



## REPORT TO THE LIBRARY BOARD

MEETING DATE: AUGUST 11, 2011

Session:	Public Session
Subject:	2012 Capital Budget, with forecasts for 2013-2021 – Branch Facilities Life Cycle Renewal and Growth & Integrated Library System
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Presented By:	Susanna Hubbard Krimmer
Purpose of Report:	For Approval <input checked="" type="checkbox"/>

### RECOMMENDATION:

It is recommended that the Library Board approve the *LPL 2012 LPL Capital Budget, with Forecasts for 2013-2021 – Branch Facilities Life Cycle Renewal and Growth & Integrated Library System* as presented in Appendix C.

### ISSUE/OPPORTUNITY

The purpose of this report is to:

- Provide background information about capital renewal and growth needs for London Public Library (LPL) “Branch Facilities” (Part I);
- Provide background information about the LPL “Integrated Library System” (Part II); and
- Seek approval of the draft 2012 LPL Capital Budget and forecasted needs for 2013-2021.

The purpose of the report is also to recommend that the 2012 Capital Budget request to the City of London include:

- \$50,000 towards Library Branch Facilities Maintenance
- \$250,000 towards the Integrated Library System.

This report does not include information about the Glanworth Branch Library because this is presented in a separate report also provided to the Library Board for its meeting

of August 11, 2011. The total capital request will be dependent upon the Library Board direction related to next steps for this branch, after which a presentation would be made to City Council following the Service Based Budget format.

## **PART I: BRANCH FACILITIES LIFE CYCLE RENEWAL AND GROWTH**

### **BACKGROUND & REVIEW**

London Public Library currently operates sixteen (16) facilities comprised of 327,968 square feet of space. Twelve (12) of the branches are owned and three (3) are leased. Leased locations include: Cherryhill, Pondmills, and Sherwood. In addition, in 2010, London Public Library opened the Stoney Creek Branch Library, an 8,654 square foot facility which is leased through a partnership agreement with the City of London and YMCA. LPL also closed the Northridge Branch Library in 2010. A chart attached as Appendix A illustrates the square footage of each branch and data relating to 2010 utilization.

The goals of the Library and its Facility Services Department are to:

- Maintain an accessible, safe, clean and healthy library environment;
- Create and maintain a physical environment that supports the needs of the Library and its staff, patrons and other key stakeholders;
- Maximize facility use to optimize investment;
- Support the effective and efficient delivery of library services to Londoners;
- Maintain buildings, grounds and equipment that are fundamental to a library and public space environment; and
- Comply with the legislative, accessibility and environmental design requirements of the City of London and the Province of Ontario.

The management of LPL facilities is funded both by operating and capital budgets. The Facility Services Operating Budget includes funding for repairs, maintenance, health and safety inspections, cleaning and building supplies. Annual capital expenditures are over and above the Facility Services Operating Budget and support life cycle maintenance, i.e. the value and longevity of LPL tangible capital assets. Capital requirements and sources of funding are outlined in the LPL Capital Plan. LPL's ILS (Integrated Library System) and the Facility Renewal Project are both considered life cycle renewal projects. The focus of this report is "Branch Facilities".

### **LPL Capital Plan – Facility Life Cycle Renewal**

Capital requirements and priorities for facility life cycle renewal are determined on the basis of current and projected life cycle renewal priorities and timelines based on construction / renovation plans and the life expectancy of key elements. A plan is maintained that lists branch by branch life cycle facility priorities and is updated annually as part of the Library's capital needs assessment. Needs listed address:

- Building envelope elements such as roofs, exterior walls, cladding (i.e., brick, stonework, siding);
- Exterior structures such as garbage enclosures;
- Exterior hard surfaces such as sidewalks, parking lots and bike racks;
- Interior structural and built items such as millwork, Help Desks; and
- Heating, ventilation and cooling (HVAC) and electrical systems.

**Appendix B: 2011-2013 Capital Life Cycle Renewal Priorities & Sources of Funding**, includes a brief description of each current need by location, the estimated costs and timelines for this three (3) year period. The costs are estimated costs; firm prices would be determined through the LPL procurement processes.

### **Funding Sources**

At the beginning of 2011, LPL had a total of \$428,000 available from RC3533 and RC3540 combined. The total projected need for 2011 and 2012 is \$765,400. Of this, \$294,500 of the 2011 required funding is provided for by the Infrastructure Stimulus Fund and \$4,500 from other sources. Thus the total need is \$466,400. The difference is \$38,400.

Therefore, it is recommended that LPL make a capital request of \$50,000 for Facilities Life Cycle Renewal in its 2012 budget request. This is the same amount that LPL has requested on an annual basis for the past 4 (four) years, based on the LPL Sustainability Business Case, 2008 (October 2007) and the ongoing review of capital needs.

Nota bene: this amount provides for minimal emergency capital work that might be required.

Nota bene: this does not include any funding required for the Glanworth Branch Library because any work on this branch requires additional direction from the Library Board. The scope of work and preliminary costings are presented in a separate report also provided to the Library Board for its meeting of August 11, 2011.

### ***City of London Life Cycle Renewal Fund***

London Public Library has two capital funds for facilities held with the City of London:

- RC3533 – Library Branch Facilities Maintenance
- RC3540 – Library Facility Renewal Plan.

RC3533 is designated for flooring, furniture and minor renovations. At the beginning of 2011, there was a balance of \$185,000, which includes the 2011 approved budget of \$50,000.

The Library has a balance in a second fund: RC3540 – Library Facility Renewal which is designated for ongoing facilities renewal and life cycle maintenance and is used for

building envelope elements, exterior structures, exterior hard surfaces, and HVAC and electrical systems. Prior to 2009, the Library requested and received into this fund \$100,000 annually. The current balance in this fund at the beginning of 2011 was \$243,000.

### ***Stimulus Infrastructure Project Fund***

The Library received a total of \$400,000 in Stimulus Infrastructure Fund (ISF) monies in 2009. This funding replaced the annual allocation of \$100,000 into RC3540 City of London Life Cycle Renewal Fund for 2009-2013 inclusive. As part of its long term capital plan, the Library will need to recommence its previous request of \$100,000 annually for the years 2014 through 2021 in order to address future needs.

The ISF monies will have been expended in 2011. Appendix B: 2011 – 2013 Capital Life Cycle Renewal Priorities and Sources of Funds shows the work recently completed in 2011 at Beacock and Byron funded by the ISF.

### **LPL Capital Plan – Facility Growth Projects**

As part of its long term capital plan, LPL also projects the need for new branches based on a number of variables such as population growth and city development.

One component of the needs assessment process is the work done every five years as part of the City of London *Development Charges Review*. As part of the 2011 City of London budget process the following was approved:

- \$750,000 (funded in 2011) for the purchase of property and \$3,000,000 (to be funded in 2013) for the construction of a branch library in the southeast. (Note: the year of construction will be aligned with the City's of London's projected construction dates for a southeast recreation centre); and
- \$750,000 for the purchase of property and \$3,000,000 (to be funded in 2017) for the construction of a branch library in the northwest.

## **PART II: INTEGRATED LIBRARY SYSTEM**

### **BACKGROUND & REVIEW**

The LPL Integrated Library System (hereafter ILS) is both a service delivery and infrastructure system and supports the *LPL Vision, Mission and Service Excellence Model*.

An essential component of the ILS is the backbone system for LPL's Service Excellence Model delivery streams:

- Reference, Reader's Advisory, and Referral;
- Collections and Lending;
- Technology;

- Programming; and
- Community Outreach.

The product used by LPL for this the “Millennium” System of Innovative Interfaces Inc. (III).

As a service delivery system, it links with other key systems, such as public computer booking, the website and room booking. It is also linked with assistive technology. As an infrastructure system, it links with the larger LPL Integrated Library System including corporate systems such as the intranet and ACCPAC financial system.

## Definition

The following is a snapshot of the III services component of the Library ILS , data and functions resulting in service excellence to the public, staff workflow efficiencies and accuracy, effective and efficient records management, data delivery and communication flow in which all functions and data are interactive and integrated:

- Collections asset management (Selection, Acquisitions and Serials Control):
  - Procurement -- ordering, receiving, invoicing of collections materials
  - Fund and budget allocation management
  - Collections maintenance, inventory control
  - Serial publications control and routing
  - EDI linkages with commercial vendors
  - Accounting interface with financial services
- London Public Library catalogue:
  - “Database” consisting of descriptive bibliographic and holdings information for collections materials in all formats using standard professional protocols
  - Links to the Library and Archives Canada, the Library of Congress, library vendors and other sources of existing catalogue and authority records
- Web Public Access Catalogue providing:
  - Access to the LPL catalogue database of bibliographic and holdings records for collections materials and program and section records for program registration and the ability to search these records in a variety of ways
  - Community involvement such as materials reviews and ratings
  - Access to the calendar of programs and events
  - Registration for programs and events
  - Patron self registration for a temporary library account
  - Patron empowerment with ability to manage and maintain library account with reading lists, favourite searches and databases, reading history, reviews, ratings, rss feeds from account, holds, renewals, program registrations
  - Single search access to partner catalogues: U.W.O. (Western Libraries)

- Digital library connectivity providing access to collections of information in digitized formats such as full-text magazine and newspaper databases and e-books
- Information seeking by providing the ability to search multiple information resources, such as the library catalogue, digital library and web concurrently or consecutively
- Discovery layer to the Catalogue offering community tagging, faceted searching, *did you mean?*, popular choices, recently added suggestions leveraging Web/Library 2.0 technologies and practices
  - Readers Advisory tools, e.g. Lists of new titles, Subject based lists, Bibliographies
- Visual and Kids Catalogue to provide barrier-free access for people with disabilities, low and emergent literacy levels, including children
- Lending Services
  - Transactions including and facilitating customer borrowing, return, renewal, reservation, financial functions and notification of items coming due, overdue, bills and holds to be picked up
  - Borrowing, return, renewal, reservation, functions
  - Fines, fees and other financial functions
  - Patron ability to borrow, renew and reserve materials via self-service through catalogue and self checkout workstations
  - Lending services Interface with collection agency and update reports for accounts not paid
  - Provision of programs and events information for marketing publications
- Programming
  - Database of programs and events offered at LPL libraries
  - Web Calendar of programs and events offering monthly and daily views in calendar or list format
  - Program services transactions including program and section record maintenance, patron registration and cancellation, paid programs, wait listing, batch patron alerts
- In-Library and remote access for people to the catalogue of collections materials, digitized content, and own customer record
- Statistical tracking and management reporting on all aspects above.

It is common practice for libraries to do ongoing life-cycle maintenance and upgrading of their integrated library systems to:

- Add new functionality available in order to keep customer services current;
- Leverage technology for efficiency and effectiveness;
- Replace aging and/or superceded processes and technology;
- Upgrade systems architecture; and
- Uphold professional, technical and communications standards (e.g. cataloguing protocols professionally controlled by Library of Congress, International Federation of Library Associations, etc.).

The following are examples of functions / services implemented in 2010 and either completed or to be implemented in 2011:

- Digitization of London room collection and provision of access via LPL website;
- Encore Upgrade (software/server hardware) - a quick search of the Catalogue: a discover tool that presents access full range of resources—books, articles, local digital collections, consortia holdings and other sources—in a one-search environment built for today’s Web user; e.g. “faceted search results” and community tagging;
- Encore Reporter - customizable and canned management and statistical reports on the web with an easy manager friendly interface;
- Air PAC - version of library catalogue for smart devices, such as iPhones/Blackberry
- SMS Courtesy messages – to receive courtesy, hold pickup and overdue notices on patron cell phone;
- E-Commerce (Paypal/Credit card) to pay fines.

In 2012 and beyond, London Public Library will continue with the existing funding model and systems management approach to

- Migrate to the III Sierra Services Platform (a more modern system architecture) to ensure that:
  - Functionality of the ILS keeps abreast of service innovations and demands,
  - LPL has opportunities for open development with III’s partners and other libraries,
  - LPL has flexibility and scalability in deployment methodology including Cloud-based, local, and SaaS,
  - LPL will have complete flexibility in determining priorities and development options;
- Replace aging existing notification system which informs customers by phone of holds to pick up and overdue materials;
- Continue to strive for universal access to content and resources through enhanced integration of the LPL public catalogue (collections and databases), LPL web site and social networking sites and social media; and
- Upgrade and replace hardware as required.

Approval of the capital request will give a number of positive, immediate benefits:

- Ability to maintain relevancy of services and customer satisfaction by implementing access to services, ability to keep up-to-date with how the public want to do business;
- Ability to increase and improve effectiveness/efficiency and e-workflow such as integration of new electronic resource types (e.g. new generations of e-books) as they emerge;
- Ability to keep pace with increasing service utilization levels through introduction of additional patron self service functions; and
- Prevention of the interruption of public services and staff workflow resulting from system downtime as computer hardware begins to age.

## **Funding Sources**

At the beginning of 2011, LPL had \$986,000 accumulated in the RC3341 – Integrated Library System, the capital fund held by the City of London. This includes the 2011 approved budget of \$250,000. This fund is designated for “a planned program to maintain the currency, effectiveness and efficiency of the Library’s integrated IT system” which includes capital funding for either the replacement or migration of the ILS system. It is projected that up to \$275,000 of the fund will be drawn down by December 31, 2011. In 2012, funds will be drawn down to support the migration to the Sierra platform.

This capital fund would also support the significant costs required to implement and integrate RFID technology for collections and lending services materials handling and workflow, per the ***LPL 2010-2013 Strategic Plan***. At this time, costs are unknown but research on comparable large urban library systems shows that the costs range from approximately \$500,000 - \$3,000,000 depending on the scope of the use of RFID.

Therefore, it is recommended that LPL make a capital request of \$250,000 for the Integrated Library System in its 2012 budget request. This is the same amount that LPL has requested on an annual basis for the past number of years, based on the LPL IT Sustainability Business Case, 2002 and the ongoing review of needs.



**APPENDIX A: LPL BRANCH SIZE & 2010 UTILIZATION**

<b>Branch</b>	<b># Square Feet</b>	<b>Sq. Ft. % System</b>	<b>Attendance</b>	<b>Attendance % System</b>	<b>Circulation</b>	<b>Circulation % System</b>	<b># Programs</b>	<b>Program % System</b>	<b>Program Attendance</b>	<b>Program Attendance % System</b>
Beacock	13,232	4.03	164,420	5.17	228,329	5.70	2,088	14.96	18,104	9.76
Byron	12,000	3.66	155,631	4.89	275,592	6.87	398	2.85	8,018	4.32
Carson	2,930	0.89	22,054	0.69	48,542	1.21	241	1.73	2,364	1.28
Central	189,000	57.63	1,140,779	35.84	872,409	21.76	3,149	22.56	47,053	25.37
Cherryhill	10,225	3.12	254,395	7.99	301,801	7.53	1,088	7.79	16,163	8.72
Crouch	11,322	3.45	144,174	4.53	141,773	3.54	1,262	9.04	13,804	7.44
East London	13,100	3.99	125,995	3.96	224,165	5.59	627	4.49	6,230	3.36
Glanworth	320	0.098	1,603	0.05	5,296	0.13	36	0.26	153	0.08
Jalna	10,600	3.23	233,007	7.32	314,931	7.86	780	5.59	12,722	6.86
Lambeth	2657	0.81	34,679	1.09	58,447	1.46	224	1.60	4,211	2.27
Landon	7,422	2.26	167,453	5.26	221,980	5.54	542	3.38	9,576	5.16
Masonville	13,200	4.02	251,112	7.89	401,347	10.01	1,009	7.23	14,963	8.07
Pond Mills	6,790	2.07	114,453	3.60	201,776	5.03	451	3.23	6,364	3.43
Sherwood	11,894	3.63	125,014	3.93	273,098	6.81	1,077	7.72	11,001	5.93
Stoney* Creek	8,654	2.64	13,691	0.43	18,682	0.47	33	0.24	187	0.10
Westmount	14,622	4.46	234,490	7.37	420,540	10.49	954	6.83	14,558	7.85
<b>TOTAL</b>	<b>327,968</b>	<b>100.00</b>	<b>3,182,950</b>	<b>100.00</b>	<b>4,008,708</b>	<b>100.00</b>	<b>13,959</b>	<b>100.00</b>	<b>185,471</b>	<b>100.00</b>

\*Stoney Creek Opened in November 2011; Northridge totals are not included.

**APPENDIX B: 2011-2013 CAPITAL LIFE CYCLE RENEWAL PRIORITIES & SOURCES OF FUNDING**

Location	Project Description	Total Cost for Location Projects 2011	Total Cost for Location Projects 2012	Total Cost for Location Projects 2013	Source of Funding: RC 3540	Source of Funding: RC 3533	Source of Funding Infrastructure	Source of Funding: Other
<b>Beacock</b>	<b>Location Totals:</b>	<b>103,000</b>	<b>41,000</b>		<b>15,000</b>	<b>26,000</b>	<b>103,000</b>	
	Brickwork & flashing	70,000						
	Mechanical room roof	12,000						
	Major parking lot repair	9,000						
	Replace two exterior doors	12,000						
	Retrofit T12 lighting		15,000					
	Circulation desk – retrofit 10 feet			15,000				
	Remove Circulation railing			3,000				
Replace floor by entry doors			8,000					
<b>Byron</b>	<b>Location Totals:</b>	<b>229,000</b>		<b>20,500</b>	<b>58,000</b>		<b>191,500</b>	
	Brickwork – add weeping vents	70,000						
	Rear sidewalk	5,000						
	Front walk	30,000						
	Drainage – downspout & heat trace	5,000						
	Front rail			10,000				
	Siding	10,000						
	Garage door	3,000						
	Garage space heater	4,000						
	Garage air conditioning	10,000						

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Location	Project Description	Total Cost for Location Projects 2011	Total Cost for Location Projects 2012	Total Cost for Location Projects 2013	Source of Funding: RC 3540	Source of Funding: RC 3533	Source of Funding: Infrastructure	Source of Funding: Other
	Rear roof deck	22,000		10,500				
	Rear HVAC							
	Front duct work	20,000						
	Front roof	30,000						
	Side roof gutters	20,000						
<b>Carson</b>	<b>Location Totals:</b>	<b>4,500</b>	<b>2,900</b>		<b>2,900</b>			<b>4,500</b>
	Paint exterior		2,900					
	Landscaping	4,500						
<b>Central</b>	<b>Location Totals:</b>	<b>9,000</b>	<b>22,000</b>	<b>10,000</b>	<b>22,000</b>	<b>9,000</b>		
	IT air conditioning		12,000					
	Meeting rooms – flooring, paint, mall facings	9,000						
	Roof anchors / access			10,000				
	2 <sup>nd</sup> Floor refurbishment		10,000					
<b>Cherryhill</b>	<b>Location Totals:</b>		<b>12,000</b>			<b>12,000</b>		
	New circulation desk		12,000					
<b>Crouch</b>	<b>Location Totals:</b>		<b>8,000</b>	<b>30,000</b>		<b>38,000</b>		
	Carpet			30,000				
	Main vestibule flooring		8,000					
<b>East London</b>	<b>Location Totals:</b>			<b>100,000</b>	<b>100,000</b>			
	New roof			100,000				
<b>Glanworth</b>		TBD	TBD	TBD				

**APPENDIX B: 2011-2013 CAPITAL LIFE CYCLE RENEWAL PRIORITIES & SOURCES OF FUNDING**

Location	Project Description	Total Cost for Location Projects 2011	Total Cost for Location Projects 2012	Total Cost for Location Projects 2013	Source of Funding: RC 3540	Source of Funding: RC 3533	Source of Funding: Infrastructure	Source of Funding: Other
<b>Jalna</b>	<b>Location Totals:</b> Shelving millwork		<b>20,000</b> 20,000			<b>20,000</b>		
<b>Lambeth</b>	<b>Location Totals:</b> Wall crack New roof New carpet Re-paint Branch Lower all shelving Two automatic door openers Relocate book chute New circulation desk	<b>43,000</b> 5,000 14,000 4,000 none 4,000 4,000 12,000	<b>28,000</b> 28,000		<b>28,000</b>	<b>43,000</b>		
<b>Landon</b>	<b>Location Totals:</b> Foundation – north side of building Electrical – building controls		<b>19,000</b> 10,000 9,000		<b>19,000</b>			
<b>Masonville</b>	<b>Location Totals:</b> Brickwork	<b>20,000</b> 20,000			<b>20,000</b>			
<b>Sherwood</b>								
<b>Westmount</b>	<b>Location Totals:</b> Exterior wood – replace Building controls – meeting rooms	<b>43,500</b> 35,000 8,500			<b>43,500</b>			
<b>TOTAL\$ NEEDED BY YEAR</b>		<b>452,000</b>	<b>152,900</b>	<b>160,500</b>				

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Location	Project Description	Total Cost for Location Projects 2011	Total Cost for Location Projects 2012	Total Cost for Location Projects 2013	Source of Funding: RC 3540	Source of Funding: RC 3533	Source of Funding Infrastructure	Source of Funding: Other
<b>TOTALS BY SOURCE OF FUND</b>					308,400	158,000	294,500	4,500

**APPENDIX C**

**LONDON PUBLIC LIBRARY  
2012 CAPITAL BUDGET WITH FORECASTS FOR 2013 TO 2021**

	<b>2011 Approved Budget</b>	<b>2012 Projected</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
RC3341 Integrated Library System	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
RC3464 Northwest Branch Library							3,000,000				
RC3466 Southeast Branch Library	750,000		3,000,000								
RC3533 Branch Facilities Mtce	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
RC3540 Facility Renewal Plan **	-	-	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	1,050,000	300,000	3,300,000	400,000	400,000	400,000	3,400,000	400,000	400,000	400,000	400,000

\*\* 2010 to 2013 funded through Infrastructure Stimulus Fund for a total of \$400,000