

**COMMUNITY SERVICES DIVISION
CULTURAL SERVICES DEPARTMENT**

CORE SERVICES REVIEW

BENCH MARKING

Libraries

- Appendix A provides comparisons of rural/urban public libraries from the latest published Provincial Library statistics as well as the latest MPMP data. Lambton County has the highest number of branches & service points and total weekly hours of operation among the comparators but also serves the greatest population including a large rural segment.
- The statistics also show that Lambton has the highest number of library uses per person and the greatest number of public computer stations with internet access. Lambton also ranks very high in terms of circulation per capita and total number of transactions/year.
- Given the number of branches that Lambton maintains and the fact that it also has the largest number of weekly hours of operation, our operating costs per transaction are in the median range of the comparators.
- The internal statistics indicate that Library usage continues to increase and since 2001 circulation has increased by almost 17%.
- In 2001, preschool story hours decreased because of changes in the school system. The 2004 decline in programs and program attendance reflects a reevaluation of the definition of programs and shows a more accurate picture.

Gallery

- Appendix B provides a comparison of Gallery Lambton with other Ontario municipal galleries as provided by Ontario Association of Art Galleries (OAAG). Gallery Lambton has the greatest reliance on municipal funding among the comparators. The Gallery's funding from the levy has remained relatively flat over the past five years. Galleries outside the Toronto corridor appear to receive significantly less grant money than galleries inside this

jurisdiction. The Ontario Arts Council (OAC) grant increased 75% in 2005, with all dollars eligible for operating costs.

- The comparisons indicate that Gallery Lambton's corporate donations, fundraising, memberships, and number of volunteers all rank near the bottom of the comparators, although this issue has been addressed through the Gallery's Strategic Plan.
- While attendance at the main exhibitions spiked in 2003, exhibition attendance has generally remained constant. However, total visitors to the Gallery has shown a steady increase, perhaps due to local art work being shown on a regular basis in the gallery gift shop. Program attendance is also beginning to show improvement.

Museums

- Appendix C provides a comparison of some Ontario County and specialized museums. All the county museums operate on a year round basis.
- The operating budget for Lambton Heritage Museum is 40% less, on average, than the other Ontario County Museums. In addition, their staff complement is the lowest by more than half of all other museums surveyed.
- The Oil Museum operating budget and staff complement also ranks near the bottom amongst specialized museum and historic sites.
- Both the Heritage Museum and the Lambton Room show an annual decline in visitors over the period 2001 to 2004. As a result of SARS, 9-11 and other health and border issues, by 2003, border crossings had dropped 12%. That trend continues. Compounded figures from 2002 – 2005 show close to a 50% drop in same day border crossings. The Oil Museum appears to be holding its own with a specialized clientele.

**COMMUNITY SERVICES DIVISION
CULTURAL SERVICES DEPARTMENT**

CORE SERVICES REVIEW

BEST PRACTICES

- Administrators of Rural Urban Public Libraries in Ontario (ARUPLO) Guidelines for Rural Urban Libraries and the Ontario Public Library Guidelines (OPLG) are both used as planning tools by the Ontario public library community to help improve the quality of public library service across the province. The OPLG are meant to provide those public libraries which do not meet the Guideline requirements with a comprehensive process for improvement, and to recognize those public libraries meeting the Guideline requirements through an accreditation process. Lambton County Library has never applied for accreditation status although we do meet the majority of the guidelines.
- The OAC publishes operating grant criteria and eligibility for art gallery funding in Ontario. The Gallery continues to work toward the requirements in order to increase the value of grants received from the OAC.
- Grants for Museums R.R.O. 1990, Reg. 877 of the Ontario Heritage Act require museums to maintain standards in various ongoing areas in order to meet eligibility requirements for Community Museums of Ontario Grant (CMOG) operating dollars.
- The Ontario Centre for Municipal Best Practices has currently only produced Best Practice Reports in the areas of Roads, Transit, Waste Management, Water and Sewer

PROVINCIAL FUNDING COMMITMENTS

- The Ontario provincial library household grants have been frozen for ten years, in spite of constant lobbying by the public library professional community to increase support. In 2005, the Minister responsible for libraries gave school libraries \$17 million and yet cut funding to the Ontario Library Service, an organization set up to serve Ontario public libraries through the Ministry.

- The CMOG grant has had no net increases for over a decade. For example, the 1995 Heritage Museum operating grant was \$30,600; in 2005 we received \$30,479. The operating grant is similar for the Oil Museum but it should be noted that normal practice is for a municipality to receive one operating grant. The province has allowed Lambton County one for each museum. The Province has not added to the CMOG funding 'pie', and annually divides the total funds available to include any museums that are newly founded or coming on stream for eligibility.
- No provincial operating grants are available for art galleries although Gallery Lambton applies annually for grants from the Ontario Arts Council (OAC). With implementation of the strategic plan and meeting more of OACs stringent criteria, funding has increased from \$8,000 (for special exhibitions only) in 2004 to \$14,000 (operating funds) for both 2005 and 2006.

ALTERNATIVE SOURCES OF DELIVERY

Option 1 – Operate Services in Partnership with other Levels of Government

Option 2 – Increase Revenues

Option 3 – Review of Hours and Programs

• Option 1 - Operate Services in Partnership with other levels of Government

- a) The current arrangement for library services with the local municipalities is that they provide and maintain a suitable facility for the library branch and the County provides the staff, library materials, furniture and equipment and administrative support. This arrangement has been in place for many years. There are alternative options to this arrangement which could be reviewed.

**COMMUNITY SERVICES DIVISION
CULTURAL SERVICES DEPARTMENT**

CORE SERVICES REVIEW

The local municipality could decide to staff their own branches and determine their own hours of operation. There are municipal and county obligations under the Public Libraries Act that existed before the formation of the county library system that would have to be maintained.

The biggest drawback to this option is that, in effect, the County would be downloading costs to the local municipalities. Many library branches serve patrons from more than one municipality (ie City of Sarnia, Oil Springs) yet the staffing costs would be incurred by only one municipality. The benefit of being able to move staff between locations to cover vacation and sick leave would be lost and the efficiencies achieved in planning and providing programs would be eliminated.

Should a municipality wish to review the number and/or location of their library branches, the County would be willing to work with them to develop a review process, including public consultation.

- b) Staff has been focusing their efforts over the last few years on having the Oil Museum designated a Heritage Site. Briefs have been submitted to both Ottawa and Queen's Park seeking to have the Oil Heritage District designated a World Heritage site and a response is expected sometime this year. In addition, an approach has been made to The Ontario Heritage Foundation to assess their interest in entering into a partnership agreement by which they would assume shared, direct operational interest in the Oil Museum. While they have made it clear they have no money to take the site over as a public trust, the heritage designation would dramatically generate fresh support for the Museum and aid in the development of the total Oil Heritage District.

Work toward this goal will continue and it is hoped that the 2008 celebrations will spotlight the Oil Heritage District and help achieve the goal of having the Oil Museum designated a world Heritage Site.

• **Option 2 - Increase Revenues**

- a) Although user fees are not allowed in public libraries, the same is not true of the Lambton Room. Currently there is no charge or admission fee involved in using the Lambton Room Archives. County taxpayers using the room for individual purposes might be exempted from user fees and/or given a reduced fee for a membership. Professional genealogists and visitors from out of county could be required to pay for use of the facility. The Ontario Genealogical Society makes a significant contribution to the Lambton Room each year and as long as that continues, consideration should be given to giving their members a break in fees (similar to Heritage Sarnia Lambton's reciprocal agreement between member museums).
- b) Both Museums and Gallery Lambton operate small gift shops. All are quite small and modest with the largest profits coming from book sales. All three operations should be reviewed to see if they could produce more revenue with a wider range of products or if the current products are appropriately costed. There may be some potential to have the gift shops operated by a private operator with the County just taking a share of the profits.
- c) The fees currently being charged for reproduction charges and service fees should also be reviewed. With the local collections available on line in the near future, the demand for digitization, reprints and reproductions is likely to increase significantly and there should be a way to recover these costs.

**COMMUNITY SERVICES DIVISION
CULTURAL SERVICES DEPARTMENT**

CORE SERVICES REVIEW

d) There is potentially a source of revenue through the provision of food at either one or both of the museums. Certain events produce large crowds at the museums and potentially a private operator would be willing to offer a share of the profits in return for the exclusive rights to sell food.

• **Option 3 - Review of Hours and Programs**

The operation at both Gallery Lambton and the Museums should be reviewed to ensure we are meeting the needs of the public.

Historically the museums have looked at all variations of hours and have cut back and changed hours of opening many times. In order to receive full CMOG funding, the museums must be open year round. Currently the Oil Museum receives 26% of its funding from CMOG. The Gallery's hours of operation are to some extent dictated by the Bayside Mall hours.

In service oriented facilities, it is difficult to maintain the right hours for everyone. Encouraging the schools to take full advantage of the facilities requires they be open during regular school hours, yet much of the public would prefer to visit on the weekends and in the evenings.

Both the Museums and the Gallery provide numerous programs and services related to their operations that are "value added". Such programs attract the public to the facility and increase exposure to the collections but may not be operating on full cost recovery or may need to be examined to determine their effectiveness in achieving this goal.

The Strategic Plan developed for the Gallery in 2004 has provided a plan for staff and supporters of the Gallery to help focus their efforts on clearly defined goals and objectives. The Gallery Advisory Committee continues to work towards these goals and has achieved many of the

short term outcomes. The Gallery's Strategic Plan has also been very useful when staff apply for any cultural grants. The applications normally require evidence that the service is meeting the community needs and that the community has been consulted and involved in the process. The Strategic Plan provides that information along with the goals and objectives of the Gallery.

The Museums would also benefit from a Strategic Plan, not only the County's museums but those operated by others within the County. A Cultural Strategic Plan would ensure all groups were working toward the same goals and objectives and would potentially provide greater opportunities for grants. The recent application for a Cultural Canada grant would have benefited from having a County-wide Cultural Strategic Plan to refer to in the application.

A Strategic Plan would also assist in determining which programs and services the public was interested in and what, if any, gaps or duplication there was between various providers.

Recommendations

It is recommended that all the methods of increasing revenue be further investigated as well as a review of the hours of operation and the programs and services be undertaken for the museums and gallery and that both of these issues be dealt with in conjunction with the development of a Cultural Strategic Plan.

**COMMUNITY SERVICES DIVISION
CULTURAL SERVICES DEPARTMENT**

CORE SERVICES REVIEW

**APPENDIX A
LIBRARY STATISTICS**

Provincial Library Statistics

County	Resident Population served	Local operating support / capita	Circulation per capita	In person library visits per capita	Annual library transactions	Operating cost for library service / transaction	Number of branches & service points *	Total weekly hours of operation	Service points/ 10000 population	# of public computer stations with Internet access	Material \$ as % of operating budget	Total paid FTE staff per service point
Bruce	60,554	27.40	6.72	3.13	841,928	42.59	19	508.25	3.14	54	9.31	1.77
Chatham Kent	103,824	22.65	6.62	3.53	1,072,136	38.80	11	312.00	1.06	43	11.31	3.80
Elgin	45,209	32.12	6.60	4.02	701,394	43.73	14	344.50	3.10	43	13.05	1.86
Huron	58,066	27.23	5.85	3.17	526,191	28.44	14	389.00	2.30	39	18.41	1.99
Kingston/Frontenac	103,076	33.20	9.05	5.68	1,993,101	40.46	17	383.00	1.31	70	12.87	3.92
Lambton	122,405	32.34	9.31	4.12	1,823,960	40.94	35	770.00	2.84	82	14.32	2.21
Middlesex	63,827	27.37	5.68	3.75	567,217	24.94	27	423.50	4.23	55	16.29	1.43
Wellington	73,195	32.19	9.65	7.63	1,045,787	41.21	14	451.50	1.91	60	14.70	1.77

* 27 branches, 7 Bookmobile stops and Library HQs makes up our 35 branches/service points

Municipal Performance Measurement Program

County	Operating Costs for Library Services Per Person	Operating Costs for Library Services per Use	Library Uses per Person
Chatham Kent	26.00	1.46	20.30
Essex	18.50	1.63	11.50
Huron	34.72	5.54	6.27
Kingston/Frontenac	39.00	1.58	1.59
Lambton	37.89	1.59	22.29
Middlesex	31.49	2.00	15.75

Lambton County Annual Statistics

	2004	2003	2002	2001
Circulation	1,179,710	1,147,360	1,080,282	1,010,329
Holds	102,769	98,138	88,913	80,027
Internet hours of use	88,115	79,200	77,549	62,195
Reference requests	60,833	58,106	58,827	49,232
Programs	2,567	3,065	3,062	2,815
Program Attendance	40,168	43,576	43,456	37,767

**COMMUNITY SERVICES DIVISION
CULTURAL SERVICES DEPARTMENT**

CORE SERVICES REVIEW

**APPENDIX B
GALLERY LAMBTON STATISTICS**

Ontario Association of Art Galleries

GALLERY	Operating Status	Geographic Area Served	Total Operating Expenditures	Hours of opening/ week	Gallery Attendance	Member ships	Exhibits	Art class attendance	FT Staff	PT staff	Volunteer Hours	Permanent Collection works
Gallery Lambton	Municipal	S.W.Ont/ S. Michigan	404,842	42	17,401	124	15	2,770	3	3	484	927
Gallery B	Municipal	Ontario/Canada	399,269	40	29,505	407	12	7,110	3	2	4,060	1,500
Gallery C	Municipal	SSM/Algoma Region/ Mich.	370,610	57	26,608	246	18	504	6	0	2,500	4,000
Gallery D	Municipal	Halton Peel, Mississauga	330,272	45	22,619	96	10	19,017	5	2	2,480	2,488
Gallery E	Other	Region/Ontario	388,124	33	19,500	505	15	3,000	3	1	7,600	1,112

Statistics provided by the Ontario Arts Council who asked that the individual galleries not be identified

Gallery Lambton Annual Statistics

GALLERY	Operating Status	Total Revenue	Can Council Grant	Ontario Arts Council	Donations	Fund Raising
Gallery Lambton	Municipal	399,555	0	8,000	9,042	3,247
Gallery B	Municipal	399,269	30,196	31,115	22,404	65,431
Gallery C	Municipal	376,291	0	20,000	16,520	31,220
Gallery D	Municipal	308,657	0	18,000	16,495	16,495
Gallery E	Other	412,266	60,000	45,000	40,094	35,094

	2004	2003	2002	2001
Visitors	8,893	10,172	8,791	8,900
Programs	1,981	1,788	2,085	2,175
Enquiries	3,470	3,081	3,198	3,462
Memberships	113	113	124	109

**COMMUNITY SERVICES DIVISION
CULTURAL SERVICES DEPARTMENT**

CORE SERVICES REVIEW

**APPENDIX C
MUSEUM STATISTICS**

Museum	Population	Operating Budget	Staff Complement	Season of Operation	Other
Bruce County	64,000	900,000	9 FT/ 12 PT		closes only 3 days per year.
Dufferin County	51,000	575,000	8 FT /+ seasonal PT	Year Round	
Grey County	84,000	872,000	10 FT/5 PT	Year Round	includes Archives
Huron County	60,000	620,000	7 FT/ 3.3 PT	Year Round	Sky Harbour Site, Historic Gaol, Marine Museum
Lambton Heritage	127,000	467,000	4 FT/ .68 PT	Year Round	FT Curator is shared with 2 other sites
Simcoe County	295,600	1,400,000	12 FT / 8 PT	Year Round	closes only five days per year
Wellington County	75,574	645,000	11 FT/ + seasonal PT	Year Round	
Woodstock National Historic Site	35,000	200,000	2 FT/ Students PT	Year Round	
Graham Bell Homestead Historic Site	95,000	203,000	2 FT/ 3 PT	Year Round	Brant County contributes/City of Brantford operates.
Bethune House National Historic Site		210,000	4 FT/ Students PT	Year Round	
Eva Brook Donnelly Museum	61,000	175,000	2 FT/ .40 PT	Year Round	owned by County of Norfolk
Ontario Tobacco Museum	61,000	162,000	2 FT/ 2 PT	Year Round	owned by County of Norfolk
Anandale House National Historic Site	84,000	200,000	2 FT/ 1 PT	Year Round	
Oil Museum of Canada	127,000	173,000	1 FT/ 1.20 PT	Year Round	

Lambton County Museum Statistics

	2004	2003	2002	2001
Heritage Museum	12,699	12,817	14,617	17,100
Oil Museum	4,544	4,970	4,116	5,521
Lambton Room	3,374	3,793	4,093	4,345