



## REPORT TO THE LIBRARY BOARD

MEETING DATE: APRIL 18, 2013

Session:	Public Session
Subject:	London Public Library Strategic Plan: Library Space as Community Place  Report #2 Engagement Plan and Milestones and Timelines
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Purpose of Report:	For Approval <input checked="" type="checkbox"/>

### RECOMMENDATION:

It is recommended that:

- The Library Board approve the draft “Engagement Plan” and “Milestones and Timelines” for the development of the London Public Library (LPL) Strategic Plan: *Library Space as Community Place*;
- A Steering Committee be formed to guide and support the strategic planning process and that
- A consultant is hired to support the strategic planning process with particular emphasis on the community engagement process.

### ISSUE/OPPORTUNITY

At its meeting of March 28<sup>th</sup>, 2013, the Library Board approved that London Public Library commence a strategic planning process to create a new three-year Strategic Plan.

It also approved the Strategic Theme: *Library Space as Community Place*; along with Guiding Principles and Assumptions to direct the strategic planning work.

Further, the Board approved a planning process and general timelines for the work and asked that Administration undertake next steps to develop milestones and timelines for Phase Two of the planning process: “Engagement and Participation”, along with a communication plan for this phase, to be brought back to the Library Board for its meeting of April 18th, 2013.

The purpose of this report is to provide additional information to the Library Board and to seek approvals for next steps in the planning process. The report does not include a draft Communications Plan.

## **BACKGROUND & REVIEW**

The Strategic Planning Process will be comprised of 5 phases:

- Phase One: Research into Best Practices and the World of Opportunities;
- Phase Two: Engagement and Participation – Input and Validation by Stakeholders;
- Phase Three: Development of Strategic Priorities;
- Phase Four: Establishment of Strategic Initiatives; and
- Phase Five: Implementation of the Plan by Undertaking Initiatives.

This report provides additional information about the first two phases.

### **Phase One: Research - Best Practices and the World of Opportunities**

Background research for the plan will include:

- Review of External Environment:
  - Literature review of the library sector, futurists, academic research, etc.;
  - Study of best practices and innovation of libraries across Canada and globally;
  - Study of best practices and innovations of public places;
  - Study of best practices of selected organizations in business, 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
  - Review of sociological, economic and technological trends and innovations.
- Update and Expand Community Mapping to identify key stakeholders:

- Update branch library community mapping profiles;
- Identify LPL Strategic Alliances and service partners; and
- Create profiles of user and non-user groups to determine most effective engagement strategies and to support needs assessment.
- Review of Organizational Readiness:
  - Identification of strengths (assets and attributes of the organization that make it unique); and
  - Identification of weaknesses/opportunities for improvement.

## **Phase Two: Engagement and Participation – Input and Validation by Stakeholders**

**It is recommended that the Library Board approve the following “Engagement Plan” to be used for the strategic planning process.**

### **Definition of Engagement**

LPL community engagement is about building synergistic relationships with our community in order to:

- 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.

It is based on values of: universal access, inclusiveness, diversity, transparency, stewardship and accountability. Strategies for successful community development are community-led, asset-based and relationship driven. Therefore, LPL participation in community development is based on connecting, consulting, involving and collaborating with all community members in order to strengthen our community and fulfill the vision of the library in being a community hub. LPL’s approach to this includes:

- Community outreach and development and
- Community-led service development.

Thus, it is consistent and appropriate that the Library engage groups and individuals in our community as an essential component of the creation of the new LPL Strategic Plan.

### **Levels of Engagement and Participation**

Levels of LPL engagement with the community currently include:

- Informing – communicating information in a timely and accessible way, to provide understanding about the planning process and its strategic theme;
- Consulting – designed to solicit public input to help identify needs, aspirations, opportunities, issues/concerns, assets (skills and talent);

- Involving – participation and feedback/validation to develop solutions and alternatives and to help identify preferred decisions;
- Collaboration – mutual commitment of expertise and/or resources to reach an objective through a common strategic agenda or initiative.

This spectrum of engagement can be further defined with the following value promises to the public, staff, partners and all stakeholders:

- We will keep you informed;
- We will listen to you and acknowledge your input and feedback;
- We will endeavour to ensure that your needs, aspirations and concerns are directly reflected in the plan;
- We will strive to incorporate your advice and recommendations.

These value promises will inform the engagement techniques and Communications Plan for the strategic planning process.

### Techniques for Community Engagement

The examples below for the purposes of this report and a final list would be developed by the Steering Committee, along with a consultant hired for the strategic planning process. A variety of communications channels would be used, e.g. in person, by telephone, by email, via LPL's virtual spaces such as web site, social media presence, etc.

- Informing:
  - LPL publications, e.g. factsheets, newsletters, brochures, **Access**,
  - Displays and posters,
  - Communiques,
  - Media releases;
- Consulting:
  - Briefings,
  - Surveys and questionnaires,
  - Open houses at LPL locations and at community sites;
- Involving:
  - Focus groups,
  - Interviews (one-on-one),
  - Workshops,
  - Feedback registers and polls,
  - Field trips to sites of interest;
- Collaboration:
  - Dialogue and negotiation.

## Key Stakeholders

LPL will ensure inclusive and equitable representation of community stakeholders throughout the community engagement process. We will strive to engage library users and non-users. The following is a draft list to demonstrate categories of stakeholders, with some examples given to help with the understanding of who might be represented in a specific category:

- Library users (also represented in groups below);
- Library Employees;
- Friends of the London Public Library;
- Historic Sites Committee;
- Library Volunteers;
- Library Donors;
- Populations of Library Service Areas (updated in 2012);
- Ethnic/Cultural groups; newcomers/immigrants;
- Age groups (children/youth/adult/middle age/seniors);
- People with disabilities and agencies which have a specific mandate to serve people with disabilities, e.g. CNIB;
- People who are socially vulnerable, such as homeless people, agencies which have a specific mandate to serve people who are vulnerable;
- Representation from community service agencies including LPL service partners;
- Representation from collaboratives, e.g. Emerging Leaders, Tech Alliance, Urban League (and its members);
- Representation from service interest-based networks: e.g. Child and Youth Network, Diversity Task Force;
- Representation from Culture: City of London Culture Division, London Arts Council, London Heritage Council, Museum London, Grand Theatre, Orchestra London, etc.;
- Representation from LPL strategic alliances/partners – City of London (civic administration), United Way, Museum London, Western Fair District, Thames Valley District Board of Education, London District Catholic School Board, Fanshawe College, Western University, LTC, London Police Services, Middlesex London Health Unit, Tourism London, Children’s Aid Society of London & Middlesex, Investing in Children, etc.;
- Student and representatives from formal education: Thames Valley District Board of Education, London District Catholic School Board, Fanshawe College, Western University, private schools;
- Representation from industry, business, small business and entrepreneurs, e.g. LPL corporate business partners, London Economic Development Corporation

(LEDC), Chamber of Commerce, etc.;

- Representation from professional community – Faculty of Information and Media Studies, Southern Ontario Library Service, Ontario Library Association (Ontario Public Library Association and Ontario Library Boards Association), Western Libraries, Library CEOs from southwestern Ontario;
- Elected representatives from all levels of government and key contacts in specific Department/Ministry offices, e.g. Citizenship and Immigration Canada;
- Cultural and community leaders;
- Community activists;
- Representation from Service Clubs, e.g. Rotary, Optimists;
- Facility partners, e.g. LPL tenants, partners in multipurpose facilities (e.g. South London Community Centre);
- Representatives of local media; and
- Bloggers and other social commentators.

Staff will draft a list of potential stakeholders to be reviewed and confirmed by the Steering Committee. As well, staff will identify potential barriers to the engagement process and look for ways to overcome these barriers, such as using the “working together” outreach methodology used by LPL to engage people such as those who are socially vulnerable.

### Metrics

LPL will measure and evaluate the success of the community engagement process using both quantitative and qualitative methods. Quantitative methods will include numbers and statistics, e.g. how many survey responses, percentage of responses on a topic, to ascertain participation rates. This data can be cross referenced against community mapping statistical data. Qualitative methods would be used to collect feedback on the engagement process, such as comments about timeliness of information sharing, for example.

## **MILESTONES AND TIMELINES**

See Appendix 1 for table showing milestones and timelines.

## **NEXT STEPS**

Upon approval of the recommendations in this report, the following will be undertaken:

- Creation of a staff research team with the mandate to undertake “Phase One: Research - Best Practices and the World of Opportunities”; to support work of the Steering Committee, e.g. identify stakeholders and create contact lists.

- Establishment of a Steering Committee to guide and support the strategic planning process;
- Request for Proposal process to procure the services of a consultant to support the strategic planning process.







