such as:
- 2010 Ontario Library Association SuperConference;
- Libraries 2020 Symposium – September 2009 – focused on trends that will affect libraries over the next decade and included presentations by leading futurists;
- Stephen Abram presentation – *The Library of the Future* (UWO FIMS Student Chapter of CLA); and

- Digital Odyssey 2010 – *Going Mobile Symposium* – Themes of research, learning, accessibility, and usability associated with technology in libraries with 2010 sessions focused on planning, development and implementation of services via mobile devices.

Targeted investigation will be part of the project planning for each of the specific Strategic Initiatives.

Phase Two Assessing Our Current Position and Readiness

The development of the new LPL Strategic Plan also included extensive staff consultation at various points throughout the process.

Staff consultation meetings were held (and are still underway) across the library system, led by the CEO and Manager, Training & Development. Staff considered a series of questions relating to the success of the *Imagine! Plan* concerning what had not yet been addressed, opportunities for improvement, opportunities for innovation. They provided much food for thought regarding the current internal and external environment and the implications for library service to the community as a whole and to specific groups within the community. The staff input was considered by the Library Board and Senior Team in the development of the key strategies and initiatives.

Corporate Challenges, 2010-2013

The planning process has also taken into consideration potential corporate challenges:
- Meeting the needs, expectations and demands for library services in a time of ongoing sociological, technological, cultural and economic changes;
- Ensuring that LPL's resource levels are sufficient to meet and exceed patrons needs and expectations;
- Remaining open to opportunities to keep services relevant and up-to-date in the current period of fiscal restraint; and
- Ensuring the delivery of appropriate staff training that will prepare employees to continue to meet customer needs in today's dynamic library environment, enhance job satisfaction, and develop and build upon capabilities as future organizational leaders.

Significant external influences, such as funding levels, could have an impact on the scope and pace of the implementation of the LPL Strategic Plan.

Phase Three: Developing the Plan

In 2010, the Library Board established the planning framework. The planning work which followed was based on four questions:
- Where are we now?
- Where do we want to be?
- How will we know when we are there?
- What action steps do we take to get there?

The Library Board
- Reviewed and validated *Vision, Mission, Value Promise* and *Service Excellence Model* and *Balanced Scorecard* strategic planning and management system;
- Reviewed external and internal landscape;
- Identified internal strengths (key, internal aspects of the organization that make it unique) and weaknesses/opportunities for improvement (areas in which the organization can improve and/or may need to avoid in terms of service delivery) of the London Public Library; and
- Developed "Strategic Themes" and "Strategic Priorities" with outcome statements and identified potential "Strategic Initiatives" for staff to consider pursuing.

An LPL Staff Strategic Planning Event was held on June 11, 2010. The "Strategic Themes" and "Strategic Priorities" with outcome statements developed by the Library Board were shared with staff. Staff had an opportunity to provide input on related topics during 'breakout groups'. The ideas and opinions were reviewed and considered in the next steps of the process.

The LPL CEO & Chief Librarian and Senior Staff Team reviewed and validated the Library Board Strategic Themes, Strategic Priorities and potential Strategic Initiatives. The LPL Senior Team also identified reviewed all projects that were in motion to ensure a considered approach to taking on the new initiatives while completing work already underway. A prioritization and consolidation process took place to create a draft list of Strategic Initiatives.

Following this, the Customer Services & Branch Operations Coordinators and Supervisors were asked to provide feedback about the draft list of initiatives, along with the ability of the organization to balance new initiatives and projects already in motion with the everyday customer service and operational work of the organization.

Phase Four: Strategic Initiatives

With the potential list of Strategic Initiatives in hand, members of the Senior Team developed "Scope Documents" for the initiatives. Documents were created, using a common template, in order to identify goals/objectives; expertise, time and resources; influencing factors such as prerequisite projects, legislation, etc.

This work gave a more specific idea of the scope of the work required for the new Strategic Plan and the documents will inform team Action Plans as we move into our implementation phase.

Phase Five: Reaching Out to Implement the Plan

Traditionally, LPL has included public engagement in the strategic planning process. Sometimes this process has been part of the initial planning and sometimes used in a targeted way for specific strategies.

The Strategic Plan document is not the end of a process but the beginning. As we take the next step in our process, Library Staff will engage individuals and community groups in the implementation of Action Plans for appropriate Strategic Initiatives. Dialogue will occur through various means, such as: one-on-one conversations, community forums, focus groups, advisory committees, action committees, public surveys, feedback forms, meetings, and delegations. This engagement process will ensure that the outcomes of the LPL Strategic Plan will be the expression of the vision, ideas, needs and expectations of our community.

NEXT STEPS

Upon approval by the Library Board, the next steps will be to:
- Communicate with Library Staff regarding approval of plan and next steps;
- Create the presentation edition of the *2010-2013 London Public Library Strategic Plan: Enriching Lives & Empowering People* for public launch during Ontario Public Library Week in October;
- Begin development of Actions Plans for Year One Strategic Initiatives undertaking community engagement with stakeholders as a key component of the work*.*

2010 – 2013 Strategic Plan

London's Library: Enriching Lives and Empowering People

On behalf of London Public Library (LPL) Board Trustees, Staff and Volunteers, we are pleased to share the 2010-2013 LPL Strategic Plan: **London's Library: Enriching Lives and Empowering People** with you.

LPL has a 115 year tradition as a valued and highly used community service. At the same time, we are proud of our operating culture of innovation and continuous improvement, taking advantage of the opportunities in the world around us to deliver services in new and better ways and reaching out beyond our walls into the community. This has resulted in increased public utilization over the past several years with 2009 being the busiest in our history. Given our strong foundation during this time of unprecedented technological, economic and social change, the future possibilities for public library service seem infinite. To ensure that we focus our expertise, time and resources, the Library Board initiated a strategic planning process to identify priorities to direct our work for the next three years.

The planning process included research, analysis of best practices and a review of the accomplishments of the previous two strategic plans. The *"One Library, Many Doors" Strategic Plan* resulted in a strong infrastructure foundation, including new and renovated library locations, a technology backbone and interactive website. The *"Imagine!" Strategic Plan* positioned LPL as the "**community hub**" and emphasized our mission to make a difference in the community by enriching lives and empowering people through relevant, high quality library services. We reached out beyond our walls to engage individuals and groups in our community working in partnership with the people we serve and finding ways to include stakeholders in the planning and delivery of library services.

While we completed the goals identified in the *Imagine! Plan* and began creation of our new plan, we further extended the role of the library as an active part of the community and an agent of change in community capacity building. We have shown that strong libraries contribute to strong neighbourhoods and social networks that are active, vibrant, connected and mobilized.

As we work to accomplish the goals identified in LPL's new plan, we will work hard to demonstrate our values of universal access, inclusiveness and diversity, and community engagement in all that we do. We will continue to strive to provide relevant, exceptional service to our patrons; reach new audiences and engage new patrons; contribute to the economic, social and cultural capital of our community; and be good stewards of the community's resources.

This is an exciting time for London Public Library and the community we serve – we look forward to our shared future!

Jan Lubell   Susanna Hubbard Krimmer
Chair, Library Board   CEO & Chief Librarian

Vision, Mission and Value Promise

London Public Library's vision, mission and value promise are the foundation for all aspects of service provided by the Library.

Vision

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

Mission

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

Value Promise

At London Public Library, I can "Choose. Connect. Discover. Learn. Relax. Simplify."

Definition of Library Service

"Library Service" is what the Library does for, or offers to, the public in an effort to meet community need.

Service provided by the Library is:

- Relevant, inclusive and responsive for all. Each member of the community has an equal right to public library and information services.

- Accessible to all people regardless of age, race, gender, religion, nationality, ability, social status, economic status and educational attainment.

The Library also provides services and materials to those users who cannot use regular services and materials. Such users include people with disabilities and the home bound.

London Public Library Services

London Public Library supports people in enriching their lives and becoming empowered by providing services that help them achieve their personal goals in the following areas:

Literacy

Literacy services support people in gaining skills they require to be successful in a knowledge-based society. LPL supports people in achieving "Basic Literacy" - reading, writing and numeracy skills. It also supports people in developing other skills essential in the 21st Century such as: "Technological Literacy" - knowledge of useful technologies and to show how they work, their benefits and how they can be used efficiently and effectively to achieve desired goals.

Learning

Learning services support people in all life stages to seek learning opportunities, build learning skills and successfully apply these skills. LPL supports students who are enrolled in a formal education programs, or who are home-schooled, to attain their educational goals and supports lifelong learners with self-directed personal growth and development opportunities.

Culture, Leisure and Recreation

Culture, leisure and recreation services fulfill the public appetite for timely access to popular culture, new ideas, current issues and leisure and recreational experiences. LPL helps writers, artists, musicians and other people engaged in creative activity.

Information

Information services support people in their quest for information and answers to questions on a broad array of topics. LPL also helps people learn how to access and evaluate information across all media; to recognize when information is needed and to find, understand, use and distribute this information effectively.

Community Meeting Place

Our community hub provides welcoming, neutral, safe and accessible physical and virtual environments for people to meet and interact with others.

Service Excellence

We demonstrate excellence by providing services in a variety of ways:

- Reference Services: We connect people to information and information resources.

- Reader's Advisory Services: We connect individuals to books, CDs, DVDs and other formats that best match their reading, viewing and listening preferences and learning style.

- Referral Services: We link people with services and resources available in the broader community.

- Collections and Lending: People can use and borrow items from a comprehensive collection of materials in a variety of formats.

- Technology: People can access library resources and the broader world of information by using technology.

- Programming: People can participate in programs and events that support literacy and learning, culture, recreation and leisure and information.

- Community Outreach: We work with community partners to provide opportunities for people to access information, learn and interact and we also support people who are physically unable to use Library facilities and those who are unaware of the range of services and resources that the Library offers.

2010 - 2013 Strategic Plan

The London Public Library has identified 6 Strategic Themes which will be the focus of the organization's work from September 2010 to August 2013. These themes are:

- Organizational Capacity Building
- Financial Sustainability
- Inclusive and Accessible
- Information and Communication Technology
- Environmental Responsibility and Innovation
- Government and Community Relations

The strategic priorities with outcome statements and the specific strategic initiatives that will be undertaken by the Library as part of its Strategic Plan are detailed below.

STRATEGIC THEMES	STRATEGIC PRIORITIES	OUTCOME STATEMENTS	STRATEGIC INITIATIVES	YEAR OF PLAN[1]
ORGANIZATIONAL CAPACITY BUILDING	**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 HRMS to build, track and measure organizational capacity	1
			Fully implement and embed the Learning Strategy	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 the discussion with the City of London regarding the importance of diversity/ community reflection in Board recruitment	1

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[1] Year of plan denotes the time period in which work will be conducted on the strategic initiative

STRATEGIC THEMES	STRATEGIC PRIORITIES	OUTCOME STATEMENTS	STRATEGIC INITIATIVES	YEAR OF PLAN[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 Customer Feedback Process	2
			Undertake a Radio Frequency Identification Device (RFID) feasibility study for collections and lending[2]	1
			Business Continuity Plan	1
			Explore the development of a Board recognition program for staff	1
FINANCIAL SUSTAINABILITY	**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)	2
			Align with the City's service-based budgeting process	1 - 3
INCLUSIVE AND ACC	**1. Accessible Services**	To identify opportunities and	Review and implement recommendations of Serving Socially Vulnerable Project[3]	1

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[2] Implementation of the study will occur in years 2 and 3 of the Strategic Plan

[3] Includes access by people unable to physically come to the library such as people in residential or institutional facilities

STRATEGIC THEMES	STRATEGIC PRIORITIES	OUTCOME STATEMENTS	STRATEGIC INITIATIVES	YEAR OF PLAN[1]
		barriers to accessing library services	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[4]	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 Customer Service Standard and corresponding Library policy	1 - 3
			Implement the Province of Ontario's 5 Accessibility Standards as defined through the Accessibility for Ontarians with Disabilities Act: ■ Customer Service ■ Built Environment ■ Information and Communication ■ Employment ■ Transportation	1 - 3
INFORMATION AND COMMUNICATION TECHNOLOGY	**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, 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 (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

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[4] See also Strategic Priority, Relationship with the City of London

STRATEGIC THEMES	STRATEGIC PRIORITIES	OUTCOME STATEMENTS	STRATEGIC INITIATIVES	YEAR OF PLAN[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	**1. Policy** **2. Operations** **3. Facilities**	To become a model for the community and other libraries in environmental responsibility and innovation	Identify and assess all system-wide and location-specific initiatives underway	2
		To ensure alignment between policies, operations and facilities in terms of environmental responsibility and innovation	Develop an environmental responsibility strategy	2
GOVERNMENT AND COMMUNITY RELATIONS	**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[5]	2
			Build relationships between the library and Councillors	1
		To continue to be a leader in the development of municipal public policy, programs and/or activities		
		To be seen as a valued community resource, worthy of continued and increasing investment		

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[5] For example: development charges and the Parks and Recreation Master Plan

STRATEGIC THEMES	STRATEGIC PRIORITIES	OUTCOME STATEMENTS	STRATEGIC INITIATIVES	YEAR OF PLAN[1]
	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
			Encourage and resource a Board member to take an active role on the Ontario Library Board Association (OLBA)	1
		To ensure that strategic alliances further the LPL's vision, mission, goals, objectives and priorities		

Reaching Out: Implementing Our Strategic Plan

London Public Library is committed to listening to the needs, expectations and concerns of library users, members of the public and other stakeholders. LPL welcomes their input in shaping library policies, programs and services to ensure that these are relevant, accessible and high quality, and meet community needs and expectations.

Over the past several years, LPL has increased its engagement with the community to fulfill our promise of being inclusive and accessible. Employees at every level of the organization are involved in community outreach and development. Our service approach is to build synergistic relationships with members of our community in order to: to encourage and facilitate community participation; develop and build a vibrant community made up of active neighbourhoods and strong social networks using the layers of resources already present in the community; and to provide relevant library services that are integral to the fabric of this vibrant community. The community improves as the library becomes an active, contributing player; and the library improves because it is more relevant to the community.

Traditionally, LPL has included staff and public engagement components in the strategic planning process. Sometimes these have been part of the initial planning and sometimes used in a targeted way for specific strategies. There has been significant LPL Staff input into the development of the *2010-2013 LPL Strategic Plan* Themes and Initiatives. As we take the next step in our process, our staff will engage individuals and groups in the community in the implementation of action plans for appropriate Strategic Initiatives. Dialogue will occur through various means, such as: one-on-one conversations, community forums, focus groups, advisory committees, action committees, public surveys, feedback forms, meetings, and delegations. This engagement process will ensure that the outcomes of the LPL Strategic Plan will be the expression of the vision, ideas, creativity, needs and expectations of our community.

Results and Performance Metrics

Our vision for the London Public Library and our focus on the six Strategic Themes in the LPL 2010 to 2013 Strategic Plan will produce four overall results:

- Relevant, accessible, high quality public library services;
- Engaged citizens and employees;
- Vital community with strong neighbourhoods; and,
- An accountable and fiscally responsible library system.

Performance metrics used to monitor the achievement of these four results are detailed in the following table:

Strategic Themes	Strategic Plan Results	Performance Metrics
Organizational Capacity Building Financial Sustainability Inclusive and Accessible Information and Communication Technology Environmental Responsibility and Innovation Government and Community Relations	Relevant, accessible, high quality public library services	Existing "Community Perspective" Balanced Scorecard Metrics: - Service Utilization Levels - Customer Satisfaction Levels
	Engaged citizens and employees	Citizen Engagement Levels: - Public Awareness / Knowledge about services - % of populations reached for specific demographics - Support to LPL, e.g. # of volunteers, donors Staff engagement ratio using an "Employee Engagement and Satisfaction" diagnostic tool
	Vital community with strong neighbourhoods	Social and economic benefit as defined in "Library's Contribution to Your Community Model" (Southern Ontario Service) LPL contribution to neighbourhoods as defined by City of London neighbourhood well-being Indices
	An accountable and fiscally responsible library system	Return on Investment Index: - Funding per capita - Operating cost per capita - Use per capita - Cost of library service per capita