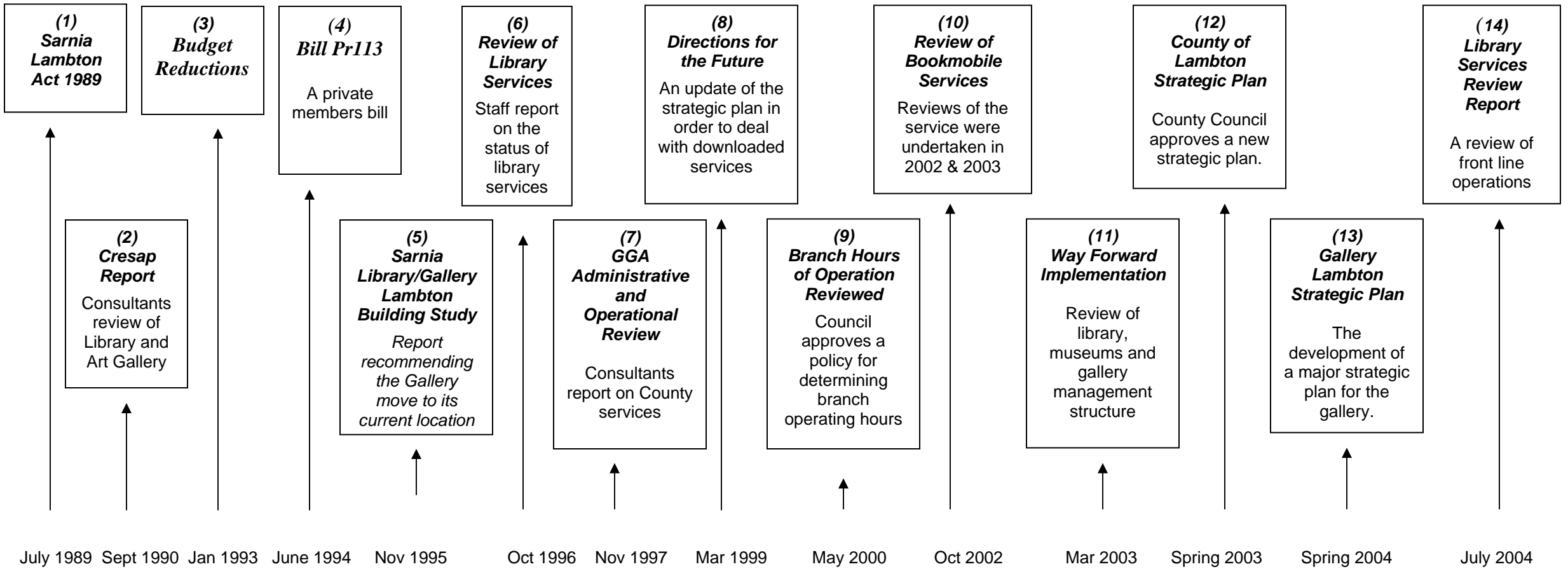


**COMMUNITY SERVICES DIVISION
LIBRARIES, MUSEUMS & CULTURAL SERVICES DEPARTMENT**

HISTORICAL IMPACTS/REPORTS TIMELINE



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1. Sarnia Lambton Act

- In 1989, the City of Sarnia and the Town of Clearwater amalgamated and as a result of the amalgamation, responsibility for the Sarnia Library, the Point Edward Library and the Art Gallery was transferred to the County as of January 1, 1991.

2. Cresap Report

- As a result of the transfer of the City of Sarnia Library, the Point Edward Library and the Art Gallery to the County, a consultant was hired to review all library services in the County and make recommendations as to how services could be provided more efficiently and effectively.
- The report contained several recommendations related to programs, hours of service, efficiency improvements, organizational structure and the branch system.
- Recommendations implemented included:
 - i) Program integration throughout the system and expanded programming hours
 - ii) The hours of services revised based on the branch size
 - iii) The Sarnia Library's layout redesigned
 - iv) A new organizational structure was created
- Recommendations not implemented included
 - i) Phasing out 8 branches across the county, based on key evaluation measures – proximity of other branches, population trends, circulation trends, hours of service, physical qualityMany local municipalities were not in favour of closing branches and expressed concerns to council regarding this recommendation.

3. Budget Reductions

- During the 1993 budget deliberations, the budgets for the libraries, museums and gallery were substantially reduced in order to deal with funding restraints.
- The reductions were as follows:
 - i) \$100,000 was cut from the book, video, and reference material budgets
 - ii) The annual hours of operation were cut by 10% in all library branches
 - iii) The Lambton Room operations were reduced by 6 hours per week
 - iv) The operating hours for the Gallery were reduced by 10%
 - v) Two positions (one full time and one part time) were eliminated from the museums

4. Bill Pr 113

- This private members bill dissolved the former Lambton County Library Board and deemed the Council of The Corporation of the County of Lambton to be a board of a county library under the Public Libraries Act.
- In order to maintain public input, Council directs appointment of 3 public members to the committee.

5. Sarnia Library/Gallery Lambton Building Study

- This report along with a Building Renovation Study completed in July 1995 looked at the Sarnia Library, the Gallery and the Theatre operations in an attempt to address several problems with the current operations.

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- A full renovation study undertaken by Tillman Ruth suggested substantial renovations be made to the Sarnia Library to deal with the issues.
- The cost of implementing the Tillman Ruth options was considered too expensive by Council so alternate resolutions were investigated.
- One of the alternatives was to move the Gallery to a new location, thus freeing up space in the Sarnia Library and allowing all of the Sarnia branch operations to be in one building rather than split between the Lawrence House and the Sarnia Branch.
- Council accepted this recommendation and the Gallery was relocated to the Eaton's Centre (Bayside Mall).
- As part of the move, Council approved a \$2 admission fee to the Gallery on a trail basis and a gift shop was established in order to increase other revenue sources to offset the gallery costs.
- In Sept, 1996, the admission fee was dropped on Thursday and Friday nights and entirely for Friends of the Gallery.
- During the 1997 budget sessions, the admission fee was entirely dropped and replaced with a donation box.

6. Review of Library Services

- In July 1996, in response to a Council motion, staff undertook another review of the library services.
- Issues addressed were:
 - i) the division of responsibility between the local municipalities and the County
 - ii) branch locations and their efficiency
 - iii) a review of headquarters services and the bookmobile services
 - iv) staffing levels
 - v) methods to work with school boards for joint library facilities
- Recommendations implemented from the review included:

- i) Leaving the division of responsibility between the local municipalities and the county as it currently operates
- ii) Replacing the tractor/trailer bookmobile with a smaller one-man vehicle and maintaining the service as it currently exists (July 1997). Although there were attempts to reconsider this motion several times during late 1997 and the 1998 budget process, the motion remained in effect.
- iii) Maintaining the current policy regarding locating a library branch in schools
- Recommendations not implemented from the review:
 - i) Closing smaller branches and providing services through the bookmobile or by expanding the hours of the larger remaining branches

7. GGA Administrative and Operational Review

- GGA Management Consultants were retained by County Council to undertake a review of some county departments, including Cultural Services in 1997.
- Recommendations implemented from the Review included:
 - i) Elimination of one service co-coordinator's position at the library
 - ii) The establishment of internet services at all library branches
 - iii) A vision development and planning process was undertaken for both the Gallery and Museums
 - iv) The Gallery's retail operation was reviewed and a marketing plan developed

8. Directions for the Future

- An updated strategic plan was completed in March 1999 and the recommendations related to Culture included:
 - i) Maintaining 28 library branches, one bookmobile, 2 museums and the art gallery

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- ii) Restructuring the Library, Heritage and Culture Committee
- iii) Increasing volunteer hours and increasing revenue from fundraising
- iv) Soliciting local MP's for funding for the Oil Museum due to its historical importance
- As a result of these recommendations, both Queen's Park and Ottawa have been lobbied on a continual basis to have the Oil Heritage District designated a World Heritage Site, which would provide additional resources for the area.
- Also, in an effort to run the museums more efficiently, the hours of operation for the museums were reviewed and revised during the winter months. Previously the museums operated Wednesday to Sunday year round; the hours were changed to Monday to Friday for the winter period in order to market school tours during the week.

9. Branch Hours of Operation Reviewed

- In May, 2000, Council approved the following policy with regard to the hours of operation for the branch libraries:
The hours of opening for each library branch will be determined by allowing one hour of opening for every 1,000 library uses. Library uses include circulation, reference inquiries, internet use and programme attendance. These will be tabulated annually with adjustments being made on July 1 of each year. The minimum number of branch hours will be 12 and the maximum 65. Adjustments will be made only if there are more than 2 hours that are affected.

10. Bookmobile Services

- In response to requests from Committee and Council, reviews of the bookmobile service were undertaken in Sept 2002 and October 2003. In both instances, the recommendation was to maintain the current bookmobile service and to investigate potential additional uses for the bookmobile.
- Little success has been achieved in this area, although the bookmobile was used during the period the Thedford library was out of service due to a fire.

11. The Way Forward Implementation

- As a result of the Way Forward report, Libraries, Museums and the Gallery became a department of the Community Services Division. A full review of the organizational structure was undertaken during 2002 and the new management structure was implemented early in 2003.
- As part of this reorganization, three supervisory positions were eliminated, with some of these savings being used to increase front line staff time.

12. County Strategic Plan

- Several community consultations and surveys were undertaken as part of the 2002/3 strategic planning efforts. The results of those surveyed indicated:
 - i) 82% of respondents were aware that the County of Lambton was responsible for library services
 - ii) 60% had used the library at least once during the last year and 25% had attended either the Gallery or the Museums
 - iii) 94% rated the service provided by the Libraries, Museums and Gallery as good to excellent

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13. Gallery Lambton Strategic Plan

- The Gallery Lambton Advisory Committee (GLAC) undertook to develop a strategic plan for the Gallery during 2003 and early 2004.
- Several focus group sessions were held to assist in identifying critical issues for the gallery. GLAC then developed a strategic plan based on the input from these sessions.
- The strategic plan recommended the following:
 - i) That Gallery Lambton be relocated into a new and larger facility
 - ii) That this not be a stand-alone facility but rather encompass other like groups
 - iii) That the Gallery diversify and expand its offerings and services over the next 5 years
 - iv) That a new and more dynamic marketing and promotion effort be initiated
- Work on all of these recommendations is ongoing, with particular emphasis on expanding the Gallery's outreach programs and increasing their profile in the Community.

14. Library Service Review

- As the final step in the Way Forward implementation, a full review of the services provided by the library branches was undertaken. The review addressed several issues in the branches such as varying levels of service across the branches, the public's desire for better access to the collection, a number of inefficient work practices and a variety of staff skill levels.
- In order to address these issues, the branches were divided into seven geographical regions and a Branch Coordinator's position was established for each region. There was also an increase in front line staff hours at each branch to allow for program planning and administrative work. Implementation of these changes was achieved through the savings realized in step one of the Way Forward implementation.

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BENCHMARKING COMPARISONS

External

- The Municipal Performance Measurement Program (MPMP) introduced performance measurements for Libraries in 2004.
- The Performance Measurements are as follows:

Efficient operation libraries:

- i) Operating costs for library services per person
- ii) Operating costs for library services per use

Increased use of Library Services:

- i) Library uses per person
- ii) Electronic Library uses as a percentage of total library uses
- iii) Non-electronic library uses as a percentage of total library uses

Some issues still need to be worked out when comparing this data, especially since the County of Lambton does not provide the physical structure for libraries. The buildings and their associated costs are provided by the local municipalities in Lambton. This difference needs to be accounted for when reviewing the MPMP data.

Internal

The Cultural Services Department also tracks certain indicators on an annual basis for year to year comparison purposes. Data tracked and reported on an annual basis includes:

- i) # of visitors to the Museums, Art Gallery and Lambton Room
- ii) # of programs offered and number of attendees
- iii) # of library uses – circulation, internet and reference request