![Oxford County Library — connect. discover. share. become.]

# AGENDA

## OXFORD COUNTY LIBRARY BOARD
## BOARD MEETING

Tuesday, August 15, 2023, 1:00 p.m.
21 Reeve Street, Woodstock and online
www.oxfordcounty.ca/livestream

1. **CALL TO ORDER**

2. **APPROVAL OF AGENDA**

3. **DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

4. **ADOPTION OF BOARD MINUTES OF PREVIOUS MEETING**

    4.1   July 18, 2023

5. **DELEGATIONS AND PRESENTATIONS**

    5.1   Strategy Corp - Strategic Plan

6. **CONSIDERATION OF DELEGATIONS AND PRESENTATIONS**

7. **CONSIDERATION OF CORRESPONDENCE**

8. **REPORTS**

    8.1   2023-20 Key Agenda Items Update (Verbal Report)
    RECOMMENDATION

        1.   That the Library Board receive the Key Agenda Items Update, Report No. 2023-20 for information and discussion.

    8.2   2023-21 Librarian's Report
    RECOMMENDATION

        1.   That the Library Board receive Report No. 2023-21, Librarian's Report and Statistics, for information and discussion.

    8.3   2023-22 Draft Service Delivery Model
    RECOMMENDATION

        1.   That the Library Board receive Report No. 2023-22, Draft Service Delivery Model,

for information and discussion.

8.4      2023-23 2023 Q2 Business Plan and Budget Update

<u>RECOMMENDATION</u>

1.      That Report No. 2023-23 entitled "2023 Q2 Library Business Plan and Budget Update", be received for information.

9.    **UNFINISHED BUSINESS**

9.1      Pending Item - Drag Storytime Report

10.    **NOTICE OF MOTIONS**

11.    **NEW BUSINESS / ENQUIRIES / COMMENTS**

12.    **CLOSED SESSION**

13.    **CONSIDERATION OF MATTERS ARISING FROM CLOSED SESSION**

14.    **ADJOURNMENT**

**OXFORD COUNTY LIBRARY BOARD**

**MINUTES**

**July 18, 2023**

| | |
|---|---|
| Member Present | Chair Julia Harris |
| | Councillor David Mayberry |
| | Councillor Brian Petrie |
| | Katherine Grieve |
| | Cynthia Lacroix |
| | |
| Members Absent | Vice-Chair Laura Langford |
| | Ellen Devlin |
| | |
| Staff Present | L.M. Williams, CEO/Chief Librarian |
| | L. Buchner, Director of Corporate Services |

**1.     CALL TO ORDER**

Oxford County Library meets in regular session this eighteenth day of July, 2023, in Council Chambers, Oxford County Administration Building, Woodstock, at 9:04 a.m. with Chair Julia Harris in the chair.

**2.     APPROVAL OF AGENDA**

RESOLUTION NO.1

Moved By: David Mayberry
Seconded By: Cynthia Lacroix

Resolved that the Agenda be approved with Item 5.1 reordered to follow Item 13.

DISPOSITION: Motion Carried

**3.     DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

NIL

**4.     ADOPTION OF BOARD MINUTES OF PREVIOUS MEETING**

RESOLUTION NO.2

Moved By: Katherine Grieve
Seconded By: Cynthia Lacroix

Resolved that the Minutes of the Library Board meeting held on June 20, 2023 be adopted.

DISPOSITION: Motion Carried

**5.    DELEGATIONS AND PRESENTATIONS**

5.1    Strategy Corp

Strategic Planning Workshop to be presented at the close of the Board Meeting.

**6.    CONSIDERATION OF DELEGATIONS AND PRESENTATIONS**

NIL

**7.    CONSIDERATION OF CORRESPONDENCE**

NIL

**8.    REPORTS**

8.1    2023-18 Key Agenda Items Update (Verbal Report)

RESOLUTION NO. 3

Moved By: Brian Petrie
Seconded By: David Mayberry

1.    That Report No. 2023-18 entitled Key Agenda Items Update, be received for information and discussion.

DISPOSITION: Motion Carried

8.2    2023-19 Librarian's Report and Statistics

RESOLUTION NO. 4

Moved By: Cynthia Lacroix
Seconded By: Katherine Grieve

1.    That Report No. 2023-19 entitled Librarian's Report and Statistics, be received for information and discussion.

DISPOSITION: Motion Carried

**9.    UNFINISHED BUSINESS**

Minutes from Last meeting – Drag Storytime Report

**10.    NOTICE OF MOTIONS**

NIL

**11.    NEW BUSINESS / ENQUIRIES / COMMENTS**

NIL

**12.    CLOSED SESSION**

RESOLUTION NO. 5

Moved By: Brian Petrie
Seconded By: Cynthia Lacroix

Resolved that the Library Board go into a closed session to consider personal matters about an identifiable individual.

DISPOSITION: Motion Carried at 9:25 a.m.

**TIME OF COMPLETION OF CLOSED SESSION:**

9:52 p.m.

RESOLUTION NO. 6

Moved By: David Mayberry
Seconded By: Brian Petrie

Resolved that the Library Board reconvene in Open session.

DISPOSITION: Motion Carried at 9:52 a.m.

**13.   CONSIDERATION OF MATTERS ARISING FROM CLOSED SESSION**

NIL

**14.   ADJOURNMENT**

The Oxford County Library Board adjourns its proceedings at 3:17 p.m. until the next meeting scheduled for August 15, 2023.

Minutes adopted on _____ by Resolution No. ___.


_____

CHAIR


_____

SECRETARY

# DRAFT Strategic Plan Framework and Engagement Summary
Oxford County Library | 2023 - 2028 Strategic Plan

August 2023

# Contents

STRATEGYCORP.COM

# Summary Report on the Oxford County Library Community Engagement Process

# Oxford County Library Community Engagement | Objectives

The StrategyCorp team conducted in-person and virtual engagements with participants from the Oxford County community. The purpose of these engagements was to:

- Gather input from a diverse range of stakeholders to gain valuable insights and perspectives that may not have been considered otherwise.

- Meaningfully engage the broader Oxford County community (e.g., staff, Library Board, residents, businesses, partners) to socialize and gather feedback to inform Oxford County Library's (OCL) priority areas and strategic initiatives and better understand the needs and interests of library users and non-users.

- Educate and inform participants about the broad range of library services available to them, including supports for which they may have been unaware.

- Further build the Library's relationships with residents, patrons, and community partners to foster greater trust and pride in the OCL service.

*The purpose of this document is to summarize community engagement feedback, recommend changes to the initial OCL Strategic Plan Framework and identify implementation planning considerations based on community feedback.*

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# Overview of Community Engagement Events

Several in-person and virtual community engagement events were hosted. Participants included over 750 voices representing a diversity of perspectives; all questions, feedback, and concerns were welcomed during engagement events.

### Online Survey
734 responses were received; survey results should be interpreted as participants' opinions, rather than a statistically representative reflection of the broader Oxford County Community.

### Community Pop-Ups
StrategyCorp attended two community events to spark conversations related to OCL's Strategic Plan with participants.

### Community Engagement
OCL promoted the survey at Ox on the Run and other outreach events to encourage participation.

### Interviews & Focus Groups
StrategyCorp conducted interviews with Board Members and staff, held two focus group sessions with partners and local service providers, and validated the framework with Supervisors.

*Participation in community engagement events was voluntary; the insights contained in this report reflect the input of community members who chose to participate in the community engagement process ("participants").*

# Overall Learnings - What We Heard (1/3):

The Initial OCL Strategic Plan Framework was **largely validated** through community engagement.

| Community Feedback – Summary Findings | Recommended Strategy Changes and / or Implementation Plan Considerations |
|---|---|
| **Vision and Mission** <br><br> • Draft Mission "**OCL provides and promotes universal access to information, ideas, and engaging experiences through welcoming and innovative services and spaces for our community**"; and, Draft Vision "**connect, discover, share, and become**", were largely validated by feedback received regarding the Library's role in providing core services and adequate spaces and programming. <br><br> **Universal Access \| Belonging \| Responsiveness \| Integrity \| Intellectual Freedom** <br><br> • Many of the participants consulted referred to library hours and facilities as key priorities when considering access. <br><br> • Feedback indicates that in-person visits continue to be a primary avenue for accessing library services in Oxford County. <br><br> • Key words used to describe the future of OCL included: Community; Books; Reading; Necessary; Important; Progressive; Hopeful; Growth; Innovate; Inclusive; and Accessible. | **Recommended Changes to the Strategic Plan Framework** <br><br> • Feedback validates the direction set in the Draft Framework. <br><br> **Implementation Considerations** <br><br> • Consider incorporating "actively listening to patron feedback" to strengthen responsiveness. <br><br> • When accessing a specific branch, the top three factors participants identified include: **proximity**; **helpful staff**; and **convenience.** <br><br> • As part of OCL's implementation plan, consider focusing on services and supports to immigrant communities – a theme that emerged from participant feedback. |

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# Overall Learnings - What We Heard (2/3):

| Community Feedback – Summary Findings | Recommended Strategy Changes and / or Implementation Plan Considerations |
|---|---|
| **Strategic Goal: Sustain Service Excellence**<br><br>• Participants indicated a high level of satisfaction with the level of services provided by the Library.<br><br>• Results are generally consistent regarding the need for OCL to provide core services, adequate spaces and programming.<br><br>• There is consensus amongst participants about the need to review facilities and for OCL to consider increased programming, collections and technology offerings.<br><br>**Strategic Goal: Grow Engagement and Member Relationships**<br><br>• Some participants shared concerns and strong opposition regarding a recent program offering (Drag Storytime) and the need for the Library to remain neutral on contentious issues.<br><br>• Several participants highlighted an opportunity for enhanced promotion of the Library's services. | **Recommended Changes to the Strategic Plan Framework**<br><br>• Feedback validates the direction set in the draft Framework.<br><br>**Implementation Considerations**<br><br>• **Enhanced programming** and **additional materials and technology;**<br><br>• **Online services** should be a focus for the Library moving forward, particularly for younger demographics who may be more likely to use web-based services;<br><br>• Consider enhanced **hours of operation** at village branches;<br><br>• Provide enhanced **support to immigrant communities** and offer **evening programs** / workshops / lectures / classes for adults, particularly in smaller branches;<br><br>• Enhance **online marketing** including social media, email, and website material were commonly reported avenues for awareness / promotion of the Library's services and events;<br><br>• **Programming and facility hours are key priorities for** non-library users; and<br><br>• **In-branch advertising is important –** nearly half of the participants learn about Library events and programs through in-branch promotions and there may be an opportunity to enhance in-branch promotion and promotion of Ox on the Run to bring library programs and services to a greater number of Oxford County residents. |

# Overall Learnings - What We Heard (3/3):

| Community Feedback – Summary Findings | Recommended Strategy Changes and / or Implementation Plan Considerations |
|---|---|
| **Strategic Goal: Innovate Access to Services**<br><br>• There is consensus amongst participants about the need to review operating/open hours including a focus on extending hours in the village Library branches.<br><br>• The Library was identified as a "safe space" by many participants and a mix of concerns and suggestions regarding service to vulnerable populations were identified, including: ensuring access to resources, providing information and referrals, and the need to define the Library's role in serving individuals experiencing homelessness or mental health issues.<br><br>• Top three responses identified by participants to improve the library user experience over the next five years include:<br><br>   1. **Programming**;<br><br>   2. **Collections** (i.e., books, e-books, DVDs); and<br><br>   3. **Access** (i.e. open hours / days). | **Recommended Changes to the Strategic Plan Framework**<br><br>• Feedback validates the direction set in the Draft Framework.<br><br>**Implementation Considerations**<br><br>• Consider ways to **enhance partnerships** to better serve vulnerable populations and potentially **integrate social services** into Library facilities;<br><br>• Design **new services** and offer programs for people experiencing homelessness, living in poverty, and new Canadians; and<br><br>• Provide space, access to resources, information, and referrals, as well as support and programming that address the specific needs of vulnerable populations. |

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# Oxford County Library Draft Strategic Plan Framework

# Purpose of this Document

This document sets out OCL's new Strategic Plan Framework, which was informed by the July 18th strategic planning retreat with OCL's Board and Executive Team. It also provides a Business Model Canvas for each strategic pillar of the Draft Framework.

### Elements of the Strategic Plan Framework

- The vision, mission, and values are the expression of how the organization works to create value for primary stakeholder groups, including customers.

  - The **vision statement** is OCL's long-term promise to its stakeholders.

  - The **mission statement** communicates how OCL (i.e., OCL staff) works day-to-day to deliver on its promise to stakeholders.

- The **values** are what shape the culture, decision-making, and accountability within the organization.

- The goals and initiatives set the direction and establish the priorities for OCL. They define what success will look like for the organization and the activities that will make this view a reality.

  - **Strategic goals** set the direction and areas of strategic focus of the organization.

  - The **initiatives** are the tangible efforts that will be resourced and prioritized to achieve the strategic goals.

- A Business Model Canvas ("BMC") has been created for each Strategic Goal of OCL's Draft Strategic Plan Framework. The BMC is a strategic management tool that helps businesses visualize, design, and analyze their business models for the achievement of strategic priorities. The BMCs presented provide an integrated view of the features of the OCL's business model needed to deliver the Strategic Plan.

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# OCL's Core Business, Strategic Environment, and Primary Stakeholders

| CORE BUSINESS | *The community's platform for equitable access to interesting information, programs, and experiences.* |
|---|---|

## PRIMARY STAKEHOLDERS

Patrons

County Council

Local Municipal Councils

Community Partners

General Community

## STRATEGIC ENVIRONMENT

**Strengths**

OCL's core strengths are: (i) its team of qualified, friendly staff; (ii) staffs' adept understanding of community needs; (iii) relationship building with patrons; (iv) strong community partnerships; and, (v) the provision of safe spaces for all people.

**Weaknesses**

OCL's biggest weaknesses are: (i) experiences across locations are not always equitable and accessible; (ii) limited financial and workforce capacity to curate new programs/experiences; (iii) low community awareness of the programs / services among non-and infrequent users; and, (iv) reliance on various other service providers (partners, the County, etc.) and their competing priorities / capacity constraints.

**Opportunities**

The OCL's main opportunities are: (i) technological advances can allow for streamlining staff tasks and elevating the patron experience; (ii) increasingly expanding definitions of library resources, including non-traditional collection, are increasing size of potential user base; and, (iii) changing demographics and opportunities related to new programs / services / collections.

**Threats**

The OCL main threats are: (i) concerns on sustainability of funding as communities have to do more with less; (ii) dated perceptions of what a library is (today's adults are not aware of how the library has expanded its programs, collections, and services); and, (iii) competition from an increasing number of alternative mediums for knowledge gathering, exchange and general entertainment.

# Oxford County Library | Strategic Plan Framework

## VISION

Connect, discover, share, and become.

## MISSION

Promote and provide the community with universal access to information, ideas, and engaging experiences in welcoming spaces.

## VALUES

**Universal Access**
*We foster inclusive and equitable access to library services, programs, and resources.*

**Belonging**
*We provide a welcoming, friendly, and inclusive environment where patrons feel they belong and are safe.*

**Responsiveness**
*We care about what we do and who we serve by listening and tailoring each library to local needs.*

**Integrity**
*We take pride in our stewardship of resources, acting with professionalism, and contributing to the greater good of our communities and residents.*

**Intellectual Freedom**
*We actively support each person's freedom of expression and pursuit of their own interests through access to trusted, high-quality information and resources.*

## STRATEGIC GOALS

### Sustain Service Excellence

Enable an empowering and collaborative work environment for our staff and enhance our facilities to continue to deliver outstanding working and visiting experiences.

- *Develop and implement a long-term facilities plan to meet changing demands and create enjoyable and dynamic spaces for our communities.*
- *Develop and implement with partners a referral framework to ensure that patrons with diverse needs are referred to program and service supports provided by the most appropriate community organizations.*
- *Develop and implement a strategic approach to employee and volunteer human resources attraction, retention, and development to enhance and sustain OCL service excellence.*

### Grow Engagement and Member Relationships

Increase resident awareness of the OCL's programs and services and deepen relationships with existing and new members.

- *Create and implement a Communications Strategy to build the OCL's brand awareness and service offerings in the community.*
- *Develop and implement a Patron Management & Growth Plan to increase usership and community engagement with library programs, services, and spaces.*
- *Plan and implement the expansion of non-traditional service offerings to include more digital resources, access to technology, and unique collections.*

### Innovate Access to Services

Purposefully innovate programs and services to enhance access, drive engagement, and improve members' experiences.

- *Plan, design, and implement a Programs and Services Accessibility Strategy to make the OCL inclusive and accessible to all residents.*
- *Expand the availability of self-service options and introduce more technology to increase access.*
- *Expand the Ox on the Run program to expand library access in communities without branches and to meet residents where they are to drive engagement.*

# Preliminary Business Model Canvas for "Sustain Service Excellence"

## Competencies

- HR lifecycle strategic management
- Knowledge and Information Management
- Collection Development
- Reference and Research Assistance
- Community Engagement
- Customer Service
- Lifelong Learning Support
- Partnership formation and maintenance
- Diversity, Equity, and Inclusion

## Value Proposition

- Free access to knowledge resources, fostering community growth, and enhancing lifelong learning through consistent, high-quality services and programs
- The Library is an impact organization for the growth and development of an inclusive, equitable, welcoming, and engaged civil society

## Capabilities & Resources

### Capabilities

- Accessible physical and digital infrastructure
- Robust collection
- Technology integration
- Social media
- Partnership policy and structure
- HR and patron data and analytics
- Customer satisfaction evaluation

### Resources (people, money)

- Customer-focused, service-trained library professionals
- Budgetary investments in total compensation to retain top talent
- Budgetary investments in automation and more technology
- Budgetary investments in quality and accessible physical space

## Key Initiatives

- Develop and implement a long-term facilities plan to meet changing demands and create enjoyable and dynamic spaces for our communities
- Develop and implement with partners a referral framework to ensure that patrons with diverse needs are referred to program and service supports provided by the most appropriate community organizations
- Develop and implement a strategic approach to employee and volunteer human resources attraction, retention, and development to enhance and sustain OCL service excellence

## Key Partners

- Community civil society organizations and partners
- Oxford County government
- Private local businesses
- Philanthropic organizations

## Stakeholder Relationships

- OCL leadership and staff
- Oxford County residents
- Community partner organizations
- County and local governments
- Library card holders and patrons

## Channels

- In-person in branches
- Ox on the Run
- Online
- Social Media
- Phone
- Text
- Email
- Self-Service

## Customer Segments

- New Canadians
- Children and families
- Teens and young adults
- Adults
- Seniors
- Students
- Community organizations and non-profits

## Core Revenue Sources

- Program and service fees (restricted)
- Revenue raising events
- Government funding
- Grants and donations
- Philanthropic contributions
- Sponsorships

## Major Cost Categories

- Service design
- Technology improvements (e.g., systems upgrades, hardware upgrades, automation, self-service option expansion)
- Service excellence training and development
- Capital investment

## Other Considerations

- Given the social climate that the libraries operate within, the Library may consider developing a customer service policy that transparently lays out its commitment to servicing its community in an equitable and inclusive manner as well as its commitment to protecting the community from information that is incorrect, disrespectful, or harmful

# Preliminary Business Model Canvas for "Grow Engagement and Member Relationships"

## Competencies

- Digital and social marketing
- Knowledge and Information Management
- Collection Development
- Reference and Research Assistance
- Community Engagement
- Customer Service
- Lifelong Learning Support
- Partnership formation
- Diversity, Equity, and Inclusion

## Value Proposition

- Building community connections, offering tailored programs, and nurturing member relationships through interactive, inclusive, rewarding and responsive engagement initiatives
- Businesses that partner with OCL will receive marketing and promotional services that drive increased customer engagement

## Capabilities & Resources

### Capabilities

- Accessible physical and digital infrastructure
- Robust collection
- Technology integration
- Digital marketing / marketing
- Project Management
- Social media
- Partnership policy and structure
- Rewards partnership structures
- Patron data and analytics
- Community engagement
- Customer satisfaction evaluation

### Resources (people, money)

- Marketing advisory support
- Budgetary investments in marketing, communications, and social media management
- Investment in development of partnerships with the business community

## Key Initiatives

- Create and implement a Communications Strategy to build the OCL's brand awareness and service offerings in the community
- Develop and implement a Patron Management & Growth Plan to increase usership and community engagement with library programs, services, and spaces
- Plan and implement the expansion of non-traditional service offerings to include more digital resources, access to technology, and unique collections

## Key Partners

- Community organizations and partners
- Oxford County government
- Private local businesses
- Philanthropic organizations

## Stakeholder Relationships

- OCL leadership and staff
- Oxford County residents
- Community partner organizations
- County and local governments
- Library card holders and patrons

## Channels

- Community organizations
- Local and County municipalities
- Online (websites, search engines, etc.)
- Social media
- Print media (magazines, papers, newsletters, etc.)

## Customer Segments

- Non-library users
- New Canadians
- Children and families
- Teens and young adults
- Adults
- Seniors
- Students
- Community organizations and non-profits

## Core Revenue Sources

- Program and service fees (restricted)
- Revenue raising events
- Government funding
- Grants and donations
- Philanthropic contributions
- Sponsorships

## Major Cost Categories

- Advertising, marketing, and communications activities
- Human resources investment to acquire new skills and capabilities
- Technology improvements (e.g., systems upgrades, hardware upgrades, automation, self-service option expansion)
- Capital funds

## Other Considerations

- Consider the simplest, most manageable way to leverage the business community to support cross promotion
- The library may consider strategic partnerships as a way of acquiring specific skills / expertise

# Preliminary Business Model Canvas for "Innovate Access to Services"

## Competencies
- Patron relationship management
- Knowledge and Information Management
- Collection Development
- Reference and Research Assistance
- Community Engagement
- Customer Service
- Lifelong Learning Support
- Partnership formation
- Diversity, Equity, and Inclusion

## Value Proposition
- The library and its staff are pillars of the County community that deeply understand resident and patron needs for access to high quality information spaces, and broader community supports

## Capabilities & Resources

### Capabilities
- Project Management
- Social media and social Media Use Policy
- Partnership policy and structure
- Partnership agreement development and management
- People data and analytics
- Customer satisfaction evaluation framework and tools (i.e., surveys)
- Systems architecture

### Resources (people, money)
- Marketing funds
- Budgetary investments in self-serve options

## Key Initiatives
- Plan, design, and implement a programs and services accessibility strategy to make the OCL inclusive and accessible to all residents
- Expand the availability of self-service options and introduce more technology to increase access
- Engage a Technology Consultant and develop a 5-year Technology Plan
- Expand the Ox on the Run program to expand library access in communities without branches and to meet residents where they are to drive engagement

## Key Partners
- Community organizations and partners
- County leadership / governors
- Private, local businesses
- Accessibility experts

## Stakeholder Relationships
- Local business owners and organizations
- OCL leadership and staff
- Oxford County residents
- Community partner organizations
- County and local governments
- Library card holders and patrons

## Channels
- Social media
- Online (e.g., digital services, virtual collections)
- In-person at branches / proxy locations
- Self-service options

## Customer Segments
- Non-library users
- New Canadians
- Children and families
- Teens and young adults
- Adults
- Seniors
- Students
- Community organizations and non-profits

## Core Revenue Sources
- Program and service fees (restricted)
- Revenue raising events
- Government funding
- Grants and donations
- Philanthropic contributions
- Sponsorships

## Major Cost Categories
- Technology improvements (e.g., systems upgrades, hardware upgrades, automation, self-service option expansion)
- Service design
- Capital and operating funding for mobile libraries

## Other Considerations
- Partnering with organizations to bring more library programs, services and resources to more people is important but will require the Library to carefully evaluate each organization's values for alignment to ensure that those proxy organization can be trusted to uphold the value of the Library when acting in its capacity

# Appendix A: Community Survey Results

# Survey Overview and Demographic Data

# Survey Demographics

**Resident Profile:**

- Nearly 90% of respondents indicated they are full-time residents of Oxford County.

- Another 4% of respondents either work (full or part-time) or own a business in the County but are not otherwise residents.

**Income:**

- The income level of respondents was high – the most common income bracket was $100-$150k (15%), followed closely by $70-$100k (14%).

- Less than 6% of respondents reported an income below $30k.

- *Note that over 30% of respondents chose not to answer this question.*

**Education:**

- Education levels were also relatively high – nearly 70% of respondents indicated they were a college or university graduate, with another 15% reporting some college or university education.

**Employment status:**

- Employment status was primarily split between full-time workers (38%) and retirees (34%). Notably, less than 1% reported a student status.

## Age Demographic and Place of Residence Breakdown
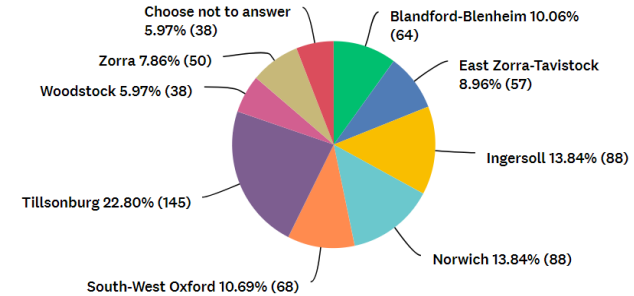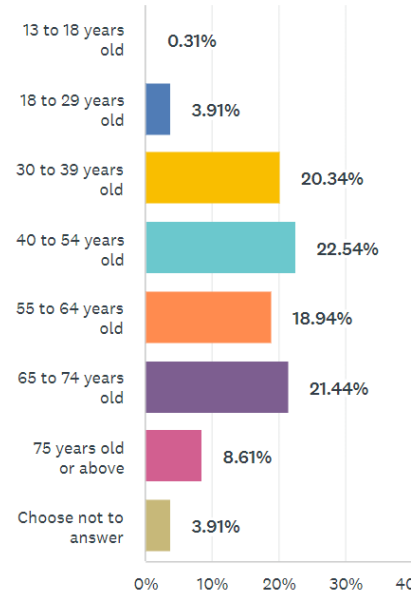


## What does this tell us?

- Survey respondents tended to be older, better educated, and with a higher relative income than the broader population in Oxford County. This may reflect higher library-related engagement levels amongst this demographic and may skew survey results.

# Access, Satisfaction and Library's Role in the Community

# Survey Data – Access to Services

In the past year, have you used a branch of Oxford County Library in any of the following ways? (Select all that apply)

Answered: 734    Skipped: 0
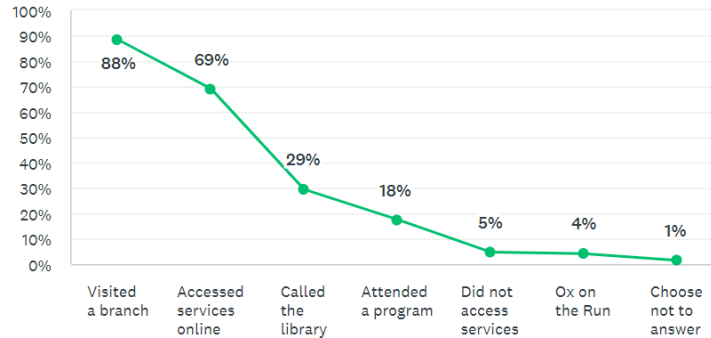


## What does this tell us?

- **Focus on in-person experience –** nearly **90%** of respondents have visited a library branch in-person compared to 18% having attended a library program held outside of the Library or at a community event. This suggests that in-person visits continue to be a primary avenue for accessing library services in Oxford County.

- **Online services are well utilized –** nearly **70%** of respondents accessed library services online. This suggests that online services should also be a focus for the Library moving forward, particularly for younger demographics who may be more likely to use web-based services.

- **"Ox on the Run" –** only **4%** of respondents have used the mobile library project. There may be an opportunity to better market this program to bring library programs and services to a greater number of Oxford County residents.

# Satisfaction

On a scale of 1 (very satisfied) to 5 (not at all satisfied), how satisfied are you with the services provided by Oxford County Library?

Answered: 656    Skipped: 78
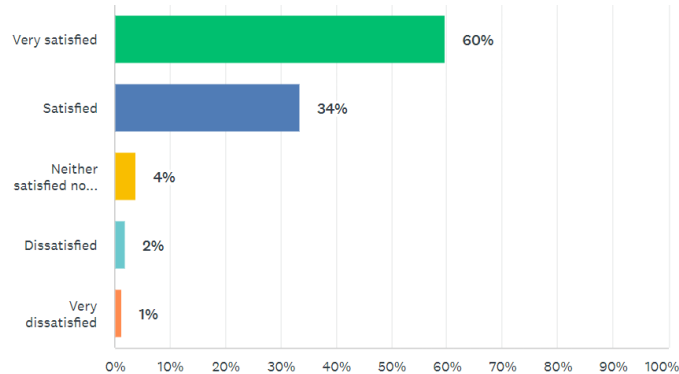


## What does this tell us?

- **Satisfaction levels are high** – 93% of respondents were either "satisfied" or "very satisfied" with level of services provided by the Library.

- Around 3% (20 of 656) of respondents reported being "dissatisfied" or "very dissatisfied" with services provided – however, these results may be skewed by specific concerns.

# Library's Role in the Community

*Highest scoring metrics:*

Providing core services:

- "Lending books, eBooks, and other materials" – more than **95%** of respondents indicated this was important (either "Important" or "Very Important").

- "Providing access to computers, Wi-Fi and other technology" – more than **90%** indicated this was important.

Adequate spaces and programming:

- "Offering spaces that are inviting and accessible" – more than **90%** indicated this was important.

- "Providing responsive services and programs for users of all ages" – more than **90%** indicated this was important.

*Lowest scoring metrics:*

Library facilities / services to support communities:

- "Providing services and supports to people experiencing homelessness" – by far the lowest scores amongst options – only **60%** felt this was important and more than **10%** indicated this was not important (scored as either "Not Very important" or "Not at all Important"); "Providing services and supports to immigrant communities" – **75%** indicated this was important; more than **5%** indicated this was not important; "Providing services and supports for low-income residents" – more than **80%** indicated this was important; **5%** indicated this was not important

*Common themes from written responses (counts) to Q.1 – Tell us about the Library's role in the community:*

- The Library provides an inclusive, welcoming, and safe space for all library users (14);

- Concerns regarding Library's support for particular social issues (14);

- Need for more learning opportunities and activities for all ages, particularly serving children and seniors (12);

- Need for more technology, software, internet resources for community members (9);

- Concerns about use of library by homeless persons; facilities not set up to deal with these issues (8);

- Library serves as community hub and space for people to meet (5); and

- Need for better hours of service; responses highlighted Mount Elgin, Norwich, and Princeton branches (6).

# Awareness & Promotion

How do you find out about Oxford County Library services and events?
(please select all that apply)

Answered: 646    Skipped: 88
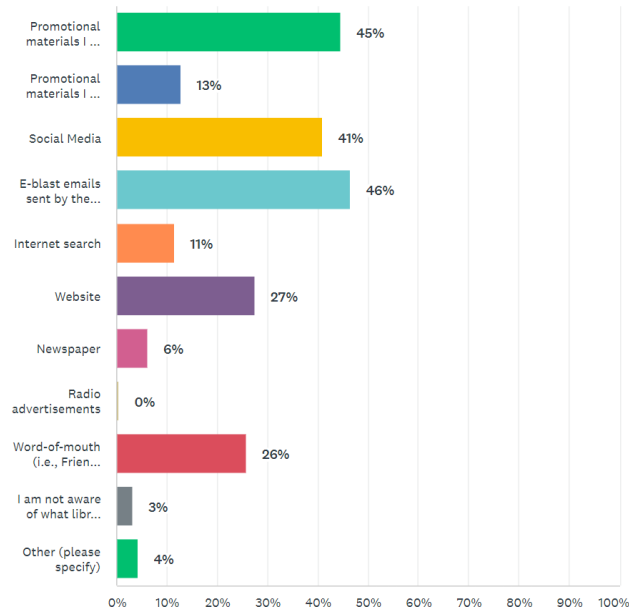


**Common responses under "Other:"**

- Staff (10)
- Exterior signage (5)
- Visible location (2)
- Mail / Oxford County Library Monthly (2)

**What does this tell us?**

- **Online marketing is key –** social media, email, and website material were commonly reported avenues for awareness / promotion of the Library's services and events.

- **In-person advertising important –** nearly half of respondents (45%) selected "Promotional materials I see at the library." Several respondents also noted their appreciation for events and services being advertised on exterior signage outside Library branches.

# Library Users

# Branch Use (1/4)

The branch I use most frequently is:

Answered: 657    Skipped: 77



| Branch | % |
|---|---|
| Brownsville | 1% |
| Burgessville | 5% |
| Embro | 3% |
| Harrington | 1% |
| Ingersoll | 24% |
| Innerkip | 7% |
| Mount Elgin | 4% |
| Norwich | 11% |
| Otterville | 3% |
| Plattsville | 7% |
| Princeton | 3% |
| Tavistock | 5% |
| Thamesford | 4% |
| Tillsonburg | 30% |
| Mobile Library "Ox on the Run" | 1% |
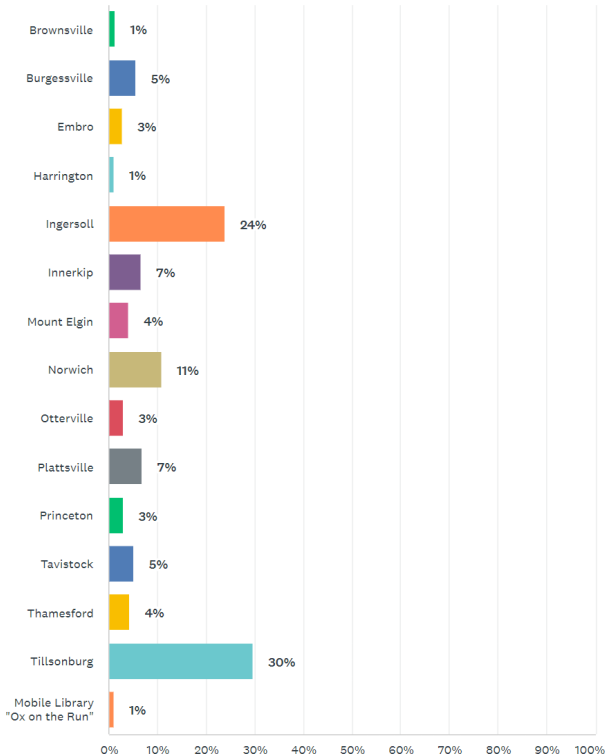
Please tell us the main reasons why you use this branch: (select all that apply)

Answered: 657    Skipped: 77



| Reason | % |
|---|---|
| Proximity to home | 90% |
| Convenient | 51% |
| Helpful staff | 54% |
| Selection of Materials | 37% |
| Space to study/read | 13% |
| Convenient hours | 26% |
| Easy computer access | 10% |
| Other (please specify) | 10% |
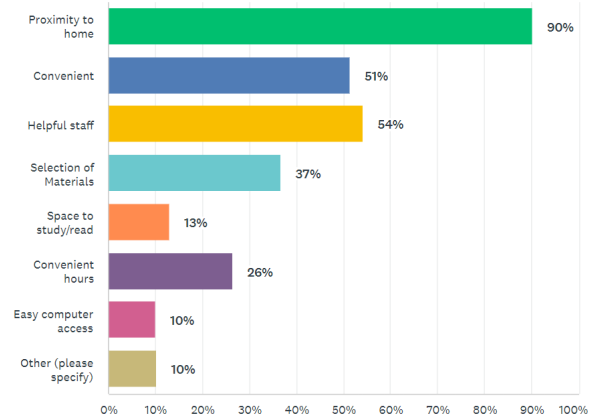
## What does this tell us?

- The majority of respondents **(54%)** use Tillsonburg or Ingersoll branches – not unexpected given population bases in Oxford County.

- When accessing a specific branch, top three factors were: **proximity** (90%); **helpful staff** (54%), and **convenience** (51%).

- Within "Other," common responses included a positive atmosphere (calm, relaxing, safe), great staff, nearby to residents, internet access, activities for children, ability to order books, and to support a local branch.

# Branch Use (2/4)

How often did you visit a branch of Oxford County Library in the last 6 months?

Answered: 657    Skipped: 77
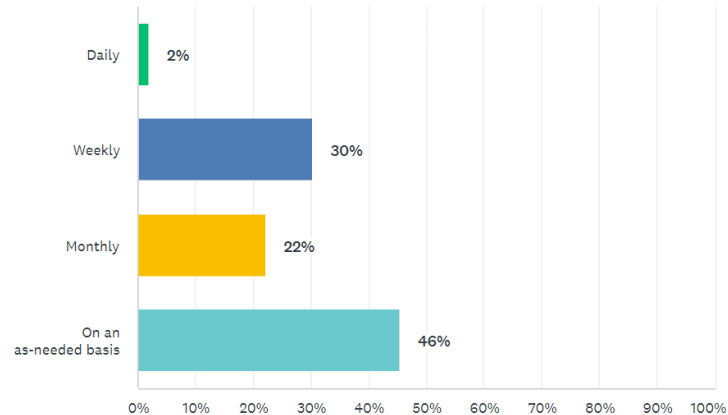


## What does this tell us?

- Of the 657 respondents who indicated they use the Library, **the majority (more than 45%) visit the Library on an as-needed basis only.**

- However, roughly half of respondents use the Library on a weekly (30%) or monthly (more than 20%) basis.

# Branch Use (3/4)

When you visit the library, it is usually to: (please select all that apply)

Answered: 654    Skipped: 80
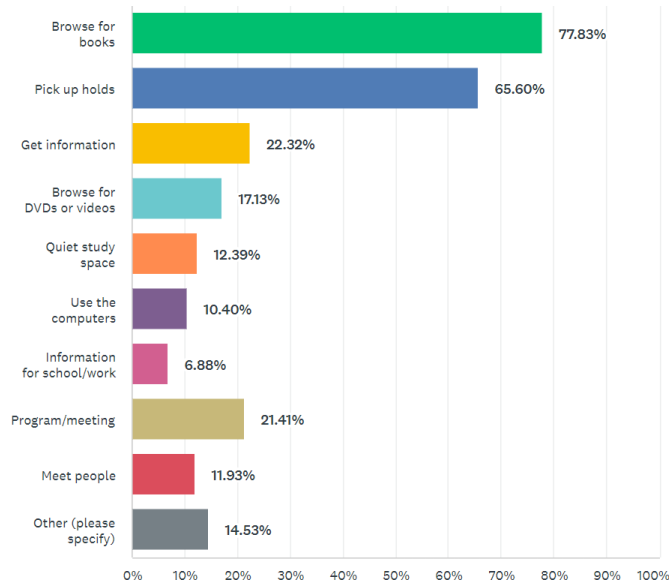


## What does this tell us?

- Core activities (e.g., browsing for books and videos, picking up holds) remain the primary way that respondents use the Library.

- Notably, more than 20% reported using library facilities for information and for attending programs/meetings.

- Results are generally consistent with the trends reported in Q1 (Library's Role in the Community), where providing core services and adequate spaces and programming saw the highest scoring metrics regarding being important to survey respondents.

# Branch Use (4/4)

## What else did respondents tell us about why they use the library?

- For Q6, a total of 95 (14.5%) respondents chose "Other" and provided a variety of written responses for why they use the Library.

- Common themes reported include:

  - **Children's activities** – several respondents highlighted the many programs / spaces offered for children to learn, explore, play, and interact with other children in the Library facilities (30).

  - **Services** – several respondents noted they used the Library for internet access and for printing, photocopying, and fax (11). Other common services included seeking help with technology (4), accessing genealogy resources and general research (3), picking up garbage bag tags (2), borrowing park passes (2), and attending tax clinics.

  - **Social** – a few respondents noted using the Library's facilities for a place to relax and engage with staff (2), and to volunteer.

  - **Community spaces** – last, a few respondents noted using the Library facilities to run programs (i.e., Spanish circle, tutoring (2)), use meeting rooms, and to access partner programs such as EarlyON programming.

# Opportunities for Improved User Experience (1/3)

To improve your library experience, what would you like the library to focus on? (please select all that apply)

Answered: 638    Skipped: 96
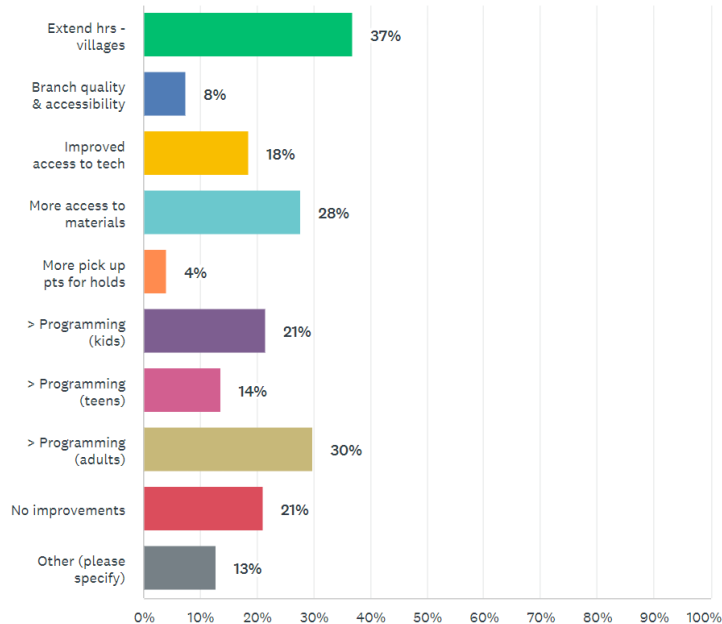


## What does this tell us?

- **Facility hours** – focusing on extending hours in the village library branches was the most common response to this question (more than 35%) and was also a theme identified earlier in the survey.

- **Greater programming** – focusing on providing more programming, lectures, and events for adults was the second most common response (30%), while providing more programming for children and teens was a combined 35%.

- **Additional materials and technology** – focusing on providing more materials in the Library's collection such as books and DVDs was the third most common response (more than 25%), with several other respondents indicating a greater access to technology would improve their experience (more than 15%).

- Notably, more than 20% of respondents indicated that they do not believe improvements are needed at this time.

# Opportunities for Improved User Experience (2/3)

## What else did respondents tell us about improving the library experience?

- In Q10, a total of 82 (12.9%) respondents chose "Other" and provided a variety of written ideas for what the Library should focus on to improve the experience for users.

- Common themes reported include [1/2]:

  - **Facilities/hours** – "Tillsonburg branch is too small"; "open Library on Sunday"; "maintain service at Harrington branch"; "provide quiet study pods / closed areas for school or work"; "bring back pre-COVID children's library space"; "provide inclusive, safe spaces for all members of the community".

  - **Collections** – expand variety of materials available including offering more printed books (including in French), educational books for kids (including classics), e-books (note: desire for additional e-books was mentioned several times in responses), audiobooks, magazines (including special interest and history), and DVDs; offer toy lending library; offer a wider range of electronic resources.

  - **Programming/workshops** – enhanced and diverse programming for all ages including more adult craft programs, more programs for homeschoolers, weekend and evening programming for kids and for those who work during the day; offer repair workshops (i.e., bicycle repair, sewing machine repair); adult Maker Space programming; musical instrument lending programs; and, more community-oriented projects and events.

  - **Services** – offer better business services such as printers and photocopiers (and better prices); focus on priority service areas; reciprocal borrowing with Woodstock Public Library.

  - **Technology** – provide (faster) internet access; offer internet services to go; offer technology programs including security / privacy; offer electronic resources / software (i.e., LibreOffice); and, continue to improve services as technology changes.

# Opportunities for Improved User Experience (3/3)

## What else did respondents tell us about improving the library experience?

- Additional common themes reported include [2/2]:

  - **Library policies –** extend loan times for library materials.

  - **Promotion –** enhance promotion of Library to ensure sustained funding.

  - **Serving vulnerable populations –** general concerns about library space being used by people experiencing homelessness; enhance partnerships to better serve vulnerable populations and potentially integrate social services into library facilities; offer programs for people experiencing homelessness, living in poverty, and new Canadians.

  - **Concerns –** regarding recent Drag Storytime

## What does this tell us?

- Consistent with the selections under Q10, the most common themes within the "Other" category related to **expanding library materials / resources, offering greater programming for all ages, and improving facilities/hours** – likely a result of respondents wanting to provide additional details into these themes.

- Concerns regarding vulnerable populations using the library space and recent Drag Storytime programming were also raised by several respondents.

# Non-Users

# Encouraging Use for Non-Users

Which of the following would have the most impact on encouraging you to use the library?

Answered: 34    Skipped: 700
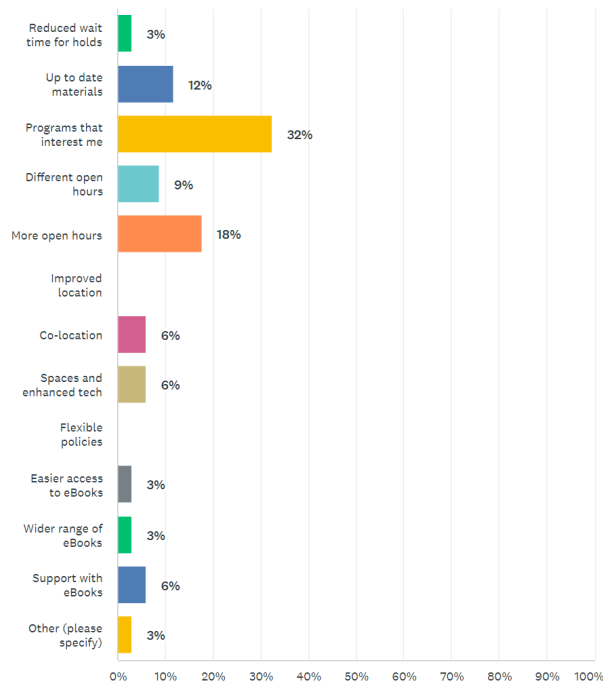


## What does this tell us about non-users?

- **Programming and facility hours are key –** amongst non-library users, the two most common selections in encouraging library use were providing more interesting programs or special events (32%) and providing increased or more flexible operating hours (27% combined). A few respondents also indicated that providing more up-to-date materials would encourage use.

- These insights may help to inform general strategies to attracting new users to the library; however, note that only 34 of 734 respondents (4.6%) answered this question – it may be difficult to generalize these results with the broader population of non-library users in Oxford County who would not have participated in this survey.

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# The Future of Oxford County Library

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# What can the Library do to improve user experience over the next five years? (1/8)

- In Q11, a total of **647** written respondents were received, providing a range of ideas to improve the Library user experience over the next five years.

- **These responses have been categorized into several buckets based on their respective theme:**
  - Programming – 20%
  - Collections (i.e., books, e-books, DVDs) – 17%
  - Access (i.e., open hours / days) – 12%
  - Technology / tech support – 5%
  - Physical spaces + location of branches - 35%
  - Services – 4%
  - Virtual offerings – 2%
  - Policy – 1%
  - Library as safe space – 1%
  - Diversity, Equity & Inclusion – 1%
  - Everything is great! (i.e., compliments only) – 8%
  - Partnerships – 1%
  - Concerns - serving vulnerable populations – 1%
  - Concerns - Drag Storytime – 5%
  - N/a (i.e., no response) – 15%

**Responses by category [count]**

Pie chart showing:
- 20%
- 17%
- 12%
- 6%
- 5%
- 4%
- 2%
- 1%
- 1%
- 2%
- 8%
- 1%
- 1%
- 5%
- 15%

Legend:
- Programming [132]
- Collections [110]
- Access (i.e. open hours / days) [81]
- Technology / tech support [38]
- Physical spaces + location of branches [35]
- Services [27]
- Virtual offerings [11]
- Policy [4]
- Library as safe space [7]
- Diversity, Equity & Inclusion [14]
- Everything is great! [54]
- Partnerships [10]
- Concerns - serving vulnerable populations [9]
- Concerns - drag storytime [32]
- N/a - no response [102]

# What can the Library do to improve user experience over the next five years? (2/8)

**Programming (132 responses under theme)**

- Retain and expand programming for all ages, particularly for young children (36);

- Offer evening workshops/lectures/classes for adults, particularly in smaller branches (e.g., manage money/budgeting, photography classes, cooking classes, arts, etc.) (24);

- Offer additional adult and child programming on weekends (e.g., Saturday morning crafts) and after 5 pm on weekdays (14);

- Offer more activities geared to seniors (9); Offer more book clubs, book boxes, art classes, and events for teenagers (9);

- Keep offering exciting social events, community nights, raffles, giveaways, etc. (9);

- Offer programming / social events to connect middle-aged adults in community (e.g, book club) (7);

- Extend special interest programming to village branches (e.g., Norwich, Princeton) (4);

- Find ways to keep kids interested in reading (3);

- Offer speaker series / exchanges on interesting topics (2); Host more community history events / history of local churches (2);

- Host more daytime programming for homeschooled children (2); and

- One-off: programs for child development and women empowerment; offer parent / teen seminars; set up regular pre-school programs in libraries; more summertime programming for children; PA day programming; find ways to get more people involved in programming; provide author talks by Canadian authors; create writers groups in community; provide outdoor activities; literacy development classes for children; and more quiet hours to read and relax.

# What can the Library do to improve user experience over the next five years? (3/8)

**Collections (i.e., books, e-books, DVDs) (110 responses under theme) –**

- Expand selection of e-books / audiobooks and make it easier to borrow (e.g., reduce wait time / longer loan periods) (22);

- Do not eliminate real books / ensure real books will continue to be available for those who want them (20);

- Increase the number of resources available in collection (books, movies, etc.), particularly new children's books (19);

- Additional copies of new releases / popular books (14);

- Continue to expand catalogue with new things to borrow (including magazines) (7);

- More large print books for seniors (5);

- Broaden non-fiction and other collections (3);

- Continue to add books from a wide variety of authors (2);

- Build resources on local history and genealogy (2);

- Offer books in French and other languages (2); and

- One-off: bring back magazines; offer books/DVDs etc. on how to write a book; too much space devoted to Dutch Christian books in Norwich that people don't read (disproportionate to population); more Dutch magazines in Burgessville; have a section for Christian fiction in Tillsonburg like Norwich does; better awareness of resources available; more CDs on sale with books; allow donations of audiobooks; stop removing materials from village branches; when offering book series, offer all of them in series; continue to expand collection of books about fine art; add more books/resources related to higher education (e.g., health care/nursing programs); and keep non-fiction material up-to-date.

# What can the Library do to improve user experience over the next five years? (4/8)

Access (i.e. open hours/days) (81 responses under theme) –

- Offer longer hours (51);

- More accessible hours (e.g., be open daily into evenings/weekends) (13);

- Open Sunday for those who work in the mid-week (used to be open Sunday afternoons which was helpful) (5);

- Ensure village branches are not shut down (2);

- Flexible hours for shift workers (2);

- More hours in rural branches (2);

- Increase or sustain hours at Harrington branch (2); and

- One-off: extend hours for Otterville branch; extend hours for Embro branch; extend hours for Mount Elgin branch; and extend hours for Princeton branch.

Technology / tech support (38 responses under theme) –

- Offer in-person computer / technology classes for seniors (8);

- Adjust / invest / stay up with technology as it changes (8);

- More access to technology and software for families and for projects (6);

- Offer more technology courses / workshops for adults (7);

- Better application for borrowing resources (3);

- One-off: online access; better e-reader programs; quicker access to books placed on hold in the app; use Canadian-based software over others; have PressReader or tablets available in branches for subscription services; and Makerspaces using Free Software would be an exciting improvement.

# What can the Library do to improve user experience over the next five years? (5/8)

**Physical spaces + location of branches (35 responses under theme) –**

- Need to expand size of building / offer larger spaces for users and community events (11);

- Offer larger spaces for children's activities / bring back pre-covid children's space (4);

- Improve quality of indoor physical library spaces (4);

- Keep local branches open in small villages (3);

- Ensure spaces are fully accessible (3);

- Innerkip branch challenged by minimal space (e.g., no study areas and very cramped in children's area) (2); and

- One-off: additional space in Mount Elgin library would be beneficial; keep library in Mount Elgin open and located where it currently is; build a library in Drumbo; improve Tillsonburg facility including possible relocation to a larger facility; possibly new location for Princeton branch as very crowded; remove weeds around facilities; nice if library was in a separate space and not in school; and pick up stations outside library would be helpful.

**Services (27 responses under theme) –**

- Better advertising / more reminders prior to events (7);

- Continue to provide quality and excellent service (4);

- Offer rental spaces for community meetings or other events (2);

- Add more staff (3); and

- One-off: focus on core services of library (book collection and other resources); continue delivery service to home-bound seniors; better communication of delivery and pick up service; offer free photocopying services; laminator for paid use; add a Tim Hortons inside; provide ATM inside; provide way for low income residents to purchase internet for home use; better assistance finding books; loaning of musical instruments; and continue to modernize and offer non-traditional services for residents (i.e., non book-related).

# What can the Library do to improve user experience over the next five years? (6/8)

**Virtual offerings (11 responses under theme) –**

- Better online services particularly for those who cannot get to the library in-person (5);

- Increase the number of online resources and classes (2);

- More "top picks" or reading suggestions in the e-blasts (2); and

- One-off: offer additional streaming services; enjoy Kanopy service for streaming free movies.

**Policy (4 responses under theme) –**

- Increase monthly limits/use for online materials (2); and

- One-off: longer loan times; late fees should come back and be mandatory.

**Library as safe space (7 responses under theme) –**

- Continue to provide access to all community members (2);

- Offer more Drag Storytime and inclusive activities (2); and

- One-off: appreciate having safe space for youth to gather and do homework; ensure inclusion for everyone including street people; continue to create inclusive and safe space; and provide support for homeless to navigate search for housing, social assistance, etc.

# What can the Library do to improve user experience over the next five years? (7/8)

**Diversity, Equity & Inclusion (14 responses under theme) –**

- Offer an increased selection of works from diverse authors / progressive authors (4);

- Continue to make inclusive space where all feel safe (3);

- Continue to support diversity and inclusion by providing access to all types of materials (2); and

- One-off: become more representative in content and programming of Oxford County citizens / demographics; more inclusive all-gender programming; keep current with issues facing Queer community; add pronouns to name tags + inclusive signage; and resist book banners / burners.

**Everything is great! (i.e., compliments only) (54 responses under theme) –**

- Complementary messages such as "Keep doing what you're doing" (15); "keep as is/fits my needs" (15); "overall satisfied with library" (15); "everything is perfect" (8); and "best place!"

**Partnerships (10 responses under theme) –**

- Partner with Woodstock library and / or others to offer collective services (e.g., sharing of materials, inter-library lending) (4);

- Keep being innovative and engage with community residents in unique ways (2); and

- One-off: be able to access Woodstock library without paying yearly fee as an Oxford County resident; provide adult social services in facilities; continue participating in outside County events; and strengthen ties with Ontario Library Consortium as well as London Library.

# What can the Library do to improve user experience over the next five years? (8/8)

Concerns - serving vulnerable populations (9 responses under theme) –

- Clean up homeless using library as a defacto shelter (3);

- Prevent homeless people from monopolizing seating (3); and

- One-off: need policies to address safety issues with homeless and drug users in Tillsonburg library; family has stopped going to Tillsonburg branch as we are surrounded by homeless people, drugs and public sexual behavior; and the Library should not become social service agency.

Concerns - Drag Storytime (32 responses under theme) –

- Stop hosting Drag Storytime (14);

- Avoid promoting issues/agendas that divide community (10);

- The library should not an advertising group for pride community / certain political agendas (6); and

- Keep sexual orientation / other social issues out of the Library (2).

N/a (i.e., no response) (102 responses under theme) –

- Mix of blank responses or "n/a" /  "not sure" type responses.

# One Word that describes the future of Oxford County Library

A total of **647** written respondents were received in Q12 under the following themes:

- **Community** – Community (46); Community Hub (4); Kids (3).

- **General** – Library (6); Books (21); Reading (12); Resources (5); Knowledge (4); Service (4); Learning (3).

- **Relevance** – Relevant (4); Necessary (21); Important (20); Essential (10); Needed (4); Continue (3); Useful (3); Keep (4).

- **Aspirational** – Progressive (13) / Progress (4); Hopeful (21); Promising (10); Growth (15) / Growing (7); Bright (10); Potential (5) / Possibilities (3); Positive (5).

- **Innovation & Growth** – Innovative (8); Expanding (4) / Expansion (4); Connected (3); Continue (3).

- **Potential** – Exciting (6); Fun (6); Great (4); Excellent (3); Good (9).

- **Technology** – Technology (7); Online (4).

- **Access** – Inclusive (13); Accessible (13) / Accessibility (10); Friendly (10); Welcoming (9); Open (6); Inviting (5); Safe (3); Social (3); Convenient (3); Availability (4); Comfort (3).

Inclusive    Accessibility
Important Bright  Hopeful Growth
Innovative
Community    Reading
Promising    Essential
Exciting    Necessary    Books    Technology
Growing    Progressive    Accessible    Progress

Number of mentions

fewer          more
    4         46

# Other Feedback – "Is there anything else you want to add that you would like us to consider?" (1/2)

- Services and programs for **seniors** (5); more information about local Council activities; support literacy; and long-range planning / tracking and keeping pace with community trends.

- **Facilities** planning, considering the need for **expanded spaces** / **expanded hours** to keep up with demand and growth (i.e., Sunday hours) (10); library as "home away from home"; keep local and village branches open (8) / consider output not size when resourcing; enhanced branch wayfinding / signage; designate child friendly reading areas / improved children's area (2); zones for different users; keep facilities updated; improved accessibility; parking needs to be increased (2); Community meeting room(s); additional programming space; and improved accessibility (including stroller access).

- **More funding** for programs and collections at smaller libraries; empower smaller libraries to meet community needs; **more adult programming** at small branches; and rotate programs at small branches.

- **Engage the community** in collection development (2).

- Keep doing what you're doing (65+).

- **Enhanced partnerships** to expand programming opportunities (4) (i.e., Health Unit); more outreach programs.

- **Concerns:** Objection to programming (28).

- **Improved relationship with Woodstock Public Library** (3).

- Expanded employment opportunities for staff (longer hours, student positions, etc.).

# Other Feedback – "Is there anything else you want to add that you would like us to consider?" (2/2)

- **Collection:** Collection enhancements / ensuring relevant materials for borrowing (3); newer books; solicit input on new releases; more large print materials; maintain print collection (3); more online resources; digital newspapers; board games; enhanced book club in a bag collection; enhanced eBook collection; and multi-lingual collections.

- More services and resources for **homeschool families** (3).

- Safety and security; concern about **service to vulnerable populations** (people experiencing homelessness, poverty) (11); and consider different staff supports (social service help) to meet changing user demands (2).

- Support **diversity** including new Canadians (2); and inclusivity (2).

- **Enhanced programming** (3); adjusting time of programs to accommodate working parents; partnership with community organization(s) for referral services (2); ongoing food security programs; consider programs that support the curriculum with ways to build skills to search for credible information; and more programs for boys 10+.

- **Enhanced promotion** of library offerings / promote library as essential (4); and educate public on importance of the library.

- **Enhanced tech support** (2); support for online browsing for those who are not tech savvy; enhanced Wi-Fi offerings (at the branch / lendable) (2); and lendable eReaders.

- Define the role of libraries / don't try to be all things to all people.

- Libraries as **essential** / vital (3).

- Use more **volunteers.**

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## Oxford County Library Board - Key Agenda Items 2023

| Agenda items | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Board Orientation | X | X | X | X | X | | | | | | | 2023 Goal |
| 2022 Year End Statistics | | X | | | | | | | | | | Yearly Agenda Item |
| Monthly Statistics | | X | X | X | X | | | X | X | X | X | Regular Agenda Item |
| Quarterly Metrics and Trends Report | | | | Q1 | | | | | Q2 | | Q3 | Regular Agenda Item |
| Monthly Librarian Report | X | X | X | X | X | | | X | X | X | X | Regular Agenda Item |
| 2023 Business Plan and Budget Update | | | | Q1 | | | Q2 | | | Q3 | | Regular Agenda Item |
| 2022 Annual Community Report | | | | | X | | | | | | | Yearly Agenda Item |
| 2023 Financial Audit | | | | | X | | | | | | | Yearly Agenda Item |
| Technology Plan | | | | | | | | X* | X | | | 2023 Goal / *Draft Plan |
| Service Delivery Model | | | | | | | X* | X | | | | 2023 Goal / *Draft Plan |
| 2024 Business Plan | | | | | | | | X | | | | 2024 Planning |
| 2024 Budget Plan | | | | | | | | | X | | | 2024 Planning |
| Strategic Planning | | | | | | | X* | X | | | | *Draft Plan / Final Plan |

Additional Agenda Items of Note will be added as anticipated.

Updated August 2023

![Oxford County Library logo — connect. discover. share. become.]

**To:**        **Oxford County Library Board**

**From:**     **CEO/Chief Librarian**

# Librarian's Report and Statistics

## RECOMMENDATIONS

1. That the Board receive Report No: 2023-21 for information and discussion.

Due to staff vacations, an in-depth written report has not been provided. Library staff will provide a verbal update at the August Library Board meeting.

### CEO / Chief Librarian
- July 20 – StrategyCorp Inc.
- July 24 – Interview w/ Wilmot-Tavistock Gazette
- August 8 – Tillsonburg Mayor's Homelessness Task Force
- August 10 – w/ M. Abercrombie of Public Works
- August 10 – Tillsonburg BIA – Re: Downtown
- August 11 – Interview w/ Heart FM

### Statistics – June 2023
In Attachment 1 to this report, July 2023 statistics for:
- **Branch Attendance** –
  Branches with higher than 2019 attendance include:
  - Brownsville @ 6% – open 3 hours less than 2019
  - Burgessville @ 9%

  Many other branches continue to show improvements over July 2022 attendance.

| % Total Change | July | Year to Date |
|---|---|---|
| **2019 to 2023** | -23.1% | -27.4% |
| **2022 to 2023** | 39.7% | 39.7% |

- **Computer Use** – Overall computer use continued to decline over 2022. These declines continue to be due to significantly less wi-fi usage in several branches.

| % Total Change | July | Year to Date |
|---|---|---|
| **2022 to 2023** | -20.2% | 17.5% |

![Committed to 100% RE | Zero Waste | Zero Poverty logo]

- **Physical Circulation** – Circulation gains continue in many branches over 2019 numbers. However, they take a slight dip from 2019 to -0.2% overall July 2019/2023 and -2% overall July 2022/2023.
  Top circulating branches include:
    - Princeton – up 35% in July from 2022 with a Circ per Hour rate of 20.8
    - Burgessville – up 10% in July from 2022 with a Circ per Hour rate of 46.8
    - Thamesford – up 10% in July from 2022 with a Circ per Hour rate of 18.0
    - 

| % Total Change | July | Year to Date |
|---|---|---|
| **2019 to 2023** | -0.2% | 7.1% |
| **2022 to 2023** | -2% | 9% |

- **Digital Circulation** – Gains in digital circulation continue to be on trend with moderate increases expected from 2022. Usage of eBooks increased moderately July over July by 6%. Gains in Digital magazine and newspaper usage continue to be strong in 2023. This is likely due to less availability of magazines in a physical format as many go to digital only issues. Audiobooks and TV & Movie categories continue to provide good growth, with expected growth in TV & Movies expected as customers turn to free entertainment resources to help cut spending. The Music category also took a high increase July over July with a 27% increase. This could be due to the "Swift Affect" as many of Taylor Swift's albums are available on Hoopla.

| % Total Change | July | Year to Date |
|---|---|---|
| **2022 to 2023** | 18% | 6% |

## Upcoming Events

Attachment 2 includes the August Program Calendar, which can also be found at the link below.

To view our Program Calendar, go to:
https://engagedpatrons.org/EventsCalendar.cfm?SiteID=2048

## SIGNATURES

**Departmental Approval:**

Original Signed by
_____

Lisa Marie Williams
CEO/Chief Librarian

## ATTACHMENTS

Attachment 1 – Library Statistics July 2023
Attachment 2 – Program Calendar

# Branch Attendance Statistics - July 2023

| BRANCH | HOURS PER WEEK | YEAR | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | YTD | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 15 | 2019 | 90 | 69 | 120 | 107 | 90 | 124 | 167 | 148 | 121 | 149 | 128 | 97 | 767 | 1410 |
| | | 2022 | 19 | 12 | 37 | 56 | 55 | 121 | 160 | 88 | 74 | 97 | 123 | 56 | 460 | 898 |
| BROWNSVILLE | 12 | 2023 | 86 | 86 | 88 | 86 | 94 | 135 | 177 | | | | | | 752 | 752 |
| | | % Change 19 to 23 | -4% | 25% | -27% | -20% | 4% | 9% | 6% | | | | | | -2% | |
| | | % Change 22 to 23 | 353% | 617% | 138% | 54% | 71% | 12% | 11% | | | | | | 63% | |
| | 15 | 2019 | 443 | 414 | 452 | 432 | 367 | 466 | 467 | 524 | 412 | 532 | 459 | 279 | 3,041 | 5247 |
| | | 2022 | 169 | 180 | 276 | 348 | 312 | 349 | 363 | 419 | 349 | 313 | 260 | 259 | 1,997 | 3,597 |
| BURGESSVILLE | 15 | 2023 | 376 | 351 | 397 | 364 | 299 | 428 | 508 | | | | | | 2,723 | 2,723 |
| | | % Change 19 to 23 | -15% | -15% | -12% | -16% | -19% | -8% | 9% | | | | | | -10% | |
| | | % Change 22 to 23 | 122% | 95% | 44% | 5% | -4% | 23% | 40% | | | | | | 36% | |
| | 12 | 2019 | 197 | 192 | 211 | 203 | 214 | 188 | 346 | 225 | 233 | 308 | 168 | 117 | 1,551 | 2602 |
| | | 2022 | 72 | 84 | 135 | 128 | 141 | 151 | 186 | 207 | 130 | 168 | 123 | 105 | 897 | 1,630 |
| EMBRO | 12 | 2023 | 149 | 122 | 151 | 140 | 132 | 126 | 186 | | | | | | 1,006 | 1,006 |
| | | % Change 19 to 23 | -24% | -36% | -28% | -31% | -38% | -33% | -46% | | | | | | -35% | |
| | | % Change 22 to 23 | 107% | 45% | 12% | 9% | -6% | -17% | 0% | | | | | | 12% | |
| | 12 | 2019 | 60 | 46 | 66 | 55 | 78 | 54 | 132 | 159 | 66 | 69 | 160 | 84 | 491 | 1029 |
| | | 2022 | 58 | 70 | 90 | 96 | 75 | 127 | 104 | 148 | 117 | 104 | 237 | 102 | 620 | 1,328 |
| HARRINGTON | 9 | 2023 | 134 | 120 | 102 | 132 | 161 | 141 | 100 | | | | | | 890 | 890 |
| | | % Change 19 to 23 | 123% | 161% | 55% | 140% | 106% | 161% | -24% | | | | | | 81% | |
| | | % Change 22 to 23 | 131% | 71% | 13% | 38% | 115% | 11% | -4% | | | | | | 44% | |
| | 60 | 2019 | 8274 | 6908 | 8698 | 8430 | 7549 | 7333 | 7714 | 7205 | 6286 | 6644 | 6548 | 5313 | 54,906 | 86902 |
| | | 2022 | 979 | 1,824 | 2,767 | 2,578 | 2,544 | 3,586 | 3,788 | 4,120 | 2,910 | 3,126 | 3,986 | 2,465 | 18,066 | 34,673 |
| INGERSOLL | 51.5 | 2023 | 5,370 | 4,574 | 5,817 | 4,378 | 4,270 | 5,336 | 5,190 | | | | | | 34,935 | 34,935 |
| | | % Change 19 to 23 | -35% | -34% | -33% | -48% | -43% | -27% | -33% | | | | | | -36% | |
| | | % Change 22 to 23 | 449% | 151% | 110% | 70% | 68% | 49% | 37% | | | | | | 93% | |

# Branch Attendance Statistics - July 2023

| BRANCH | HOURS PER WEEK | YEAR | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | YTD | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 12 | 2019 | 466 | 408 | 515 | 489 | 510 | 438 | 551 | 557 | 445 | 662 | 465 | 379 | 3,377 | 5885 |
| | | 2022 | 198 | 171 | 290 | 300 | 286 | 336 | 324 | 338 | 274 | 289 | 349 | 190 | 1,905 | 3,345 |
| INNERKIP | 12 | 2023 | 385 | 343 | 385 | 412 | 449 | 414 | 537 | | | | | | 2,925 | 2,925 |
| | % Change 19 to 23 | | -17% | -16% | -25% | -16% | -12% | -5% | -3% | | | | | | -13% | |
| | % Change 22 to 23 | | 94% | 101% | 33% | 37% | 57% | 23% | 66% | | | | | | 54% | |
| | 12 | 2019 | 185 | 156 | 182 | 170 | 212 | 160 | 259 | 198 | 166 | 171 | 175 | 144 | 1,324 | 2178 |
| | | 2022 | 91 | 54 | 76 | 98 | 116 | 145 | 159 | 136 | 119 | 120 | 122 | 95 | 739 | 1,331 |
| MOUNT ELGIN | 12 | 2023 | 140 | 109 | 127 | 119 | 125 | 122 | 186 | | | | | | 928 | 928 |
| | % Change 19 to 23 | | -24% | -30% | -30% | -30% | -41% | -24% | -28% | | | | | | -30% | |
| | % Change 22 to 23 | | 54% | 102% | 67% | 21% | 8% | -16% | 17% | | | | | | 26% | |
| | 35 | 2019 | 1851 | 1674 | 1966 | 1687 | 1743 | 1762 | 2207 | 2137 | 2239 | 1939 | 2008 | 1431 | 12,890 | 22644 |
| | | 2022 | 324 | 302 | 397 | 610 | 713 | 978 | 1,293 | 1,668 | 1,485 | 1,256 | 1,414 | 1,102 | 4,617 | 11,542 |
| NORWICH | 35 | 2023 | 1,456 | 1,289 | 1,869 | 1,307 | 1,464 | 1,842 | 1,752 | | | | | | 10,979 | 10,979 |
| | % Change 19 to 23 | | -21% | -23% | -5% | -23% | -16% | 5% | -21% | | | | | | -15% | |
| | % Change 22 to 23 | | 349% | 327% | 371% | 114% | 105% | 88% | 35% | | | | | | 138% | |
| | 12 | 2019 | 336 | 314 | 364 | 337 | 342 | 369 | 473 | 545 | 400 | 404 | 326 | 276 | 2,535 | 4486 |
| | | 2022 | 139 | 131 | 179 | 214 | 209 | 290 | 302 | 370 | 250 | 240 | 265 | 208 | 1,464 | 2,797 |
| OTTERVILLE | 12 | 2023 | 253 | 300 | 370 | 284 | 286 | 304 | 320 | | | | | | 2,117 | 2,117 |
| | % Change 19 to 23 | | -25% | -4% | 2% | -16% | -16% | -18% | -32% | | | | | | -16% | |
| | % Change 22 to 23 | | 82% | 129% | 107% | 33% | 37% | 5% | 6% | | | | | | 45% | |
| | 25 | 2019 | 660 | 611 | 797 | 923 | 860 | 802 | 1127 | 902 | 789 | 939 | 790 | 629 | 5,780 | 9829 |
| | | 2022 | 294 | 283 | 485 | 416 | 552 | 711 | 734 | 763 | 584 | 474 | 602 | 407 | 3,475 | 6,305 |
| PLATTSVILLE | 25 | 2023 | 555 | 585 | 700 | 700 | 615 | 724 | 590 | | | | | | 4,469 | 4,469 |
| | % Change 19 to 23 | | -16% | -4% | -12% | -24% | -28% | -10% | -48% | | | | | | -23% | |
| | % Change 22 to 23 | | 89% | 107% | 44% | 68% | 11% | 2% | -20% | | | | | | 29% | |

# Branch Attendance Statistics - July 2023

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| BRANCH | HOURS PER WEEK | YEAR | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | YTD | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 15 | 2019 | 323 | 273 | 408 | 450 | 417 | 438 | 603 | 422 | 391 | 477 | 401 | 286 | 2,912 | 4889 |
| | | 2022 | 88 | 113 | 94 | 172 | 228 | 240 | 402 | 212 | 219 | 245 | 252 | 164 | 1,337 | 2,429 |
| PRINCETON | 15 | 2023 | 279 | 220 | 398 | 273 | 251 | 317 | 328 | | | | | | 2,066 | 2,066 |
| | % Change 19 to 23 | | -14% | -19% | -2% | -39% | -40% | -28% | -46% | | | | | | -29% | |
| | % Change 22 to 23 | | 217% | 95% | 323% | 59% | 10% | 32% | -18% | | | | | | 55% | |
| | 35 | 2019 | 1026 | 741 | 1083 | 940 | 1014 | 927 | 1300 | 1226 | 879 | 1079 | 918 | 757 | 7,031 | 11890 |
| | | 2022 | 302 | 317 | 426 | 525 | 560 | 585 | 756 | 908 | 564 | 696 | 723 | 478 | 3,471 | 6840 |
| TAVISTOCK | 35 | 2023 | 679 | 629 | 937 | 665 | 699 | 820 | 860 | | | | | | 5,289 | 5289 |
| | % Change 19 to 23 | | -34% | -15% | -13% | -29% | -31% | -12% | -34% | | | | | | -25% | |
| | % Change 22 to 23 | | 125% | 98% | 120% | 27% | 25% | 40% | 14% | | | | | | 52% | |
| | 35 | 2019 | 882 | 717 | 913 | 902 | 993 | 750 | 1202 | 1246 | 814 | 1147 | 1041 | 787 | 6,359 | 11394 |
| | | 2022 | 178 | 229 | 319 | 431 | 455 | 500 | 737 | 930 | 541 | 588 | 753 | 526 | 2,849 | 6,187 |
| THAMESFORD | 35 | 2023 | 672 | 593 | 796 | 713 | 908 | 732 | 1,196 | | | | | | 5,610 | 5,610 |
| | % Change 19 to 23 | | -24% | -17% | -13% | -21% | -9% | -2% | 0% | | | | | | -12% | |
| | % Change 22 to 23 | | 278% | 159% | 150% | 65% | 100% | 46% | 62% | | | | | | 97% | |
| | 59 | 2019 | 7866 | 6408 | 9328 | 8104 | 7759 | 7329 | 8650 | 8037 | 7227 | 10209 | 7430 | 5991 | 55,444 | 94338 |
| | | 2022 | 2,323 | 2,725 | 3,736 | 3,686 | 3,373 | 4,022 | 4,571 | 5,258 | 3,980 | 4,328 | 4,664 | 3,378 | 24,436 | 46,044 |
| TILLSONBURG | 54 | 2023 | 4,934 | 4,480 | 6,702 | 5,383 | 5,642 | 5,687 | 7,453 | | | | | | 40,281 | 40,281 |
| | % Change 19 to 23 | | -37% | -30% | -28% | -34% | -27% | -22% | -14% | | | | | | -27% | |
| | % Change 22 to 23 | | 112% | 64% | 79% | 46% | 67% | 41% | 63% | | | | | | 65% | |
| | 366 | 2019 | 22,659 | 18,931 | 25,103 | 23,229 | 22,148 | 21,140 | 25,198 | 23,531 | 20,468 | 24,729 | 21,017 | 16,570 | 158,408 | 264,723 |
| | | 2022 | 5,234 | 6,495 | 9,307 | 9,658 | 9,619 | 12,141 | 13,879 | 15,565 | 11,596 | 12,044 | 13,788 | 9,535 | 66,333 | 128,861 |
| TOTALS | 335 | 2023 | 15,468 | 13,801 | 18,839 | 14,956 | 15,395 | 17,128 | 19,383 | | | | | | 114,970 | 114,970 |
| TOTAL Change 2019 to 2023 | | | -31.7% | -27.1% | -25.0% | -35.6% | -30.5% | -19.0% | -23.1% | | | | | | -27.4% | |
| TOTAL Change 2022 to 2023 | | | 195.5% | 112.5% | 102.4% | 54.9% | 60.0% | 41.1% | 39.7% | | | | | | 73.3% | |

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## Computer Use - July 2023

| BRANCH | | YEAR | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | YTD | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Computers | 2022 | 0 | 1 | 0 | 0 | 0 | 12 | 16 | 9 | 5 | 8 | 14 | 0 | 29 | 65 |
| | | 2023 | 10 | 1 | 11 | 7 | 14 | 12 | 11 | | | | | | 66 | 66 |
| | Wireless | 2022 | 12 | 7 | 10 | 19 | 25 | 20 | 59 | 63 | 47 | 39 | 29 | 58 | 152 | 388 |
| BROWNSVILLE | | 2023 | 24 | 17 | 18 | 17 | 21 | 18 | 11 | | | | | | 126 | 126 |
| | Totals 2022 | | 12 | 8 | 10 | 19 | 25 | 32 | 75 | 72 | 52 | 47 | 43 | 58 | 181 | 453 |
| | Totals 2023 | | 34 | 18 | 29 | 24 | 35 | 30 | 22 | 0 | 0 | 0 | 0 | 0 | 192 | 192 |
| | % Change | | 183% | 125% | 190% | 26% | 40% | -6% | -71% | | | | | | | |
| | Computers | 2022 | 0 | 0 | 0 | 0 | 2 | 3 | 1 | 13 | 11 | 1 | 2 | 0 | 6 | 33 |
| | | 2023 | 0 | 1 | 2 | 10 | 3 | 5 | 2 | | | | | | 23 | 23 |
| | Wireless | 2022 | 38 | 14 | 19 | 30 | 42 | 44 | 32 | 31 | 34 | 18 | 14 | 12 | 219 | 328 |
| BURGESSVILLE | | 2023 | 13 | 25 | 25 | 21 | 30 | 64 | 29 | | | | | | 207 | 207 |
| | Totals 2022 | | 38 | 14 | 19 | 30 | 44 | 47 | 33 | 44 | 45 | 19 | 16 | 12 | 225 | 361 |
| | Totals 2023 | | 13 | 26 | 27 | 31 | 33 | 69 | 31 | 0 | 0 | 0 | 0 | 0 | 230 | 230 |
| | % Change | | -66% | 86% | 42% | 3% | -25% | 47% | -6% | | | | | | | |
| | Computers | 2022 | 0 | 0 | 0 | 0 | 2 | 3 | 4 | 1 | 1 | 2 | 0 | 1 | 9 | 14 |
| | | 2023 | 1 | 1 | 0 | 0 | 0 | 0 | 1 | | | | | | 3 | 3 |
| | Wireless | 2022 | 53 | 49 | 61 | 120 | 72 | 71 | 285 | 45 | 69 | 75 | 95 | 32 | 711 | 1,027 |
| EMBRO | | 2023 | 30 | 31 | 49 | 39 | 68 | 59 | 318 | | | | | | 594 | 594 |
| | Totals 2022 | | 53 | 49 | 61 | 120 | 74 | 74 | 289 | 46 | 70 | 77 | 95 | 33 | 720 | 1,041 |
| | Totals 2023 | | 31 | 32 | 49 | 39 | 68 | 59 | 319 | 0 | 0 | 0 | 0 | 0 | 597 | 597 |
| | % Change | | -42% | -35% | -20% | -68% | -8% | -20% | 10% | | | | | | | |
| | Computers | 2022 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | | 2023 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | | | | | | 2 | 2 |
| | Wireless | 2022 | 7 | 12 | 10 | 14 | 6 | 6 | 6 | 7 | 17 | 17 | 23 | 11 | 61 | 136 |
| HARRINGTON | | 2023 | 10 | 18 | 8 | 12 | 10 | 12 | 9 | | | | | | 79 | 79 |
| | Totals 2022 | | 7 | 12 | 10 | 14 | 6 | 6 | 6 | 8 | 17 | 17 | 23 | 11 | 61 | 137 |
| | Totals 2023 | | 10 | 18 | 8 | 14 | 10 | 12 | 9 | 0 | 0 | 0 | 0 | 0 | 81 | 81 |
| | % Change | | 43% | 50% | -20% | 0% | 67% | 100% | 50% | | | | | | | |
| | Computers | 2022 | 33 | 180 | 224 | 207 | 169 | 220 | 251 | 226 | 227 | 231 | 255 | 238 | 1,284 | 2,461 |
| | | 2023 | 272 | 222 | 332 | 332 | 318 | 268 | 295 | | | | | | 2,039 | 2,039 |
| | Wireless | 2022 | 53 | 54 | 135 | 103 | 102 | 110 | 146 | 137 | 121 | 87 | 103 | 59 | 703 | 1,210 |
| INGERSOLL | | 2023 | 66 | 87 | 155 | 117 | 138 | 147 | 147 | | | | | | 857 | 857 |
| | Totals 2022 | | 86 | 234 | 359 | 310 | 271 | 330 | 397 | 363 | 348 | 318 | 358 | 297 | 1,987 | 3,671 |
| | Totals 2023 | | 338 | 309 | 487 | 449 | 456 | 415 | 442 | 0 | 0 | 0 | 0 | 0 | 2,896 | 2,896 |
| | % Change | | 293% | 32% | 36% | 45% | 68% | 26% | 11% | | | | | | | |

# Computer Use - July 2023

| BRANCH | | YEAR | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | YTD | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **INNERKIP** | Computers | 2022 | 0 | 3 | 11 | 11 | 16 | 30 | 12 | 12 | 8 | 27 | 16 | 6 | 83 | 152 |
| | | 2023 | 17 | 8 | 12 | 8 | 0 | 0 | 19 | | | | | | 64 | 64 |
| | Wireless | 2022 | 37 | 32 | 19 | 22 | 56 | 41 | 68 | 21 | 8 | 23 | 30 | 31 | 275 | 388 |
| | | 2023 | 10 | 11 | 22 | 14 | 54 | 43 | 6 | | | | | | 160 | 160 |
| | Totals 2022 | | 37 | 35 | 30 | 33 | 72 | 71 | 80 | 33 | 16 | 50 | 46 | 37 | 358 | 540 |
| | Totals 2023 | | 27 | 19 | 34 | 22 | 54 | 43 | 25 | 0 | 0 | 0 | 0 | 0 | 224 | 224 |
| | % Change | | -27% | -46% | 13% | -33% | -25% | -39% | -69% | | | | | | | |
| **MOUNT ELGIN** | Computers | 2022 | 0 | 0 | 1 | 1 | 0 | 0 | 2 | 0 | 0 | 0 | 2 | 0 | 4 | 6 |
| | | 2023 | 0 | 0 | 0 | 2 | 3 | 0 | 0 | | | | | | 5 | 5 |
| | Wireless | 2022 | 11 | 0 | 33 | 45 | 81 | 85 | 36 | 22 | 40 | 53 | 48 | 53 | 291 | 507 |
| | | 2023 | 34 | 28 | 46 | 18 | 54 | 25 | 24 | | | | | | 229 | 229 |
| | Totals 2022 | | 11 | 0 | 34 | 46 | 81 | 85 | 38 | 22 | 40 | 53 | 50 | 53 | 295 | 513 |
| | Totals 2023 | | 34 | 28 | 46 | 20 | 57 | 25 | 24 | 0 | 0 | 0 | 0 | 0 | 234 | 234 |
| | % Change | | 209% | 2800% | 35% | -57% | -30% | -71% | -37% | | | | | | | |
| **NORWICH** | Computers | 2022 | 0 | 0 | 3 | 32 | 42 | 31 | 34 | 183 | 214 | 142 | 210 | 136 | 142 | 1,027 |
| | | 2023 | 158 | 138 | 215 | 130 | 176 | 220 | 259 | | | | | | 1,296 | 1,296 |
| | Wireless | 2022 | 345 | 267 | 277 | 363 | 191 | 213 | 237 | 265 | 217 | 233 | 240 | 194 | 1,893 | 3,042 |
| | | 2023 | 190 | 159 | 232 | 238 | 274 | 296 | 310 | | | | | | 1,699 | 1,699 |
| | Totals 2022 | | 345 | 267 | 280 | 395 | 233 | 244 | 271 | 448 | 431 | 375 | 450 | 330 | 2,035 | 4,069 |
| | Totals 2023 | | 348 | 297 | 447 | 368 | 450 | 516 | 569 | 0 | 0 | 0 | 0 | 0 | 2,995 | 2,995 |
| | % Change | | 1% | 11% | 60% | -7% | 93% | 111% | 110% | | | | | | | |
| **OTTERVILLE** | Computers | 2022 | 0 | 6 | 10 | 6 | 9 | 6 | 12 | 19 | 15 | 10 | 11 | 9 | 49 | 113 |
| | | 2023 | 15 | 10 | 14 | 13 | 7 | 21 | 13 | | | | | | 93 | 93 |
| | Wireless | 2022 | 14 | 2 | 11 | 11 | 14 | 27 | 72 | 41 | 32 | 24 | 17 | 18 | 151 | 283 |
| | | 2023 | 27 | 12 | 28 | 7 | 6 | 14 | 26 | | | | | | 120 | 120 |
| | Totals 2022 | | 14 | 8 | 21 | 17 | 23 | 33 | 84 | 60 | 47 | 34 | 28 | 27 | 200 | 396 |
| | Totals 2023 | | 42 | 22 | 42 | 20 | 13 | 35 | 39 | 0 | 0 | 0 | 0 | 0 | 213 | 213 |
| | % Change | | 200% | 175% | 100% | 18% | -43% | 6% | -54% | | | | | | | |
| **PLATTSVILLE** | Computers | 2022 | 1 | 9 | 15 | 10 | 10 | 4 | 13 | 4 | 3 | 7 | 6 | 7 | 62 | 89 |
| | | 2023 | 13 | 15 | 15 | 13 | 9 | 3 | 11 | | | | | | 79 | 79 |
| | Wireless | 2022 | 38 | 75 | 114 | 147 | 123 | 126 | 6 | 13 | 41 | 54 | 149 | 173 | 629 | 1,059 |
| | | 2023 | 220 | 223 | 251 | 260 | 354 | 272 | 10 | | | | | | 1,590 | 1,590 |
| | Totals 2022 | | 39 | 84 | 129 | 157 | 133 | 130 | 19 | 17 | 44 | 61 | 155 | 180 | 691 | 1,148 |
| | Totals 2023 | | 233 | 238 | 266 | 273 | 363 | 275 | 21 | 0 | 0 | 0 | 0 | 0 | 1,669 | 1,669 |
| | % Change | | 497% | 183% | 106% | 74% | 173% | 112% | 11% | | | | | | | |

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## Computer Use - July 2023

| BRANCH | | YEAR | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | YTD | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **PRINCETON** | Computers | 2022 | 0 | 2 | 0 | 13 | 7 | 17 | 16 | 10 | 7 | 9 | 7 | 3 | 55 | 91 |
| | | 2023 | 9 | 14 | 10 | 7 | 13 | 2 | 3 | | | | | | 58 | 58 |
| | Wireless | 2022 | 14 | 1 | 2 | 13 | 17 | 21 | 16 | 13 | 15 | 12 | 10 | 10 | 84 | 144 |
| | | 2023 | 8 | 15 | 23 | 22 | 40 | 44 | 38 | | | | | | 190 | 190 |
| | Totals 2022 | | 14 | 3 | 2 | 26 | 24 | 38 | 32 | 23 | 22 | 21 | 17 | 13 | 139 | 235 |
| | Totals 2023 | | 17 | 29 | 33 | 29 | 53 | 46 | 41 | 0 | 0 | 0 | 0 | 0 | 248 | 248 |
| | % Change | | 21% | 867% | 1550% | 12% | 121% | 21% | 28% | | | | | | | |
| **TAVISTOCK** | Computers | 2022 | 0 | 1 | 5 | 5 | 8 | 5 | 8 | 16 | 21 | 13 | 16 | 9 | 32 | 107 |
| | | 2023 | 16 | 21 | 25 | 15 | 20 | 16 | 20 | | | | | | 133 | 133 |
| | Wireless | 2022 | 84 | 8 | 13 | 11 | 24 | 31 | 24 | 22 | 25 | 27 | 22 | 31 | 195 | 322 |
| | | 2023 | 14 | 16 | 20 | 32 | 20 | 19 | 15 | | | | | | 136 | 136 |
| | Totals 2022 | | 84 | 9 | 18 | 16 | 32 | 36 | 32 | 38 | 46 | 40 | 38 | 40 | 227 | 429 |
| | Totals 2023 | | 30 | 37 | 45 | 47 | 40 | 35 | 35 | 0 | 0 | 0 | 0 | 0 | 269 | 269 |
| | % Change | | -64% | 311% | 150% | 194% | 25% | -3% | 9% | | | | | | | |
| **THAMESFORD** | Computers | 2022 | 1 | 7 | 11 | 10 | 14 | 14 | 11 | 17 | 15 | 19 | 17 | 18 | 68 | 154 |
| | | 2023 | 13 | 17 | 18 | 26 | 24 | 22 | 16 | | | | | | 136 | 136 |
| | Wireless | 2022 | 37 | 16 | 14 | 26 | 24 | 71 | 107 | 40 | 56 | 63 | 73 | 56 | 295 | 583 |
| | | 2023 | 47 | 92 | 65 | 57 | 59 | 43 | 49 | | | | | | 412 | 412 |
| | Totals 2022 | | 38 | 23 | 25 | 36 | 38 | 85 | 118 | 57 | 71 | 82 | 90 | 74 | 363 | 737 |
| | Totals 2023 | | 60 | 109 | 83 | 83 | 83 | 65 | 65 | 0 | 0 | 0 | 0 | 0 | 548 | 548 |
| | % Change | | 58% | 374% | 232% | 131% | 118% | -24% | -45% | | | | | | | |
| **TILLSONBURG** | Computers | 2022 | 150 | 251 | 267 | 327 | 350 | 321 | 417 | 496 | 408 | 419 | 390 | 249 | 2,083 | 4,045 |
| | | 2023 | 331 | 338 | 476 | 372 | 447 | 388 | 387 | | | | | | 2,739 | 2,739 |
| | Wireless | 2022 | 338 | 126 | 652 | 1,010 | 863 | 913 | 1,143 | 1,087 | 895 | 707 | 900 | 550 | 5,045 | 9,184 |
| | | 2023 | 770 | 676 | 1,156 | 352 | 357 | 325 | 391 | | | | | | 4,027 | 4,027 |
| | Totals 2022 | | 488 | 377 | 919 | 1,337 | 1,213 | 1,234 | 1,560 | 1,583 | 1,303 | 1,126 | 1,290 | 799 | 7,128 | 13,229 |
| | Totals 2023 | | 1,101 | 1,014 | 1,632 | 724 | 804 | 713 | 778 | 0 | 0 | 0 | 0 | 0 | 6,766 | 6,766 |
| | % Change | | 126% | 169% | 78% | -46% | -34% | -42% | -50% | | | | | | | |
| **TOTAL COMPUTER USAGE** | | 2022 | 1,266 | 1,123 | 1,917 | 2,556 | 2,269 | 2,445 | 3,034 | 2,814 | 2,552 | 2,320 | 2,699 | 1,964 | 14,610 | 26,959 |
| | | 2023 | 2,318 | 2,196 | 3,228 | 2,143 | 2,519 | 2,338 | 2,420 | | | | | | 17,162 | 17,162 |
| | % Change 2022 to 2023 | | 83.1% | 95.5% | 68.4% | -16.2% | 11.0% | -4.4% | -20.2% | | | | | | 17.5% | |

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## Physical Circulation - July 2023

| BRANCH | YEAR | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | YTD | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| BROWNSVILLE | 2019 | 197 | 156 | 326 | 240 | 189 | 235 | 252 | 254 | 199 | 258 | 240 | 195 | 1595 | 2,741 |
| | 2022 | 234 | 123 | 161 | 288 | 296 | 340 | 388 | 255 | 234 | 177 | 315 | 190 | 1,830 | 3,001 |
| | 2023 | 257 | 123 | 196 | 186 | 202 | 195 | 249 | | | | | | 1,408 | |
| % Change 2019 to 2023 | | 30% | -21% | -40% | -23% | 7% | -17% | -1% | | | | | | -12% | |
| % Change 2022 to 2023 | | 10% | 0% | 22% | -35% | -32% | -43% | -36% | | | | | | -23% | |
| BURGESSVILLE | 2019 | 1,805 | 1,504 | 1,715 | 1,685 | 1,482 | 1,454 | 1,731 | 1,759 | 1,666 | 1,755 | 1,657 | 1,030 | 11,376 | 19,243 |
| | 2022 | 2,070 | 1,658 | 2,665 | 2,746 | 2,101 | 2,212 | 2,551 | 3,105 | 2,484 | 2,213 | 2,068 | 1,585 | 16,003 | 27,458 |
| | 2023 | 2,176 | 1,958 | 2,185 | 1,918 | 1,626 | 2,414 | 2,809 | | | | | | 15,086 | |
| % Change 2019 to 2023 | | 21% | 30% | 27% | 14% | 10% | 66% | 62% | | | | | | 33% | |
| % Change 2022 to 2023 | | 5% | 18% | -18% | -30% | -23% | 9% | 10% | | | | | | -6% | |
| EMBRO | 2019 | 664 | 566 | 605 | 623 | 611 | 577 | 614 | 640 | 510 | 628 | 542 | 470 | 4,260 | 7,050 |
| | 2022 | 575 | 591 | 761 | 750 | 673 | 733 | 793 | 887 | 676 | 733 | 723 | 690 | 4,876 | 8,585 |
| | 2023 | 710 | 707 | 760 | 650 | 730 | 665 | 913 | | | | | | 5,135 | |
| % Change 2019 to 2023 | | 7% | 25% | 26% | 4% | 19% | 15% | 49% | | | | | | 21% | |
| % Change 2022 to 2023 | | 23% | 20% | 0% | -13% | 8% | -9% | 15% | | | | | | 5% | |
| HARRINGTON | 2019 | 204 | 119 | 241 | 145 | 172 | 214 | 383 | 247 | 197 | 182 | 257 | 286 | 1,478 | 2,647 |
| | 2022 | 419 | 492 | 733 | 650 | 645 | 594 | 697 | 683 | 651 | 729 | 674 | 709 | 4,230 | 7,676 |
| | 2023 | 648 | 571 | 584 | 588 | 689 | 703 | 617 | | | | | | 4,400 | |
| % Change 2019 to 2023 | | 218% | 380% | 142% | 306% | 301% | 229% | 61% | | | | | | 198% | |
| % Change 2022 to 2023 | | 55% | 16% | -20% | -10% | 7% | 18% | -11% | | | | | | 4% | |
| INGERSOLL | 2019 | 10,247 | 8,563 | 10,320 | 8,815 | 8,713 | 8,591 | 12,338 | 11,258 | 9,006 | 9,265 | 8,936 | 7,910 | 67,587 | 113,962 |
| | 2022 | 6,167 | 6,963 | 9,840 | 8,982 | 8,262 | 9,227 | 11,559 | 12,616 | 9,370 | 9,109 | 9,557 | 7,748 | 61,000 | 109,400 |
| | 2023 | 10,191 | 8,887 | 10,956 | 10,355 | 10,394 | 10,529 | 12,343 | | | | | | 73,655 | |
| % Change 2019 to 2023 | | -1% | 4% | 6% | 17% | 19% | 23% | 0% | | | | | | 9% | |
| % Change 2022 to 2023 | | 65% | 28% | 11% | 15% | 26% | 14% | 7% | | | | | | 21% | |
| INNERKIP | 2019 | 1,632 | 1,269 | 1,600 | 1,699 | 1,443 | 1,613 | 1,649 | 1,576 | 1,222 | 1,618 | 1,407 | 1,165 | 10,905 | 17,893 |
| | 2022 | 1,164 | 1,293 | 1,804 | 1,546 | 1,485 | 1,206 | 1,392 | 1,477 | 1,310 | 1,210 | 1,306 | 966 | 9,890 | 16,159 |
| | 2023 | 1,420 | 1,227 | 1,356 | 1,350 | 1,455 | 1,295 | 1,387 | | | | | | 9,490 | |
| % Change 2019 to 2023 | | -13% | -3% | -15% | -21% | 1% | -20% | -16% | | | | | | -13% | |
| % Change 2022 to 2023 | | 22% | -5% | -25% | -13% | -2% | 7% | 0% | | | | | | -4% | |

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## Physical Circulation - July 2023

| BRANCH | YEAR | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | YTD | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **MOUNT ELGIN** | 2019 | 654 | 642 | 801 | 770 | 927 | 698 | 864 | 887 | 759 | 691 | 718 | 612 | 5,356 | 9,023 |
| | 2022 | 785 | 873 | 768 | 839 | 676 | 823 | 815 | 929 | 823 | 721 | 820 | 398 | 5,579 | 9,270 |
| | 2023 | 806 | 628 | 902 | 655 | 809 | 792 | 822 | | | | | | 5,414 | |
| % Change 2019 to 2023 | | 23% | -2% | 13% | -15% | -13% | 13% | -5% | | | | | | 1% | |
| % Change 2022 to 2023 | | 3% | -28% | 17% | -22% | 20% | -4% | 1% | | | | | | -3% | |
| **NORWICH** | 2019 | 5,380 | 4,657 | 4,906 | 4,179 | 4,387 | 4,508 | 5,649 | 5,421 | 4,237 | 4,970 | 5,132 | 4,023 | 33,666 | 57,449 |
| | 2022 | 3,418 | 2,812 | 2,924 | 3,719 | 4,057 | 4,382 | 6,034 | 6,594 | 4,984 | 5,130 | 4,713 | 3,842 | 27,346 | 52,609 |
| | 2023 | 5,262 | 3,993 | 5,053 | 3,814 | 3,593 | 3,789 | 4,553 | | | | | | 30,057 | |
| % Change 2019 to 2023 | | -2% | -14% | 3% | -9% | -18% | -16% | -19% | | | | | | -11% | |
| % Change 2022 to 2023 | | 54% | 42% | 73% | 3% | -11% | -14% | -25% | | | | | | 10% | |
| **OTTERVILLE** | 2019 | 955 | 973 | 890 | 981 | 805 | 1,241 | 1,535 | 1,430 | 1,176 | 1,170 | 1,160 | 847 | 7,380 | 13,163 |
| | 2022 | 1,097 | 957 | 1,730 | 1,468 | 1,233 | 1,593 | 1,898 | 1,957 | 1,339 | 1,149 | 1,139 | 1,403 | 9,976 | 16,963 |
| | 2023 | 1,280 | 1,436 | 1,453 | 1,355 | 1,302 | 1,279 | 1,516 | | | | | | 9,621 | |
| % Change 2019 to 2023 | | 34% | 48% | 63% | 38% | 62% | 3% | -1% | | | | | | 30% | |
| % Change 2022 to 2023 | | 17% | 50% | -16% | -8% | 6% | -20% | -20% | | | | | | -4% | |
| **PLATTSVILLE** | 2019 | 1,293 | 1,164 | 1,210 | 1,498 | 1,366 | 1,213 | 1,555 | 1,399 | 1,266 | 1,381 | 1,260 | 991 | 9,299 | 15,596 |
| | 2022 | 1,466 | 1,392 | 2,028 | 1,978 | 1,910 | 1,952 | 2,562 | 2,718 | 1,987 | 1,981 | 1,967 | 1,562 | 13,288 | 23,503 |
| | 2023 | 2,049 | 1,914 | 2,114 | 1,877 | 1,863 | 1,769 | 2,146 | | | | | | 13,732 | |
| % Change 2019 to 2023 | | 58% | 64% | 75% | 25% | 36% | 46% | 38% | | | | | | 48% | |
| % Change 2022 to 2023 | | 40% | 38% | 4% | -5% | -2% | -9% | -16% | | | | | | 3% | |
| **PRINCETON** | 2019 | 623 | 686 | 746 | 802 | 760 | 667 | 898 | 791 | 637 | 606 | 508 | 488 | 5,182 | 8,212 |
| | 2022 | 742 | 872 | 1,125 | 1,204 | 1,034 | 886 | 926 | 1,107 | 1,134 | 1,040 | 1,182 | 1,219 | 6,789 | 12,471 |
| | 2023 | 1,205 | 1,121 | 1,434 | 1,336 | 1,270 | 1,244 | 1,251 | | | | | | 8,861 | |
| % Change 2019 to 2023 | | 93% | 63% | 92% | 67% | 67% | 87% | 39% | | | | | | 71% | |
| % Change 2022 to 2023 | | 62% | 29% | 27% | 11% | 23% | 40% | 35% | | | | | | 31% | |
| **TAVISTOCK** | 2019 | 1,517 | 1,339 | 1,689 | 1,768 | 1,686 | 1,794 | 2,390 | 2,395 | 1,750 | 1,833 | 1,679 | 1,243 | 12,183 | 21,083 |
| | 2022 | 1,654 | 1,720 | 2,189 | 2,364 | 2,382 | 2,104 | 2,522 | 2,958 | 2,327 | 2,371 | 2,376 | 1,764 | 14,935 | 26,731 |
| | 2023 | 2,570 | 2,152 | 3,010 | 2,335 | 2,145 | 2,381 | 2,602 | | | | | | 17,195 | |
| % Change 2019 to 2023 | | 69% | 61% | 78% | 32% | 27% | 33% | 9% | | | | | | 41% | |
| % Change 2022 to 2023 | | 55% | 25% | 38% | -1% | -10% | 13% | 3% | | | | | | 15% | |

# Physical Circulation - July 2023

| BRANCH | YEAR | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | YTD | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| THAMESFORD | 2019 | 1,393 | 1,190 | 1,363 | 1,278 | 1,159 | 1,146 | 1,551 | 1,498 | 1,239 | 1,511 | 1,622 | 957 | 9,080 | 15,907 |
| | 2022 | 963 | 1,257 | 1,540 | 1,646 | 1,706 | 1,705 | 2,296 | 2,527 | 2,199 | 1,869 | 1,802 | 1,734 | 11,113 | 21,244 |
| | 2023 | 1,980 | 1,587 | 1,779 | 1,850 | 1,820 | 1,765 | 2,523 | | | | | | 13,304 | |
| % Change 2019 to 2023 | | 42% | 33% | 31% | 45% | 57% | 54% | 63% | | | | | | 47% | |
| % Change 2022 to 2023 | | 106% | 26% | 16% | 12% | 7% | 4% | 10% | | | | | | 20% | |
| TILLSONBURG | 2019 | 9,678 | 8,280 | 9,222 | 8,478 | 8,068 | 7,931 | 10,393 | 9,503 | 7,474 | 8,248 | 7,717 | 6,891 | 62,050 | 101,883 |
| | 2022 | 6,263 | 6,371 | 7,713 | 7,836 | 7,143 | 7,188 | 8,147 | 8,836 | 7,094 | 7,578 | 7,201 | 6,262 | 50,661 | 87,632 |
| | 2023 | 7,588 | 6,830 | 8,236 | 7,236 | 6,518 | 6,707 | 7,994 | | | | | | 51,109 | |
| % Change 2019 to 2023 | | -22% | -18% | -11% | -15% | -19% | -15% | -23% | | | | | | -18% | |
| % Change 2022 to 2023 | | 21% | 7% | 7% | -8% | -9% | -7% | -2% | | | | | | 1% | |
| TOTALS: | 2019 | 36,242 | 31,108 | 35,634 | 32,961 | 31,768 | 31,882 | 41,802 | 39,058 | 31,338 | 34,116 | 32,835 | 27,108 | 241,397 | 405,852 |
| | 2022 | 27,017 | 27,374 | 35,981 | 36,016 | 33,603 | 34,945 | 42,580 | 46,649 | 36,612 | 36,010 | 35,843 | 30,072 | 237,516 | 422,702 |
| | 2023 | 38,142 | 33,134 | 40,018 | 35,505 | 34,416 | 35,527 | 41,725 | | | | | | 258,467 | |
| Change 2019 to 2023 | | 5.2% | 6.5% | 12.3% | 7.7% | 8.3% | 11.4% | -0.2% | | | | | | 7.1% | |
| Change 2022 to 2023 | | 41% | 21% | 11% | -1% | 2% | 2% | -2% | | | | | | 9% | |

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## Digital Circulation - July 2023

| | YEAR | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | YTD | TOTALS |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Digital TV & Movies | 2022 | 726 | 644 | 669 | 636 | 561 | 575 | 655 | 641 | 513 | 619 | 766 | 817 | 4,466 | 7,822 |
| Digital TV & Movies | 2023 | 792 | 706 | 673 | 655 | 643 | 658 | 680 | | | | | | 4,807 | 4,807 |
| % Change - Digital TV & Movies | | 9% | 10% | 1% | 3% | 15% | 14% | 4% | | | | | | 8% | |
| Digital Magazines and Newspapers | 2022 | 2,253 | 1,325 | 1,448 | 1,369 | 1,692 | 1,477 | 1,662 | 1,627 | 1,822 | 2,239 | 3,051 | 3,080 | 11,226 | 23,045 |
| Digital Magazines and Newspapers | 2023 | 3,587 | 2,650 | 3,663 | 3,306 | 2,744 | 3,119 | 2,967 | | | | | | 22,036 | 22,036 |
| % Change - Digital Magazines & Newspapers | | 59% | 100% | 153% | 141% | 62% | 111% | 79% | | | | | | 96% | |
| Tumble Books | 2022 | 248 | 143 | 162 | 145 | 117 | 138 | 39 | 40 | 10 | 38 | 100 | 57 | 992 | 1,237 |
| Tumble Books | 2023 | 92 | 66 | 73 | 79 | 62 | 92 | 25 | | | | | | 489 | 489 |
| % Change - Tumble Books | | -63% | -54% | -55% | -46% | -47% | -33% | -36% | | | | | | -51% | |
| Digital Music | 2022 | 1,564 | 1,724 | 2,837 | 1,596 | 2,291 | 2,430 | 1,239 | 1,460 | 1,605 | 1,236 | 1,498 | 1,965 | 13,681 | 21,445 |
| Digital Music | 2023 | 2,769 | 2,346 | 1,418 | 1,455 | 1,389 | 1,366 | 1,573 | | | | | | 12,316 | 12,316 |
| % Change - Digital Music | | 77% | 36% | -50% | -9% | -39% | -44% | 27% | | | | | | -10% | |
| Digital Audiobooks | 2022 | 6,176 | 5,522 | 6,153 | 3,385 | 3,430 | 3,424 | 3,571 | 3,842 | 3,536 | 3,523 | 3,652 | 3,565 | 31,661 | 49,779 |
| Digital Audiobooks | 2023 | 3,973 | 3,646 | 4,133 | 4,001 | 4,221 | 3,812 | 4,030 | | | | | | 27,816 | 27,816 |
| % Change - Digital Audiobooks | | -36% | -34% | -33% | 18% | 23% | 11% | 13% | | | | | | -12% | |
| Digital ebooks | 2022 | 6,996 | 6,315 | 6,686 | 6,500 | 6,464 | 6,258 | 6,683 | 6,827 | 5,893 | 6,317 | 6,055 | 6,137 | 45,902 | 77,131 |
| Digital ebooks | 2023 | 6,885 | 6,489 | 6,865 | 6,489 | 6,437 | 6,318 | 7,065 | | | | | | 46,548 | 46,548 |
| % Change - eBooks | | -2% | 3% | 3% | 0% | 0% | 1% | 6% | | | | | | 1% | |
| TOTAL Digital Circulation | 2022 | 17,963 | 15,673 | 17,955 | 13,631 | 14,555 | 14,302 | 13,849 | 14,437 | 13,379 | 13,972 | 15,122 | 15,621 | 107,928 | 180,459 |
| TOTAL Digital Circulation | 2023 | 18,098 | 15,903 | 16,825 | 15,985 | 15,496 | 15,365 | 16,340 | - | - | - | - | - | 114,012 | 114,012 |
| % Change - Digital Circulation | | 1% | 1% | -6% | 17% | 6% | 7% | 18% | | | | | | 6% | |

**Definitions:**

Digital Movies include the following: Hoopla Movies, Hoopla TV, Hoopla Binge Passes, Kanopy

Digital Magazines and Newspapers include the following: Overdrive Magazines, Zinio (Jan 2021 to April 2021), Press Reader

Digital Music includes the following: Freegal, Hoopla Music

Digital Audiobooks includes the following: Hoopla Audiobooks, Overdrive Audiobooks, Axis 360 Audiobooks

Digtal eBooks includes the following: Freading, Hoopla Comics, Hoopla eBooks, Overdrive eBooks, Axis 360 eBooks

## August 2023

| Sun | Mon | Tue | Wed | Thu | Fri | Sat |
|---|---|---|---|---|---|---|
| | | **1**<br><br>**HAR-Weekly Scavenger Hunt all week long**<br><br>**PLA- Community Employment Services 9:00am-11:30am**<br><br>**TAV - Little Critters Adventure Time 10:30am - 12:00pm**<br><br>**OTT-Tech Help Drop-in 11:00 am - 12:00 pm**<br><br>**NOR - Yarn & Yack 12:30-2:30**<br><br>**ING - Nintendo Switch Party 2-3:30pm**<br><br>**NOR - S.M.A.R.T. Exercise Class 2:30 - 3:30**<br><br>**INN Lego Challenge 3-6PM**<br><br>**BUR- Drop inPlay-doh Playtime 3:00 pm-5:00 pm**<br><br>**BRO-Summer Reading Club Fun! 3:00 pm - 4:00 pm**<br><br>**BRO-Book Club 5:00 pm - 6:00 pm** | **2**<br><br>**NOR - Read With Me**<br><br>**PRI - Oxford EarlyON @ The Princeton Library 9:30-11am**<br><br>**ING - Shake, Rattle, & Read 9:30am**<br><br>**TIL- Shake, Rattle, & Read 9:30am**<br><br>**TAV - Intergenerational Animal Storytime 10am - 11am**<br><br>**ING - Library Tech Help 11:00 am**<br><br>**Community Employment Services - Princeton 1-3:30pm**<br><br>**PLA: Summer Reading Curiosity Club 1:00pm-2:00pm**<br><br>**THA - Mini Excavations with the Museum of Ontario Archaeology 1:30 - 2:30pm**<br><br>**OTT-Summer Reading Club Fun! 3:00 pm - 4:00 pm** | **3**<br><br>**NOR - Read With Me**<br><br>**TIL - Get Curious About Skunks! 10:00am**<br><br>**BRO-Coffee and Connect Drop-in 10:00 am - 11:00am**<br><br>**THA- Trash Theatre presents Rhythmic Recyclers 10:30 - 12:00pm**<br><br>**TAV - Community Employment Services 12pm - 3pm**<br><br>**TIL - Sip n' Stitch 1:00pm**<br><br>**MTE Trash Theatre 1:30 pm**<br><br>**THA - Community Employment Services 1:30pm - 4:00pm**<br><br>**NOR - Nature Wind Chimes 3:30-4:30**<br><br>**ING - Adult Cookbook Club 6:00 PM** | **4**<br><br>**ING- Felt Board Friday Storytime 10am**<br><br>**NOR - Curiosity Club Fridays 10:00-11:00**<br><br>**THA - Kanopy Movie Fridays 1:00 - 2:00pm**<br><br>**BUR- Lego Fridays 2:00-5:00 pm**<br><br>**ING - Friday Films for Adults 2:00 PM**<br><br>**NOR - S.M.A.R.T. Exercise Class 2:30 - 3:30** | **5**<br><br>**TAV - Summer Book Nook**<br><br>**INN Chalk and Bubbles 10AM - 1PM**<br><br>**ING - Robots on the Run! 2:00 PM** |
| **6** | **7**<br><br>**ING - Library Tech Help 2:00 PM** | **8**<br><br>**HAR-Weekly Scavenger Hunt all week long**<br><br>**PLA- Community Employment Services 9:00am-11:30am**<br><br>**TIL-Little Creatures Adventure Time 10:00am** | **9**<br><br>**NOR - Read With Me**<br><br>**PRI - Oxford EarlyON @ The Princeton Library 9:30-11am**<br><br>**ING - Shake, Rattle, & Read 9:30am**<br><br>**TIL- Shake, Rattle, & Read 9:30am**<br><br>**TAV - Nature** | **10**<br><br>**NOR - Read With Me**<br><br>**TAV - Community Employment Services 12pm - 3pm**<br><br>**TIL - Sip n' Stitch 1:00pm**<br><br>**THA - Community Employment Services 1:30pm -** | **11**<br><br>**NOR - Curiosity Club Fridays 10:00-11:00**<br><br>**BUR- Lego Fridays 2:00-5:00 pm**<br><br>**ING - Friday Films for Adults 2:00 PM**<br><br>**TIL - Family Movie Friday: Sing 2 6:00pm** | **12**<br><br>**TAV - Summer Book Nook**<br><br>**PRI - Summer Movies! 10:00am - 12:00pm**<br><br>**BUR- Rainbow weaving craft 10am-11 am**<br><br>**INN Go Karts! 10:30 AM**<br><br>**ING - Robots on the Run! 2:00 PM** |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | **THA - Silly Sidewalk Chalk 11:00am-1:00pm**<br><br>**OTT-Tech Help Drop-in 11:00 am - 12:00 pm**<br><br>**NOR - Yarn & Yack 12:30-2:30**<br><br>**ING-Art in the Park 1-3pm**<br><br>**INN Lego Challenge 3-6PM**<br><br>**BUR- Drop inPlay-doh Playtime 3:00 pm-5:00 pm**<br><br>**BRO-Summer Reading Club Fun! 3:00 pm - 4:00 pm** | **Storytime 10am - 11am**<br><br>**PLA Mini Excavation with Ontario Museum of Archaeology 10:00-11:00**<br><br>**ING - Library Tech Help 11:00 am**<br><br>**Community Employment Services - Princeton 1-3:30pm**<br><br>**PLA: Summer Reading Curiosity Club 1:00pm-2:00pm**<br><br>**NOR - Fireside Book Club 1:00-2:00**<br><br>**THA - Weird and Wacky Animals 2:00 - 3:00pm**<br><br>**OTT-Summer Reading Club Fun! 3:00 pm - 4:00 pm** | **4:00pm**<br><br>**NOR - Master of Mazes 3:30-4:30**<br><br>**TAV - Volcano Madness 4pm - 5pm** | | **OTT-Skunk Haven 3:00 pm - 4:00pm** |
| 13 | 14<br><br>**ING - Mural Monday 10am**<br><br>**ING - Library Tech Help 2:00 PM** | 15<br><br>**PLA-Community Employment Services 9:00am-11:30am**<br><br>**ING-Pinch Pot Pottery Age 5-8 with MOA 10am**<br><br>**OTT-Tech Help Drop-in 11:00 am - 12:00 pm**<br><br>**ING-Pinch Pot Pottery Age 9-13 with MOA 11:30am**<br><br>**NOR - Yarn & Yack 12:30-2:30**<br><br>**TIL Tech Discovery Workshop: "Saving and Finding Files" 1:00pm**<br><br>**TIL - Art in the Park: Pinwheels and Kites 1:00pm**<br><br>**Thamesford - The Write Stuff Writing Club 2pm-4-pm**<br><br>**NOR - S.M.A.R.T.** | 16<br><br>**NOR - Read With Me**<br><br>**PRI - Oxford EarlyON @ The Princeton Library 9:30-11am**<br><br>**ING - Shake, Rattle, & Read 9:30am**<br><br>**TIL- Shake, Rattle, & Read 9:30am**<br><br>**TAV - Mythical Storytime 10am - 11am**<br><br>**ING - Library Tech Help 11:00 am**<br><br>**Community Employment Services - Princeton 1-3:30pm**<br><br>**TIL - Nintendo Switch Party 2-3:30pm**<br><br>**OTT-Summer Reading Club Fun! 3:00 pm - 4:00 pm**<br><br>**NOR - Writer's Circle 5:00 - 6:30** | 17<br><br>**NOR - Read With Me**<br><br>**HAR-Little Hobby Hill Farm 10:30am - 12:00pm**<br><br>**TAV - Community Employment Services 12pm - 3pm**<br><br>**THA - Felt Sewing 1:00 - 1:45pm**<br><br>**TIL - Sip n' Stitch 1:00pm**<br><br>**THA - Community Employment Services 1:30pm - 4:00pm**<br><br>**NOR - Skunk Haven 2:30-3:15** | 18<br><br>**NOR - Curiosity Club Fridays 10:00-11:00**<br><br>**TAV - Create a Creature 11:00am - 12:00pm**<br><br>**THA - Kanopy Movie Fridays 1:00 - 2:30pm**<br><br>**HAR--Ice Cream Party 1:00pm--2:00pm**<br><br>**BUR- Lego Fridays 2:00-5:00 pm**<br><br>**ING - Friday Films for Adults 2:00 PM**<br><br>**NOR - S.M.A.R.T. Exercise Class 2:30 - 3:30** | 19<br><br>**TAV - Summer Book Nook**<br><br>**PRI - Summer Crafts! 9:00am - 12:00pm**<br><br>**ING - Robots on the Run! 2:00 PM** |

| | | **Exercise Class 2:30 - 3:30**<br><br>**INN Lego Challenge 3-6PM**<br><br>**BUR- Drop inPlay-doh Playtime 3:00 pm-5:00 pm**<br><br>**BRO-Summer Reading Club Fun! 3:00 pm - 4:00 pm**<br><br>**BUR-Painting on wood 4:30 pm-5:30 pm** | **NOR - Spanish Circle 5:00 - 6:00** | | | |
| --- | --- | --- | --- | --- | --- | --- |
| 20 | 21<br><br>**ING - Library Tech Help 2:00 PM**<br><br>**TIL - Books & Banter 3:00 - 4:00 pm**<br><br>**ING - Mural Monday 3pm** | 22<br><br>**PLA- Community Employment Services 9:00am-11:30am**<br><br>**PLA Family Movie Morning - The Queen's Corgi 10:00am - 11:30am**<br><br>**THA - Fanshawe Pioneer Village : From Sheep to Sweater 10:30-11:30am**<br><br>**OTT-Tech Help Drop-in 11:00 am - 12:00 pm**<br><br>**NOR - Yarn & Yack 12:30-2:30**<br><br>**TIL Monthly Films for Adults: Where the Crawdads Sing (2022) 1:00pm**<br><br>**ING-Art in the Park 1-3pm**<br><br>**ING - Nintendo Switch Party 2-3:30pm**<br><br>**NOR - S.M.A.R.T. Exercise Class 2:30 - 3:30**<br><br>**INN Lego Challenge 3-6PM**<br><br>**INN Pool Noodle Monsters 3PM - 6PM**<br><br>**BUR- Drop inPlay-doh** | 23<br><br>**NOR - Read With Me**<br><br>**PRI - Oxford EarlyON @ The Princeton Library 9:30-11am**<br><br>**ING - Shake, Rattle, & Read 9:30am**<br><br>**TIL- Shake, Rattle, & Read 9:30am**<br><br>**ING - Library Tech Help 11:00 am**<br><br>**Community Employment Services - Princeton 1-3:30pm**<br><br>**PLA: Summer Reading Curiosity Club 1:00pm-2:00pm**<br><br>**INN Pool Noodle Monsters 2-5PM**<br><br>**OTT-Summer Reading Club Fun! 3:00 pm - 4:00 pm** | 24<br><br>**NOR - Read With Me**<br><br>**TAV - Community Employment Services 12pm - 3pm**<br><br>**TIL - Sip n' Stitch 1:00pm**<br><br>**THA - Community Employment Services 1:30pm - 4:00pm**<br><br>**INN Pool Noodle Monsters 3-6PM**<br><br>**ING- Family Fun Night - Animal Trivia 530pm** | 25<br><br>**NOR - Curiosity Club Fridays 10:00-11:00**<br><br>**BUR- Lego Fridays 2:00-5:00 pm**<br><br>**ING - Friday Films for Adults 2:00 PM**<br><br>**NOR - S.M.A.R.T. Exercise Class 2:30 - 3:30** | 26<br><br>**Ice Cream Party 11am-1pm**<br><br>**ING - Robots on the Run! 2:00 PM**<br><br>**INN Pool Noodle Monsters 10AM-1PM** |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | **Playtime**<br>**3:00 pm-5:00 pm**<br><br>**BRO-Summer Reading Club Fun!**<br>**3:00 pm - 4:00 pm** | | | | |
| 27 | 28<br><br>**ING - Library Tech Help**<br>**2:00 PM** | 29<br><br>**PLA-Community Employment Services**<br><br>**OTT-Tech Help Drop-in**<br>**11:00 am - 12:00 pm**<br><br>**NOR - Yarn & Yack**<br>**12:30-2:30**<br><br>**ING-Summer Reading Party in the Park**<br>**1pm**<br><br>**NOR - S.M.A.R.T. Exercise Class**<br>**2:30 - 3:30**<br><br>**TIL- DIY Book Nook**<br>**2-3:30pm**<br><br>**INN Lego Challenge**<br>**3-6PM**<br><br>**BUR- Drop inPlay-doh Playtime**<br>**3:00 pm-5:00 pm**<br><br>**BRO-End of Summer SRC Party**<br>**3:00 pm - 5:00 pm**<br><br>**Brownsville Library Book Club**<br>**5:00 pm - 6:00 pm** | 30<br><br>**NOR - Read With Me**<br><br>**PRI - Oxford EarlyON @ The Princeton Library**<br>**9:30-11am**<br><br>**ING - Shake, Rattle, & Read**<br>**9:30am**<br><br>**ING - Library Tech Help**<br>**11:00 am**<br><br>**ING - Lunch & Listen - Adult Story Time**<br>**12:00pm**<br><br>**Community Employment Services - Princeton**<br>**1-3:30pm**<br><br>**PLA SRCC Final Party**<br>**1:00pm-2:00pm**<br><br>**NOR - Tech Help**<br>**1:00-2:00**<br><br>**ING- DIY Book Nook**<br>**2-3:30pm**<br><br>**OTT-End of Summer SRC Party**<br>**3:00 pm - 5:00 pm**<br><br>**Otterville Library Book Club**<br>**6:00 pm - 7:00 pm** | 31<br><br>**NOR - Read With Me**<br><br>**TIL - Sip n' Stitch**<br>**1:00pm**<br><br>**THA - Community Employment Services**<br>**1:30pm - 4:00pm**<br><br>**NOR - Norwich Book Club**<br>**5:30 - 6:30** | | |

# August 2023

**Oxford County Library**

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**To:** **Oxford County Library Board**

**From:** **CEO/Chief Librarian**

# Draft Service Delivery Model

## RECOMMENDATION

1. **That the Library Board receive Report No. 2023-22, <u>Draft Service Delivery Model</u>, for information and discussion.**

## REPORT HIGHLIGHTS

- Provides information regarding the creation of the draft *Service Delivery Model* scheduled to replace the library's current *Service Delivery Policy*.

### Implementation Points

Library staff will implement changes to the Service Delivery Model based on Library Board discussion. The updated document will be brought back to the Library Board as part of the September 2023 meeting for final approval.

### Financial Impact

There is no financial impact beyond what has already been approved in the current year's operating budget. Once a final Service Delivery Model has been approved any impacts for implementation of the model will be included in future budget planning.

### Communications

Once a final Service Delivery Model is approved by the Library Board, the document will be included on the Library Website, reviewed by staff at upcoming staff development days and become part of the orientation package for new staff.

### Strategic Plan (2020-2022)

| WORKS WELL TOGETHER | WELL CONNECTED | SHAPES THE FUTURE | INFORMS & ENGAGES | PERFORMS & DELIVERS | POSITIVE IMPACT |
|---|---|---|---|---|---|
| | | | | 5.i. / 5.ii. | |

**Committed to**
100% RE | Zero Waste | Zero Poverty

## DISCUSSION

### Background

Oxford County Library Board approved the original *Service Delivery Policy*, Attachment 2, during the May 2017 meeting which was reviewed and updated in 2022. The Policy provided a framework for branch services and included sub-policies such as *Readers' Advisory Service Policy*, the *Reference and Information Service Policy*, and the *Oxford County Library Programming Policy*. All sub-policies included in the Service Delivery Policy, have since been replaced as part of the 2022 policy review.

### Comments

The draft Service Delivery Model, Attachment 1, used inspiration and information from the following documents:

- Current OCL Service Delivery Policy, Attachment 2
- ARUPLO Guidelines 2017, Attachment 3 (and current unpublished 2023 Draft Guidelines)
- Toronto Public Library's Service Delivery Model, Attachment 4

The proposed new Service Delivery Model uses four tiers of library service to provide information on five service pillars:

- Spaces
- Collections
- Programming
- Technology
- Staff

The model also includes a Service Guidelines appendix that can be continually updated to include current state information (noted in green).

### Conclusions

The new Service Delivery Model is intended to replace the current Service Delivery Policy and will be updated as needed to reflect current and future developments to library services.

## SIGNATURE

**Departmental Approval:**

Original Signed by:

Lisa Marie Williams
CEO/Chief Librarian

## ATTACHMENTS

Attachment 1 – draft Service Delivery Model
Attachment 2 – Service Delivery Policy
Attachment 3 – ARUPLO Guidelines, 2017
Attachment 4 – Toronto Pubic Library Service Delivery Model

# Service Delivery Model

## Service Delivery Model

Oxford County Library's Service Delivery Model will help the Library envision the future of library service through ongoing investment in the library's infrastructure and service delivery. The Model is both practical and aspirational, outlining a future-oriented and systemic approach to planning all aspects of library service.

The Service Delivery Model:

- Drives service excellence, innovation and efficiency by anticipating current and future needs;
- Provides scalable service options and planning guidelines for service development, while being flexible and responsive to changing community needs;
- Guides decision making for future services, resource allocation and staffing deployment;
- Makes a commitment to engage residents, communities, users, staff and other key stakeholders to understand and meet their needs;
- Ensures that the Oxford County Library's mission, vision and values are central to service delivery planning;
- Aligns with the Library and County Strategic Plans and other County and Area Municipal priorities.

The library will use this document, in conjunction with the Library Strategic Plan, to advance library operations to the seven area municipalities currently served by the Oxford County Library. This document, and the current state appendix, is updated as required to reflect the library priorities. Some of the guidelines and standards within have been met, while others envision a preferred future based on areas of growth and development.

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## Four Tiers of Library Service

The Oxford County Library aims to provide customers with a seamless experience in person and online. The Library aims to ensure that every resident of Oxford County has the opportunity to use the library in ways that are convenient and responsive to their needs. The library provides service through four tiers of service to provide equitable access.

Tier 1 — Village Branches and Mobile Outreach → Tier 2 — Regional Branches → Tier 3 — Resource Branches → Tier 4 — Online and Digital Channels
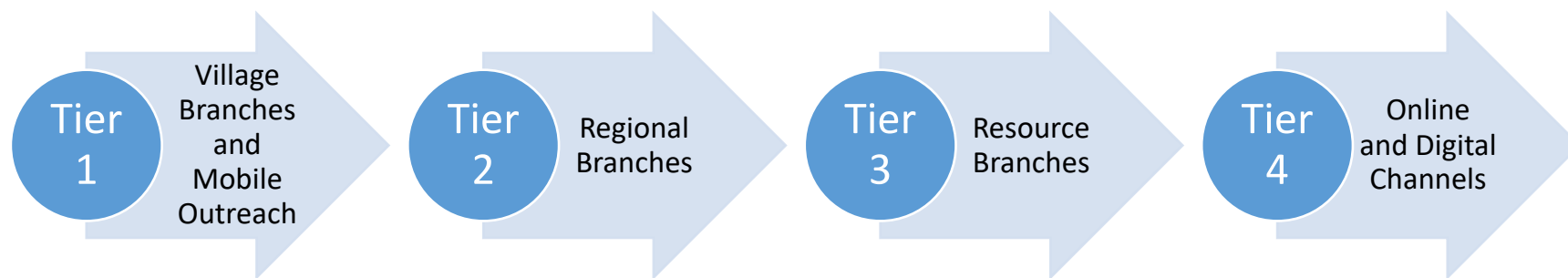
**Tier 1:**
Village Branches & Mobile Outreach Unit

Provide collections and services which meet many of the immediate needs of the local community. Mobile Outreach will offer collections and services to underserved and vulnerable populations throughout the County and at community events.

**Tier 2:**
Regional Branches

Provide a wider range of collections, technology, programs and service opportunities, as well as community meeting spaces to meet the needs of the immediate community, as well as the larger region.

**Tier 3:**
Resource Branches

Provide comprehensive and specialized collections, services and technologies for the immediate community and the entirety of Oxford County.

**Tier 4:**
Online & Digital Channels

Provides a full range of informational and recreational collections and services available 24/7.

Libraries contribute to the economic and social vitality of their communities and support community development and social wellbeing. Libraries are Community Hubs that connect residents to each other and to the services and resources offered by the library and other agencies throughout the County.

The Oxford County Library's network is currently made up of:

- 8 Village Branches and 1 Pilot Mobile Outreach Unit (tier 1)
- 4 Regional Branches (tier 2)
- 2 Resource Branches (tier 3)
- Online and Digital Channels (tier 4).

**Appendix A** provides service guidelines and current state information for all tiers of service.

## Branch Network

### Tier 1: Village Branches

Village Branches currently serve the following communities:

- Brownsville
- Burgessville
- Embro
- Harrington
- Innerkip
- Mount Elgin
- Otterville
- Princeton



These branches support the unique nature and needs of the village communities of Oxford by providing:

- Limited browsing collections for recreational reading and non-print materials for readers of all ages;
- Information resources to support local families, individuals, schools and community groups and businesses;
- A local service point for select area municipal and county services and resources;
- Access to technology via computers, wi-fi and basic printing services;
- Limited co-sponsored programs, in-branch activities and passive programming opportunities.

## Tier 2: Regional Branches

Regional Branches currently serve the following communities:

- Norwich
- Plattsville
- Tavistock
- Thamesford

These branches build upon the services provided at Tier 1 by providing:

- A wider range of print and non-print materials, as well as alternative collections;
- A range of library and co-sponsored programs for all ages based on local and regional community needs;
- Access to study and meeting spaces both within the library space and as rentable meeting rooms;
- Further access to technology, including dedicated Teen Tablets,Library-run Technology Programs, and  proposed addition of Curiosity Cabinets,

## Tier 3: Resource Branches

Resource Branches are currently located within the following communities:

- Ingersoll
- Tillsonburg

These branches continue to build upon the services provided at Tier 1 and 2 by providing:

- Large and comprehensive collections of print and not-print materials for all ages, and increased access to larger alternative collections;
- Special collections that are relevant to the County as a whole, including genealogy and local history collections, as well as multilingual collections and resources;
- Regular programming for all ages, including co-sponsored programs and events with community agencies and local partners;

- System-wide support for larger programming initiatives such as the TD Summer Reading Program, 1000 Books Before Kindergarten and Forest of Reading;
- Increased access to technology, including dedicated Makerspaces, dedicated Teen Tablets/computers, Local History computer station with access to a microform reader/printer, and printing/copying/scanning options with both Black and White and Colour options.

## Branch Hours of Service

The Library Board works with Library Administration to set branch service hours based on needs, available resources and maximum convenience of residents of local communities. The Library Board supports the Ontario Pulbic Library Guidelines (OPLG) which states that all library branches should be open 12 hours or more per week. Oxford County Library supports and strives to meet the following Administrators of Rural Urban Public Libraries of Ontario (ARUPLO) Guidelines for minimum branch hours, while recognizing that opportunities to improve and enhance branch hours may not always meet these Guidelines.

- Village Branches: Minimum of 20 hours over 4 days per week
- Regional Branches: Minimum of 25 hours over 5 days per week
- Resource Branches: Minimum of 45 hours over 6 days per week

Branch hours will be reviewed each year in preparation for potential service level increases to be included in the next year's budget. Library Administration will also conduct community needs surveys every 3 years to determine if hours are sufficient for local community requirements.

The Library Board authorizes the Librarian Team to close a branch in the event of an emergency. All emergency closures will be reported to the Deputy Chief Librarian and reported to the Board via the monthly Librarian Report. In the event of an emergency, staff resources may be reallocated to give priority to Regional and Resource branches.

## Ox on the Run – Library Mobile Outreach Unit

### Tier 1

As part of the 2023 Library Business Plan, the Ox on the Run Year-Round Mobile Outreach Pilot has been planned for 2023 and 2024. Utilizing a decommissioned ambulance, the two-year pilot will provide services year-round to provide:

- Popular reading collections and access to item holds;
- A range of library technology, programs and services to underserved and vulnerable communities and neighborhoods.

![Oxford County Library logo — connect. discover. share. become.]

Throughout the pilot, Ox on the Run will make scheduled stops at a wide range of locations, including communities without a library branch, community halls and other gathering places, community events, affordable housing areas, retirement communities and participating local businesses.

The pilot program is tied closely to Future Oxford's *Reducing Poverty Together Strategy 2022-2024* with aims to:

- Provide Access to Services/Information by:
    - Year-round access to library programs, collections, technology and services to underserved and vulnerable communities across Oxford County.
    - Connect county residents with information on county initiatives and services. Working with area municipal partners, library staff would also like to connect residents with information on those initiatives and services as well.
    - Increase the number of active library cardholders by specifically targeting areas of the County identified as not meeting library targets.



- Provide Access to Education by:
    - Introducing the community to the free resources available through the Oxford County Library, including:
        - eBooks/eAudioBooks for residents of all ages and reading abilities
        - eLearning platforms such as Universal Class, Signing Savvy, Transparent Language and Creative Bug
        - eTutoring services such as Brainfuse
        - Maker Kits for STEM learning
        - Other available services located at the library's 14 branch locations.
- Provide Access to Food by:
    - Working with local organizations and the library's Teen Advisory Committee to help provide healthy snacks and care kits to those in need during the Mobile Unit's stops.

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- ▪ Introducing kids and teens to the library's Seed Library through planting and growing programs that help kids learn about container gardening while teaching food literacy skills.

- ▪ Introducing kids and families to other food literacy skills using the tools and equipment found in the Kitchen Library.

In order to determine the success of this program, library staff will track KPIs associated with Core Mobile Outreach Services and Additional or Special Services based on specific audiences. Below is a list of those services and associated KPIs.

| Core mobile outreach services | KPIs |
|---|---|
| Library Card registration | # of new library cards issued |
| Lending of library collections | # of items circulated |
| Promotion of library e-resources and branch programs | Usage of library e-resources / Branch program attendance |
| Assistance with downloads (eBooks, eAudiobooks) Assistance with other Library Technologies | # of Technology help sessions conducted by outreach staff / # of Technology help sessions conducted by branch staff |
| Quick Reference / Readers' Advisory Service Community Agency/Information Referrals | # of reference and/or readers' advisory questions answered by outreach staff # of community referrals provided |
| Additional services based on audience | KPIs |
| Tech Bootcamps (instructional demo of one or more online products), followed by one-on-one tech help | # of special stops/events and attendance |
| Mini-robotics / Maker Fairs | # of special stops/events and attendance |

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| Family storytimes / Puppet Shows / Kids Craft programs | # of regular programs delivered and attendance |
|---|---|
| Demo of Library STEAM Kits / Kitchen Equipment / Other Non-Traditional Library Collections | # of special stops/events and attendance |

## Online and Digital Channels

### Tier 4

The library exists in an increasingly digital world, thanks in part due to the swift changes brought about due to the pandemic. Customers have grown to expect that library services should be available online at any time and accessible through any device. Customers expect convenient ways to access their library accounts, as well as services, programs and collections across multiple channels – online, in-branch, and through mobile technology and apps.

To this end, the library's website and online catalogue are major service points, supporting customers through:

- discovery of services, programs and collections;
- placing holds or requesting titles for purchase;
- determining branch locations and hours.

The library's social media networks, e-Blasts and online communications offer:

- information and marketing of library resources, programs and events;
- customer support and engagement;
- awareness opportunities for new and returning library customers.

The library's online and digital channels should offer user-centred and accessible services through its online channels to:

- complement and extend access to in-branch services such as borrowing, account management; and discovery of programs, services and material.
- Deliver digital collection services such as eBook / Digital Audiobook lending, eLearning platforms and staff made tutorials, online research;
- Extend access to library programming through video and virtual programming;
- Increase the number of access points to the library's collections and content.

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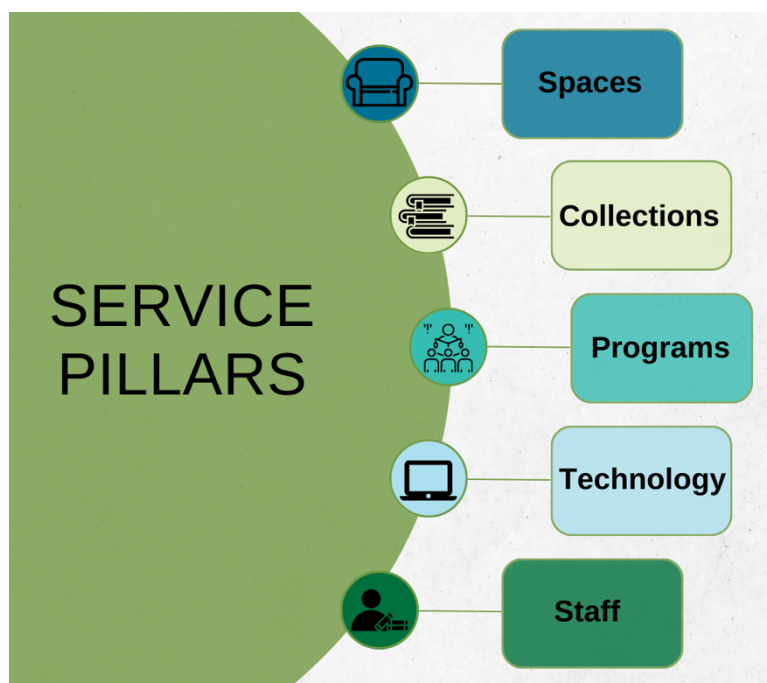


## Spaces

Oxford County Library is committed to providing residents with excellent services in vibrant, welcoming and inclusive spaces. Branch libraries are housed in free standing and multi-purpose buildings. The Library Board works in collaboration through agreements and partnerships with the County of Oxford, local area municipalities, and other agencies and boards to operate branch libraries that meet the needs of the communities and function with maximum efficiency.

### Branch Size

Oxford County Library supports and strives to meet the following Administrators of Rural Urban Public Libraries of Ontario (ARUPLO) Guidelines for minimum facility size, while recognizing that opportunities to improve and enhance branch libraries may not always meet these Guidelines.

- Village Branches: Minimum of 2,500 square feet
- Regional Branches: Minimum of 5,000 square feet
- Resource Branch's: Minimum of 10,000 square feet

### Branch Signage

All library branches will have free standing signage with the Oxford County Library Logo, branch name and website. Signage will adhere to a design standard where possible. Signage should be strategically placed to help identify branch locations and maximize exposure to car and/or pedestrian traffic. Those branches that do not have sufficient space will have signage affixed to the buildings.

All branches will have book returns featuring the Oxford County Library Logo if said returns are free standing.

### Accessibility

Oxford County Library strives to minimize barriers to access for users. The Library Board recognizes that many Village Branches may not meet accessibility standards due to limitations of buildings. Accessibility of Village Branches housed in facilities owned by local municipalities or by private lease holders are the responsibly of said facility owners. Library Administration will support local

municipalities in their attempts to address accessibility issues through grant applications and other opportunities as they occur. The Library Board will further look for opportunities to relocate Village Branches that cannot be made accessible through funding opportunities.

Where possible, the library will work with the County Public Works department to maintain Facility Accesibily Design Standards (FADS) as adopted by Oxford County in 2007 (https://www.oxfordcounty.ca/en/your-government/resources/Accessibility/FADS_2007_final.pdf).

Within library spaces shelving will be designed for Universal Accessibily with shelving being no more than 60 inches in height. Library staff will also maintain collections at a minimum of 15 3/4" above floor level. Aisle widths should be a minimum of 43 ¼".

### Tier 1 – Village Branches

Village Branches will be located in either stand-alone or multi-purpose locations. In multi-purpose locations, common spaces will be shared with lease or MOU agreements in place regarding the use of space within the building for library services and/or programming.

Village Branches operate in single room configurations that provide the following spaces:

- Defined service areas / staff workspaces with ergonomic and accessible design;
- Adult collections areas with flexible seating options;
- Technology spaces for computers, tablets or laptops;
- Children's collections areas with appropriate height shelving and seating;
- Community bulletin board spaces and/or display space for community information;

The library will work with local area municiaplities for continued options to expand current Village branch spaces to meet minimum space considerations and offer optimal space allocations as outlined in **Appendix A**.

### Tier 2 – Regional Branches

Regional Branches will be located in multi-purpose locations when possible. As with Village Branches, multi-purpose locations will include shared common spaces covered via lease or MOU agreements. Regional Branches will include dedicated programming / meeting room spaces that will be managed by the library's Meeting Room Policy.

Building upon Tier 1 space requirements, Regional Branches will feature the following:

- Defined Children's and Teen Spaces with seating options, collections and technology to meet the needs of the targeted age group.

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- Back-office space for staff to complete administrative tasks.
- Enhanced technology spaces to meet technology guidelines found in **Appendix A**.

### Tier 3 – Resource Branches

Resource Branches will be located in stand-alone or multi-pupose locations and provide enough usable library space to meet the growing demands of a modern full-service library. As with other branch tiers, multi-purpose locations will include sharedcommon spaces covered via lease or MOU agreements. Resource Branches will include dedicated programming / meeting room spaces that will be managed by the library's Meeting Room Policy, as well as study room spaces that will be managed by the library's Study Room Policy.

Building upon Tiers 1 and 2 space requirements, Resource Branches will feature the following:

- A defined Local History space that will contain local history collections from across the County, as well as a dedicated computer workstation with microform reading/printing options and adequate study space for those doing research.
- Retail style display spaces near entrances to the library and throughout the space.
- A "community living room" space with lounge seating and newspaper / magazine collections close by.
- Collaborative study space and flexible seating options.
- Check-Out Kiosks for self-service options.
- Comprehensive technology spaces, including dedicated Makerspaces, to meet technology guidelines found in **Appendix A**.

## Collections

All collections of the Oxford County Library are governed by the Collection Development Policy. The policy oultlines the selection, maintenance and deselection of library materials, while also providing the process for residents of Oxford County to submit requests for purchase or reconsideration of librarary materials.

The library collects and curates information resources in all relevant formats to add value to the community and to reflect the diversity of community interests. The library strives to provide a balanced collection and maintain intellectual freedom, while providing current and accurate information.

The Service Delivery Model outlines the scope and focus of collections for each tier. However, the library also recognizes and values the unique nature of each branch community and attempts to respond to community needs based on demonstrated usage trends and/or requests.

Collections are available at all tier levels in either physical or digital formats. These collections are promoted through a variety of services and strategies, including:

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- Through physical and digital displays in branch locations and through the library's website and catalogue to promote discoverability and browsability;
- Through the library's Mobile Outreach Unit with physical mateirals where possible and wi-fi access / mobile technology for access to digital collections in underserved or vulnerable communities across the County;
- Through the library's Home Delivery Service for residents unable to attend a branch in person due to ongoing health issues, age or ability;
- Through the Book Deposit Service that provides small collections of large print materials to care homes and other institutions.

## Digital Collections

The library will maintain a large selection of digital collection options for all customers, free of charge. The library will use the guidelines, as outlined in the Collection Development Policy for the selection, maintenance and deselection of digital collections and services.

Digital collections should include the following types of resources:

- eBook and digital audiobook platforms
- digital music, movies, and series in streaming or downloadable formats
- Digital newspaper and magazine platforms
- Online learning tools / eTutoring options for lifelong learning
- Databases and digital reference materials

## Reference Collections

While the library will prioritize digital reference materials for availability across branch tiers and 24/7 outside the library, the Regional and Resource Branches may maintain modest print reference collections as needed. The library will strive not to duplicate offerings between print and digital reference materials as a cost saving measure.

## Local History and Genealogy Collections

Resource Branches maintain collections of County-wide local history and genealogical materials that meet the needs of customers/researchers. Digitization of historically significant documents is undertaken in-branch and made available on the library website. Each Resource Branch also maintains a collection specific to the Town in which they are located.

Regional and Village Branches maintain small local history collections that pertain to their local communities and that do not require archival storage.

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Unpublished, original works are considered for digitizing and/or copying and subsequently donated to the County Archives or other suitable respository.

## Express Collections

To ensure that all branches provide easy access to popular bestsellers, an express collection is provided at all branch locations. These items are non-holdable, non-renewable and are available for a shortened loan period.

## Alternative Collections

The library maintains an eclectic collection of "Cool Things to Borrow" curated based on community needs, interests and availability of resources. These collections will also be supported through programming that introduces customers to the items and how they should be used.

## Hold System

The library maintains a hold system to make all loanable materials available to all customers on an equal basis. This system treats all pick-up locations equally, and guarantees that customers not within easy walking/driving distance to a Resource Branch will be able to borrow materials held by that location. The library will also maintain a hold ratio to determine when more copies of an item should be purchased to meet the hold demand.

## Collection Size

Collection size in each location will be governed by available space and the need to balance all branch functions. Collections will be adjusted as required to allow for effective operation of all library functions and to accommodate the introduction of new services, technologies and collaborative space needs.

Oxford County Library supports and strives to meet the following Administrators of Rural Urban Public Libraries of Ontario (ARUPLO) Guidelines for collection size, while recognizing that opportunities to improve and enhance branch collections may not always meet these Guidelines.

- Village Branches – 6,000 – 12,000 items
- Regional Branches – 12,000 – 24,000 items
- Resource Branches – 24,000 to 50,000 items.

## Floating Collections

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Oxford County Library collections "float" between branches. When an item is returned to a location, said location becomes the item's "home" location. With floating collections, branches with high volume circulation can become overcrowded. Collection balance is maintained by branch staff in consultation for exchanges and maintenance with the library's professional staff.

## Programs

All programs and outreach events hosted by the Oxford County Library are governed by the Programming and Outreach Policy. The policy outlines the library's commitment to life-long involvement in cultural, educational and recreational activites that are inclusive and community-based.

The Oxford County Library engages the community through programs and outreach opportunities that support life-long learning, social and community development, creativity and innovation. Library staff develop program plans that meet or exceed community needs where possible. When developing or reviewing requests for new programs, staff review offerings within the community by other service agencies before committing library resources. Where possible, the library works with partner organizations to co-sponsor programs within library spaces. Programs that are co-sponsored enable the library to expand community access to high quality programs outside of the scope of branch staff.

### Programming Framework

### Tier 1 – Village Branches

Village Branches will provide basic programming to families, children and teens during and outside of regular operating hours of the branch and subject to the availability of resources.

Passive programs will be offered regularly based on space requirements. These passive programs may include:

- Community puzzle building
- Scavenger Hunts
- Colouring or quick crafts
- Craft and Connect Kits for in branch or home use

Opportunities for co-sponsored programs with outside agencies or organizations will be pursued using a community-led approach.

A limited program budget will be provided to each branch for acquiring specialized supplies and/or external presenters. The use of external presenters will be planned collaboratively with other branches and/or other organizations to minimuze costs where possible and in accordance with the library's Programming and Outreach Policy.

### Tier 1 – Mobile Outreach Unit

The Ox on the Run Mobile Outreach Unit will provide programming for all ages at events and scheduled stops during the two-year pilot project. As with the Village Branches, Ox on the Run will work with community partners for co-sponsored programs as possible. Library programs will have a technology or literacy focus.

Programs may include:

- Technology Bootcamps and One-on-One Tech Help
- Mini Robotics and/or Maker Fairs
- Family Storytimes, kids craft programs
- Demonstrations of the Library's Alternative Collections such as STEAM Kits or Kitchen Equipment

### Tier 2 – Regional Branches

Regional Branches may provide programs both during and outside regular operating hours using branch program rooms and community space within the branch, subject to the availability of staffing and resources. Preference will be given to hosting programs during regular operating hours where possible.

Building on tier 1, Regional Branches will offer programs for all ages and a broader range of family and children's programs, including passive and co-sponsored program opportunities.

### Tier 3 – Resource Branches

Resource Branches have system-wide responsibilities for larger event programming, including:

- TD Summer Reading Program
- 1000 Books Before Kindergarten
- Forest of Reading
- March Break Programming
- Family Literacy

Specialized programming staff plan, deliver and evaluate a wide range of library and co-sponsored programs for all ages on a year-round basis. Staff also work with the local community to offer Local and Family History programming, partnering with Oxford County Archives and other community agencies as possible.

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Resource Branches also offer a wide range of technology, equipment and provide support for said technology through program offerings for all ages.

## Tier 4 – Online & Digital Channels

The library will offer a limited number of virtual programs using live streaming, interactive media and audio/video recording options. Virtual programs will be evaluated with clear outcomes and service standards. Programs that do not meet said standards will be discontinued. Virtual programs will be subject to the availability of staffing and other resources.

Programs delivered via a virtual platform will:

- Abide by any copyright restrictions specifc to sharing materials in a virtual and/or recorded format.
- Ensure that appropriate security protocols are followed.
- Not be recorded without prior knowledge and consent of all participants and/or parents/caregivers.

## Technology

Technology at the Oxford County Library is overseen by the Internet Access and Technology Policy. The policy expresses the library's commitment to open and equitable access to technology.

Ongoing review of technology trends by Library and County staff enable the library to provide proactive, innovative and responsive technology service to customers.

Public access to technology is a key driver in a community's prosperity. The library plays a key role in advocating for and providing equitable access to technology to help bridge the digital divide and advance the goal of digital inclusion.

## Technology Assistance

Library staff at all tiers will be trained to provide basic assistance with technology. Village branches may refer more complex issues to Regional or Resource branches, and may recommend other resources such as e-Learning opportunities provided by the Library.

One-on-one training, group training and technology coaching will be made available in Resource branches, Regional and Village branches will provide such opportunities where resources permit and/or utilizing volunteers.

Ox on the Run, the Library's Mobile Outreach Unit, will specialize in technology resources and training; offering services more commonly found at the Resource branch level to those in underserved areas and to vulnerable populations.

## Computer Workstations and Public Wi-Fi

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Computers, wi-fi access and high-speed internet services are available in all branches of the Oxford County Library. The number of computer workstations is normally assessed based on demand and available space. **Appendix A** includes Technology Guidelines that provide minimum numbers of computer workstations that should be found at each branch tier.

Public wi-fi should be offered at branch locations 24/7 with access reaching as far outside the building as possible for convenient use of the wi-fi system during closed hours.

### Children's Literacy Stations

Children's digital literacy stations are available in select Village Branches determined by community need and space availability, and all Regional and Resource Branches. Children's digital literacy stations may include a desktop computer or tablet device, with or without touchscreen capability. These devices introduce younger children to computers and literacy-based applications.

### Teen Computers / Tablet Stations

Dedicated areas for teen use at the Oxford County Library include access to technology (desktop and/or tablet devices), homework and study table space, teen-specific collections, and social areas with comfortable seating. Regional and Resource Branches will provide teen-specific areas as possible to encourage social growth and academic development for community youth.

### Printing / Scanning / Copying

All branches provide public access computer workstations with access to good quality printing, faxing, and scanning capabilities. Branches also offer mobile printing capability where documents can be sent to a Library printer from a mobile device, tablet or laptop. Fees are charged per printed/faxed page, depending on page size, single/double sided, and black and white or colour ink selections. There are a limited number of free exceptions for job seekers.

### Maker Culture / STEAM Learning

Technology Guidelines, found in **Appendix A** outlines Oxford County Library's dedication to Maker Culture and STEAM Learning. The guidelines provide base level services that OCL will strive to meet over the next five years.

Dedicated makerspace facilities will be available for individual and small group use at Resource Branches, as possible. These spaces support maker activities that reflect community interests and needs, lifelong learning and innovation through access to new technologies and services.

Oxford County Library makes STEAM activities available through relevant programs and collections for all branches. Ox on the Run will provide access to technology and STEAM activities through events and regular stops. The library maintains a collection of technology tools, including iPads, tablets, coding and robotics equipment for STEAM-based programming at branches.

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## Online & Digital Channels

The Oxford County Library maintains a website with relevant content and access to the Library's secondary websites (Oxford Reads), online catalogue, research and learning databases, digital download resources, and social media channels. The Library's social media channels serve to provide quick updates to the public about changing services, promotion of library resources and programs, awareness of County news and services, and assisting in the call for candidates to Library hiring. The Library's website also provides access to limited virtual programming and staff made technology training videos.

## Staff

The Oxford County Library's priorities for succession planning and staff development are guided by three documents that lead the Library's organizational strategies for building and maintaining an effective staff team and service excellence:

- Oxford County Library's Strategic Plan
- Oxford County Library Values Statement
- County of Oxford's Competency Framework

These documents provide the guiding principles for staff recruitment and selection, performance management, and training and professional development. In-house training opportunities are offered quarterly through staff development days. Outside training is offered through courses, conferences, and web-based training sessions.

Values provide the base for identifying competencies. When emphasized and reinforced, values become part of the organization's culture. Enduring values should reflect the Library's vision, goals, strategic directions and give structure to its plans moving forward. Values-based organizations are well-equipped to anticipate and adapt, to embrace opportunities and to manage change.

Core competencies of the organization include:

- Strategic Thinking
- Fostering Innovation
- Service Excellence and Teamwork
- Accountability and Integrity

The Oxford County Library Board recognizes and strives to meet the ARUPLO guidelines and best practices for library staff. This includes staff complements and qualifiacations at each branch level. **Appendix A** provides optimal staffing guidelines and current state information.

## Succession Planning

Library Administration will work to provide continual succession planning for key positions within the organization with an eye to both emergency / non-planned and long term opportunities. Said planning will look toward the potential future needs of the library with technological needs, community growth, staff safety and service delivery changes in mind.

## Training and Skills Assessment

Within the past 20 years, libraries and the services offered have been changing at a rapid pace. Customer expectations now lean heavily toward increased technology needs, along with traditional library services. As such, liibrary staff need to be well skilled to fulfill a variety of roles within a modern public library setting.

In order to meet these growing needs, library administration will look to create basic skills and training requirements for each role within the organization. Regular training opportunities will be provided to staff to help each individual meet their training goals and to provide increased training opportunities to individuals interested further development opporutnities within the organization.

The library budget will meet ARUPLO best practice for training by including not less than 1% of the total staffing budget for training and professional development.

## Administrative Staffing

Administrative staff will provide oversite and support services roles for service delivery. Some administrative positions may be called upon to assist at branch locations when needed.

## Staffing at Tiers

## Tier 1 – Village Branches

Library staff at Village Branches will be trained to provide basic assistance with technology and will refer complex technological issues to Resource Branch staff or will recommend other resources, including free technology courses available through the Library's website subscription services. Village Branch staff will provide tailored Readers' Advisory services to customers of all ages, matching readers with materials that meet their reading, listening, viewing, or activity interests. This involves collection knowledge, readers' services skills and good conversation. Village Branch staff will provide reference and information service to all customers including those without Oxford County Library cards. In-depth or complex questions will be referred to Resource Branch staff. Branch Pages will refer all reference questions to Branch Supervisor or designate. Village Branch staff teams will include one Supervisory position. Depending on usage and traffic, the branch may also include a Page or Clerk position.

## Tier 1 – Mobile Outreach Unit

Library staff with the Ox on the Run Mobile Outreach Unit will provide Readers' Advisory, and reference information services at the same level as Village Branch staff. Ox on the Run Mobile Outreach Unit staff will offer more in-depth technology assistance than the Village Branches, limited only by the technology devices, resources and connections available in person at the time. Ox on the Run Mobile Unit staff teams will include one Specialist position and one Clerk position. Larger stops may require support by an additional person(s). Special events and outreach will be supported by services and staff from other tiers.

### Tier 2 – Regional Branches

Regional Branch staff will be trained to provide an elevated level of technology assistance, Readers' Advisory, and reference information services in comparison to Village Branch staff. Staff at Regional Branches will be professionally trained with subject expertise in service areas allocated to address community needs. Regional Branch staff will provide leadership and management to support services at Village Branches. Regional Branch staff teams will include one Supervisory position, which may be a Librarian, and one or two Page positions. Depending on usage and traffic, the branch may also include a Clerk position.

### Tier 3 – Resource Branches

Resource Branches have system-wide responsibilities for service delivery and support to staff teams. Resource Branch staff will be trained to provide an elevated level of technology assistance, Readers' Advisory, and reference information services in comparison to Village and Regional Branch staff. Staff at Resource Branches will be professionally trained with subject expertise in service arease allocated to address community and population needs. Resource Branch staff will provide support to village and regional branches, collections technical support, and access to materials and information. Resource Branch staff teams will include one Supervisory Librarian position, at minimum one Technician, and one Program Specialist. Usage and traffic of the branch will determine needs for Clerk and Page staff.

### Tier 4 – Online and Digital Channels

Online and Digital Channels are maintained by System Support staff and staff at all other tier levels. As the need for greater care in the online and digital spaces grow, the library will look to determine if specialized positions should be added. Library staff are also supported by Oxford County staff in the Strategic Communications and Information Systems departments.

## Appendix A: Service Guidelines

|  | Tier 1 | | Tier 2 | Tier 3 | Tier 4 |
|---|---|---|---|---|---|
|  | **Village Branches** | **Mobile Outreach Unit** | **Regional Branches** | **Resource Branches** | **Online & Digital Channels** |
| **Spaces** | 8 branches | 1 Outreach Vehicle *Pilot (2023/2024) | 4 branches | 2 branches | Websites, Apps, Catalogue, social media |
| **Service Area** | Maximum of 3,000 residents in regular catchment area. | Entire Oxford County Library service area | Maximum of 7,000 residents in regular catchment area. | Maximum of 20,000 residents in regular catchment area. | Entire Oxford County and surrounding area |
| **Location** | Village and surrounding area<br><br>Walking traffic & those within 10–15-minute drive | Provides access to underserved and vulnerable populations<br><br>Stops will be located at convenient community focal points | Village and surrounding area, including those across area municipality<br><br>Walking traffic & those within 20–25-minute drive | Town and surrounding area including those across Oxford County.<br><br>Walking traffic & those within 30- 35-minute drive | Maximum access and user connivence w/ 24/7 access<br><br>Available anywhere with an internet / data connection |
| **Population Served** | Up to 5,000 | 75,000+ | 5,000 – 10,000 | 10,000 – 35,000 | N/A |
| **Population Estimates** (2021 Census Data, County of Oxford Profile & Statistics w/ preliminary correction of 2.7% provided by Planning) | SWOX Twp: 7,785<br>  o BRO: 520<br>  o MTE: 700<br>NOR Twp: 11,450<br>  o BUR: 505<br>  o OTT: 1,445<br>ZORRA Twp: 8,860<br>  o EMB: 1,000<br>  o HAR: 145<br>EZT Twp: 8,050<br>  o INN: 1,600<br>B-B Twp: 7,770<br>  o PRI: 610 | OCL Service Area: 77,100 | NOR Twp: 11,450<br>  o NOR: 4,330<br>EZT Twp: 8,050<br>  o TAV: 3,380<br>B-B Twp: 7,770<br>  o PLA: 1,840<br>ZORRA Twp: 8,860<br>  o THA: 3,000 | • ING: 14,065<br>• TIL: 19,120 | • County: 125,065+ |

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| | Tier 1 | | Tier 2 | Tier 3 | Tier 4 |
|---|---|---|---|---|---|
| | **Village Branches** | **Mobile Outreach Unit** | **Regional Branches** | **Resource Branches** | **Online & Digital Channels** |
| **Optimum Size** | 2,500-5,000 square feet | N/A | 5,000-10,000 square feet | 10,000-35,000 square feet | |
| **OCL Branch Sizes** *sq. ft. | • BRO: 750<br>• BUR: 800<br>• EMB: 800<br>• HAR: 1,200<br>• INN: 1,038<br>• MTE: 676<br>• OTT: 2,080<br>• PRI: 1,100 | N/A | • NOR: 5,400<br>• PLA: 3,000<br>• TAV: 4,500<br>• THA: 4,000 | • ING: 12,160<br>• TIL: 8,400 | N/A |
| **Optimum Weekly Hours** | 20-25<br>over 4 days | N/A | 25-45<br>over 5 days | 45-65<br>over 6-7 days | N/A |
| **Weekly Hours of Operation** | • BRO: 12 hrs. over 3 days<br>• BUR: 15 hrs. over 4 days<br>• EMB: 12 hrs. over 4 days<br>• HAR: 9 hrs. over 3 days**<br>• INN: 12 hrs. over 3 days<br>• MTE: 12 hrs. over 3 days<br>• OTT: 12 hrs. over 3 days<br>• PRI: 15 hrs. over 4 days | May to Sept → full year pilot (2 years) | • NOR: 35 hrs. over 5 days<br>• PLA: 25 hrs. over 4 days<br>• TAV: 35 hrs. over 5 days<br>• THA: 35 hrs. over 5 days | • ING: 51.5 hrs. over 6 days<br>• TIL: 54 hrs. over 6 days | 24/7 |

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| | Tier 1 | | Tier 2 | Tier 3 | Tier 4 |
|---|---|---|---|---|---|
| | **Village Branches** | **Mobile Outreach Unit** | **Regional Branches** | **Resource Branches** | **Online & Digital Channels** |
| **Optimal Space Allocation** | • Mix seating with approximately 10 to 20 user seats.<br>• Defined Children's area with space for children's seating / table options.<br>• Accessible and universal/non-gendered washrooms that include a change table for children.<br>• Strive for Universal Accessibility thorough design of shelving and aisles.<br>• Shelving should be no more than 60 inches in height.<br>• Separate programming space / meeting room.<br>• Flexible space for technology / maker equipment for public use | N/A | • Mixed seating with approximately 30 to 50 user seats.<br>• Defined Children's and Teen spaces with seating options to meet needs of targeted age group.<br>• Accessible and universal/non-gendered washrooms that include a change table for children.<br>• Strive for Universal Accessibility thorough design of shelving and aisles. Shelving should be no more than 60 inches in height.<br>• Separate programming space / meeting room<br>• Space for technology / maker space | • Mix seating with approx. 50 to 60 user seats.<br>• Defined Children's and Teen spaces with space with seating options and age-appropriate technology to meet needs of targeted age group.<br>• Accessible and universal/non-gendered washrooms that include a change table for children.<br>• Strive for Universal Accessibility thorough design of shelving and aisles.<br>• Shelving should be no more than 60 inches in height.<br>• Separate programming space /meeting room space. | N/A |

| Optimal Space Allocation (continued) | • Defined and ergonomic staff work space. | | equipment for public use.<br>• Defined and ergonomic staff work space.<br>• Back-office space for staff to complete administrative tasks. | • Study rooms or quiet study space options.<br>• A defined local history area with microform viewing / printing options and dedicated workspaces for genealogical research.<br>• Comfortable lounge / living room style space near adult collections.<br>• Defined space for technology / maker space equipment for public use.<br>• Self-check kiosks.<br>• Defined and ergonomic work spaces for staff. With dedicated work space for full-time staff and shared desk options for part-time staff.<br>• Defined service desks with accessibility options for the public. | |
|---|---|---|---|---|---|

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| | Tier 1 | | Tier 2 | Tier 3 | Tier 4 |
|---|---|---|---|---|---|
| | **Village Branches** | **Mobile Outreach Unit** | **Regional Branches** | **Resource Branches** | **Online & Digital Channels** |
| **Optimum Program Room Size** *sq. ft | 400 | N/A | 400 | 500 | N/A |
| **Available Program Room Space** *denotes fee charged for library use | • BRO: *use of Hall (~1,150)<br>• BUR: basement (~350)<br>• EMB: Green Room (480)<br>• HAR: *use of Hall (868)<br>• INN: *use of Hall (~1,500)<br>• MTE: *use of Hall rooms (800 & 2,400)<br>• OTT: N/A<br>• PRI: *use of Theatre (~360)<br>• & Foyer (~400) | • Utilizing Outdoor Spaces (weather permitting)<br>• Rental of Community Spaces as needed. | • NOR: program room (420)<br>• PLA: program room (~350)<br>• TAV: program room (374)<br>• THA: program room (~150)<br>• THA - *use of Beaty Room (1,204) | • ING: program room (~450)<br>• TIL: program room (485) | N/A |
| **Optimal Program Offerings** | • Programs based on local community needs & interests.<br>• Provide co-sponsored programs where available.<br>• Limited Paid Performer options.<br>• Exhibit Space. | • Programs based on needs at each location.<br>• Provide co-sponsored events where available.<br>• Technology / Literacy Focus. | • Programs based on local community needs & interests.<br>• Mix of Adult and Children's programs.<br>• Provide co-sponsored programs where available.<br>• Paid Performer options.<br>• Exhibit Space. | • Broad range of library programs and events for all ages.<br>• Provide co-sponsored and partnership programs.<br>• Paid Performer options.<br>• Exhibit Space.<br>• Outreach to vulnerable populations. | • Virtual programming options & events. |

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| | Tier 1 | | Tier 2 | Tier 3 | Tier 4 |
|---|---|---|---|---|---|
| | **Village Branches** | **Mobile Outreach Unit** | **Regional Branches** | **Resource Branches** | **Online & Digital Channels** |
| **Current Average Annual Program Attendance:** | 715 per branch (5,700 combined) | N/A | 1,800 per branch (7,200 combined) | 7,100 per branch (14,000 combined) | N/A |
| **Collection Guidelines** | • Size: 6,000 – 12,000 items<br>• General interest, popular collections based on local interest.<br>• Children / Teen collections should be a minimum of 1/3 of collection<br>• Limited alternative collections (ex. Maker kits). | • On Board Collection Size: 500 – 1,000 items.<br>• General interest, popular collections based on interest.<br>• Children / Teen offerings.<br>• Holds available for pickup.<br>• Loanable technology resources. | • Size: 12,000 – 24,000 items.<br>• General interest, popular collections based on local interest.<br>• Limited local history, reference and special collections.<br>• Children's / Teen collections should be a minimum of 1/3 of collection.<br>• Limited alternative collections (ex. Maker kits). | • Size: 24,000 – 50,000<br>• General interest, popular collections based on local interest.<br>• Larger local history, reference and special collections.<br>• Children / Teen collections should be a minimum of 1/3 of collection.<br>• Larger alternative collections (ex. Maker kits). | • Digital Collections including:<br>  ○ eBooks<br>  ○ Digital Audiobooks<br>  ○ Streaming Video & Music<br>  ○ Digital Newspapers & Magazines<br>  ○ Online Learning<br>  ○ Databases<br>  ○ Digitized Local History Collections |
| **Current Collection Size** *based on Annual Survey stats 2022.* | • BRO: 2,934<br>• BUR: 6,064<br>• EMB: 3,130<br>• HAR: 3,392<br>• INN: 6,041<br>• MTE: 3,635<br>• OTT: 6,587<br>• PRI: 4,629 | N/A | • NOR: 12,077<br>• PLA: 8,175<br>• TAV: 8,609<br>• THA: 8,457 | • ING: 26,960<br>• TIL: 21,217 | N/A |

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| | Tier 1 | | Tier 2 | Tier 3 | Tier 4 |
|---|---|---|---|---|---|
| | **Village Branches** | **Mobile Outreach Unit** | **Regional Branches** | **Resource Branches** | **Online & Digital Channels** |
| **Technology Guidelines** | • Minimum of 3 computer workstations.<br>• Children's Literacy station / Tablet.<br>• B/W Printing and Mobile Printing.<br>• Public wi-fi<br>• STEAM-based in-branch activities.<br>• Coding online & gadget devices.<br>• Maker kits (holdable) | • Tech Toys<br>• STEAM-based activities.<br>• Tablets and Chromebook options for discovery and training.<br>• Public wi-fi through mobile devices. | • Minimum of 4 computer workstations.<br>• Minimum of 2 children's literacy stations / tablets.<br>• Laptop or Chromebook lending options.<br>• B/W and Colour print options with Mobile Printing.<br>• Public wi-fi<br>• STEAM-based in-branch activities.<br>• Coding online & gadget devices.<br>• Curiosity Cabinets for Maker options.<br>• Library-run Tech Programs. | • Minimum of 6 computer workstations.<br>• 1 Local History dedicated workstation with microform viewing/printing.<br>• Minimum of 3 children's literacy stations / tablets.<br>• Minimum of 7 Teen computer / tablet stations.<br>• Laptop or Chromebook lending options.<br>• B/W and Colour printing options with Mobile Printing.<br>• Public wi-fi<br>• STEAM-based in-branch activities and programs.<br>• Coding online & gadget devices.<br>• Dedicated Makerspaces with up-to-date technology. | • Virtual Technology Programs and/or recorded videos<br>• Online Learning options for Technology, STEAM activities and creation. |

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| | Tier 1 | | Tier 2 | Tier 3 | Tier 4 |
|---|---|---|---|---|---|
| | Village Branches | Mobile Outreach Unit | Regional Branches | Resource Branches | Online & Digital Channels |
| **Current Technology** | Public Computers:<br>• BRO: 2<br>• BUR: 2<br>• EMB: 2<br>• HAR: 2<br>• INN: 2<br>• MTE: 1<br>• OTT: 4<br>• PRI: 2<br>Children's Literacy Stations:<br>• BRO: 1<br>• BUR: 0<br>• EMB: 0<br>• HAR: 0<br>• INN: 1<br>• MTE: 1<br>• OTT: 1<br>• PRI: 1<br>Printing Options:<br>• All branches – B/W Printing w/out Mobile Option. | N/A | Public Computers:<br>• NOR: 6<br>• PLA: 3<br>• TAV: 5<br>• THA: 4<br>Children's Literacy Stations:<br>• NOR: 2<br>• PLA: 2<br>• TAV: 3<br>• THA: 1<br>Chromebooks:<br>• NOR: 2<br>Printing Options:<br>All branches – B/W Printing w/ Mobile Option. | Public Computers:<br>• ING: 6<br>• TIL: 11<br>Children's Literacy Stations:<br>• ING: 3<br>• TIL: 2<br>Teen Stations:<br>• ING:<br>• TIL:<br>Chromebooks:<br>• ING:<br>• TIL:<br>Local History Station:<br>• ING: 1 + Microform Reader/Printer<br>• TIL: 1 + Microform Reader/Printer | • Mobile Printing for select Branch.<br>• Limited Virtual Programming / Staff Made Technology Training videos.<br>• Online Learning Options including:<br>  o Brainfuse Tutoring<br>  o ArtistWorks<br>  o Chilton Auto Repair Library<br>  o Creative Bug<br>  o Sign Savvy<br>  o Transparent Language<br>  o Universal Class |
| **Optimal Staffing Complement (FTE)** | 1 – 2.5 | 1 – 2.5 | 2.5 – 5 | 5 – 17.5 | N/A |

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| | Tier 1 | | Tier 2 | Tier 3 | Tier 4 |
|---|---|---|---|---|---|
| | **Village Branches** | **Mobile Outreach Unit** | **Regional Branches** | **Resource Branches** | **Online & Digital Channels** |
| **Current Staffing Complement (FTE)** | • BRO: .37<br>• BUR: .86<br>• EMB: .40<br>• HAR: .34<br>• INN: .72<br>• MTE: .40<br>• OTT: .66<br>• PRI: .54 | 2.33 for Pilot Project | • NOR: 2.62<br>• PLA: 1.17<br>• TAV: 1.98<br>• THA: 2.09 | • ING: 8.91<br>• TIL: 8.02 | N/A |
| **Optimal Qualifications of Branch Supervisors** | Library competency, e.g. post-secondary education + EXCEL Courses (OLS) | N/A | Professional Librarian | Professional Librarian | N/A |

*Items in green represent current state and for planning only.

| **OxfordCountyLibrary** connect. discover. share. become. | **OXFORD COUNTY LIBRARY BOARD POLICY MANUAL** | | |
|---|---|---|---|
| Board Motion Number: | 2017-14 | Date of Review: | 2022 |
| Date Approved: | May 23, 2017 | Chairperson's signature: | Margaret Lupton |

### SERVICE DELIVERY POLICY

**BACKGROUND**

The Service Delivery Policy establishes a three-tier library hierarchy, setting out facility and service policies for each tier.

OCL service delivery is guided by the Vision Statement:

*Our libraries are a focal point of our communities with strong connections to community services, local business and residents. Our facilities are vibrant, welcoming and accessible meeting places where community members of all ages come together to learn, grow, exchange ideas, and enrich their lives.  Our libraries offer multifaceted and relevant collections; innovative technologies; and, through skilled and committed staff members, actively engaged communities, governments and other partners, provide programs and services that "make a difference". The library system contributes to the cultural, educational, social, and economic vitality of the County.*

and by the Values Statement:

1. *We will provide excellent service in a welcoming environment.*
2. *We will be responsive to community needs.*
3. *We will encourage and support lifelong learning.*
4. *We will value individual needs, experiences, and differences in a non-partisan, non-judgmental manner.*
5. *We will value tradition and pursue innovation.*
6. *We will continuously build and foster a skilled and knowledgeable staff.*
7. *We value intellectual freedom in an atmosphere of tolerance and respect.*

Each year, the Library Board approves strategic goals and objectives through the Business Plan process.  Where possible and practical, library objectives that further the strategic directions set out in the County of Oxford Strategic Plan, and Service Improvement Opportunities coming out of the Services That Work review of County operations, are prioritized.  Current and ongoing Service Improvement Opportunities include:

- Libraries as Community Hubs – develop collaborations with community partners to further County strategic initiatives by expanding use of library facilities.
- Library Resource Review – involves the development and implementation of an effective staffing model to address evolving library services and to support succession planning for key vulnerable positions.

**PURPOSE**

This policy clarifies the service delivery roles of the three tiers of branches: Small; Medium; and

Large. It guides service delivery, resource allocations, and staffing deployment. It commits the library to a culture of continuous learning and employee engagement.

## PROCEDURES

## Section A      Clarification of Service Delivery Roles

1.  Tier 1 Small Branches

Small branches serve the following communities:  Brownsville, Burgessville, Embro, Harrington, Innerkip, Mount Elgin, Otterville, and Princeton. They:

a) Create a client-centred atmosphere for the public of Oxford County;
b) Support the unique nature and needs of the small village communities of Oxford;
c) Provide library service, community space, a venue for events and displays;
d) Provide a browsing collection of recreational reading and non-print materials for children, teens, adults, large print readers and patrons in retirement homes;
e) Provide information resources to support individuals, families, schools, community groups and the business community;
f) Provide a local service point for selected area municipal and county services and resources;
g) Contribute event announcements to community newspapers /school newsletters as required;
h) Provide readers' advisory service through trained staff and/or electronic services;
i) House published local history materials unique to their community;
j) Provide access to the system's website collections and resources through public access computers, high speed Internet, access to wireless service, and trained staff;
k) Provide access to printers, scanners and photocopiers and provide basic instruction to patrons;
l) Conduct the TD Summer Reading program and limited co-sponsored programs through community partnerships;
m) Paid programs may be provided.

2.  Tier 2  Medium Branches

Medium Branches serve the following communities:  Norwich, Plattsville, Thamesford and Tavistock.  Medium size Branches build on the service provided by the small Branches and also:

a) Provide a wider range and larger number of print and non-print materials to meet the general reading needs of all age ranges and the larger population in their communities.
b) Provide a range of library and co-sponsored programs for all ages to meet community needs;
c) Provide bookable community meeting rooms and rental space.

3. Tier 3 Large Branches: Ingersoll and Tillsonburg

As the Tier 3 Large libraries in the Oxford County Library system, Ingersoll and Tillsonburg serve the library needs of the Towns of Ingersoll and Tillsonburg and surrounding areas.

Because its facility size falls short of accepted guidelines, the Tillsonburg Library does not have the staffing or work space necessary to serve as a full resource library for the system. The Ingersoll Library has the space and the technical staffing complement required to serve as Resource Library for the system:

a) Collections

   i) by providing the largest and most comprehensive collection of print and non- print materials for all age ranges specifically including non-fiction, fiction, paperback and magazine collections, large print, and audiovisual collections to serve the town populations and branch patrons;

   ii) by housing special collections relevant to the County as a whole including genealogy and local history collections and non-English language collections;

   iii) by administering Interlibrary Loans service **(Ingersoll only).**

b) Programs (includes both Ingersoll and Tillsonburg)

   i) by providing ongoing library programming for children, teens, and adults including co-sponsored programs with community agencies;

   ii) by providing a wide range of paid programs to meet community need and interest;

   iii) by sharing and suggesting programming ideas with the Branch Services Librarian and Branch Supervisors;

   iv) by providing training to Branch Supervisors on conducting the TD Summer Reading Program and advising the Branch Services Librarian about service and activities to support the program.

c) Outreach  (includes both Ingersoll and Tillsonburg)

   i) by conducting ongoing outreach with Ingersoll and Tillsonburg community groups, committees, advisory groups and schools;

   ii) by conducting class visits with local schools and hosting visits to the library;

   iii) by serving as a role model for the system by seeking out ways to market and promote the library in the community;

   iv) by providing library materials to homebound patrons.

d) Technology

   i) by providing a dedicated public access computer area supported by trained staff;

   ii) by providing system-wide library technical services including interlibrary loan, request service and cataloguing of designated materials **(Ingersoll**

**only)**;

iii) by maintaining Oxford County Library's website content regarding the in-house genealogy database **(Ingersoll only);**

iv) by offering one-on-one and group technology coaching to the public;

v) by featuring new technologies as learning tools in hands-on, interactive "explore stations".

e) Serving Ingersoll and Tillsonburg Branch Patrons

i) by providing specialized services such as self-checkout and in-branch lending tablets to meet patrons' needs;

ii) by providing additional public library services as the larger public space allows, including coffee area, special marketing and display units, magazine/newspaper reading area, local history area, display space for artists, youth zone, children's play area, and quiet study area or rooms.

4. <u>Role of Headquarters in Service Delivery</u>

Oxford County Library Headquarters staff provide service to all Branches in these areas:

a) Collections

i) by selecting print, audiovisual, and other materials for the system;

ii) by cataloguing and processing collection materials;

iii) by assessing all patron Requests for Purchase;

iv) by annually creating and administering Automatic Release Plans with vendors;

v) by monitoring demand on titles and acquiring additional copies of bestsellers through a rental program;

vi) by managing the selection and distribution of the Quick Pick express collection;

vii) by housing and maintaining a resource book collection of titles of enduring value;

viii) by monitoring branch collections and directing the exchange of materials to maintain a balanced collection responsive to local needs and usage trends;

ix) by regularly culling materials to assess for withdrawal;

x) by selecting, housing, and distributing book club sets and discussion guides;

xi) by assessing donated items for inclusion in the collection;

xii) by repairing or replacing damaged, worn materials as warranted;

xiii) by supervising Library Van Delivery service between branches.

b) Programs

i) by coordinating paid programming / entertainers through the Branch Services Librarian;

ii) by providing resources to Branches to support the TD Summer Reading Program;

iii) by overseeing outreach staff in the delivery of selected programs at Branch locations as demand and resources permit;

  iv) by overseeing the licensing agreements for films and ordering newly released films for Branch film events;

  v) by advising Branch Supervisors on program development and approving new programming initiatives.

c) Community Outreach

  i) by liaising with community groups and other library professionals to develop new programming initiatives for Branches
  ii) by positioning the Library to be an integral part of community development initiatives;
  iii) by representing the system on committees, organizations, and in the community;
  iv) by planning and coordinating fund development projects as required.

d) Technology

  i) by marketing library resources and events through social media, e-mail blasts and other social networking tools;
  ii) by maintaining website content and working with County IS Team;
  iii) by troubleshooting patron queries regarding use of e-resources;
  iv) maintaining a resource library of technology tools, including iPads, tablets, coding and robotics equipment, for deployment for use in Branch programs;
  v) by creating online video tutorials and instructional tools on the access and use of OCL e-resources.

e) Training

  i) by assessing individual staff training needs;
  ii) by identifying workshops, webinars, and other training opportunities for staff;
  iii) by organizing Staff Development Days;
  iv) by creating detailed instructional materials on the use of various features of the Integrated Library Software;
  v) by training and coaching new staff hires and providing ongoing training as required.

f) Other

  i) by liaising with landlords/ local municipalities on facilities issues;
  ii) by pursuing facilities improvement projects;
  iii) by applying for suitable grants and bursaries for special projects;
  iv) by providing supplies / equipment and display materials to Branches.

5. <u>Role of the Virtual Branch in Service Delivery</u>

The Library's Virtual branch – the Oxford County Library website – enables users to access

library services from anywhere and at anytime.  Through the Virtual Branch users can:

i)   access Branch and Library Headquarters information;
ii)  access the Library's policies, procedures and forms;
iii) access the Library's catalogue and readers' advisory tools, and place holds on library materials;
iv)  use electronic databases;
v)   download digital audiobooks, e-books, movies, television and music files;
vi)  request items for purchase;
vii) access electronic newsletters for reading suggestions, library information through the blog, Facebook page, Twitter feed, and YouTube channel;
viii) access the Library's subscription services for lifelong learning, e.g. language learning, sign language, online music and art lessons, general interest courses;
ix)  access community information through link to the County of Oxford website and Information Oxford.

## Section B    Oxford County Library Collections

Print and non-print collections are provided to meet the library's vision of service.  All collections of the Oxford County Library system are governed by the Oxford County Library Collection Development Policy.  This Policy serves to provide direction to those responsible for the selection, maintenance and deselection of library materials and to inform the public of the policy guiding selection and deselection.  It further outlines a process for the public to submit requests for purchase of library materials and a process for members of the public to express concerns over individual items in the collections.

The Oxford County Library's three-tiered service delivery model defines the scope and focus of the collections in each tier, but Oxford County Library also recognizes and values the unique nature of each branch community and attempts to respond to community preferences for collections based on demonstrated usage and / or requests.  A balanced collection must be maintained to ensure that no one viewpoint of special interest group will have an undue influence over the collection profile.  The Library encourages and supports lifelong learning through the provision of a variety of collections in print, audio, and electronic formats.

1) Electronic Collections

A large selection of electronic databases is available on the Oxford County Library website for all patrons to access free of charge.  Databases are selected to meet the reference and information needs of Oxford County Library patrons.

Downloadable media including e-books, e-audiobooks, e-comics and graphic books, digital music, movies, television, are available to serve the informational and recreational needs of Oxford County Library patrons.

2) Reference Collections

Reference resources are made available in electronic format. Online resources will be chosen over print, for its availability 24/7 and in response to usage patterns. Large and Medium Branches will maintain a modest collection of print reference as warranted.

3) Local History and Archival Collections

The Ingersoll Branch houses and maintains a collection of county-wide local history materials to meet the needs of patrons interested in the local history and genealogical resources of Oxford County. Ingersoll Technicians provide ready reference service by phone and e-mail. Digitization of historically significant documents is undertaken in-branch using a book scanner, and made available on the genealogy page of the Library website.

The Tillsonburg Branch maintains a Local History collection, including both circulating and in-branch use only published titles pertaining to the history of the Town and environs.

Medium and Small Branches may maintain small local history collections of published works pertaining to their local communities. Unpublished, original works will be considered for copying/scanning and subsequent donation to the County Archives or other suitable repository.

4) Hold System

The Hold system is used to make all loanable materials available to all patrons on an equal basis, and the Hold system will treat all pick-up locations equally. Patrons using Small Branches will rely on the Hold system for access to many of the high-demand items and subject-specific non-fiction.

5) Express Collection

To ensure that all branches provide easy access to popular bestsellers, an Express Collection (Quick Picks) is provided at all branches. These are non-holdable, non-renewable, available for a shorter loan period, and carry higher overdue charges.

6) Collection Size

The size of the collection in each branch will be governed by available space and the need to balance all branch functions. Collections will be adjusted as required to allow for the effective operation of all library functions and to accommodate the introduction of new services and technologies, and collaborative spaces.

The square footage of branches in the Small and Medium tiers varies, and the following numbers guide collection sizes for each tier:

Small Branches:     4,000 to 7,000 items

Medium Branches:   8,000 to 15,000 items

Large Branch Ingersoll:     Minimum 30,000 items

Large Branch Tillsonburg:     Minimum 20,000 items

Priority will be given to the Large Branches and Medium Branches in the distribution of new materials.  At least one third of the total print collection in each branch will be juvenile materials.  Librarian staff will assess the content, size and usage statistics of each branch collection at least once per year.  Gaps in collection content will be addressed through the annual budget process.  In all branches, access to best sellers will be supplemented through the Library's book rental plan and the Quick Pick express collection.  The Library participates in the INFO interlibrary loan program administered by SOLS, by which materials from other systems are borrowed for use by Oxford County Library patrons, and Oxford County Library materials are loaned to other library systems.

Oxford County Library collections "float" between branches, that is, a returned item that had been placed on hold remains at the pick-up branch rather than being sent back to its former "home" location.  With floating collections, branches with high volume circulation can become overcrowded.   Collection balance is maintained through the use of a collection status spreadsheet. Headquarters librarians use the spreadsheet to design exchanges and

read-outs, and branch staff use the spreadsheet to direct ongoing inter-branch exchanges to maintain collection balance.  Branch staff will regularly assess collections for worn and dated materials that are no longer relevant to patrons or which require repair.  Last copies of books deemed to be of enduring value may be housed in the Oxford County Library Headquarters collection and loaned to patrons as requested.

## Section C     Oxford County Library Facilities

Oxford County Library is under the management and control of the Oxford County Library Board.  The Board sets policy for the operation of the library system and in all other matters adheres to the policies of the County of Oxford.  The Board is committed to providing the citizens of Oxford County with excellent service in vibrant, welcoming facilities.  The Board operates 14 branch libraries in villages and towns throughout Oxford County.  The number and location of service points will be determined by the Board in compliance with the *Public Libraries Act*.  Branch Libraries are housed in both free standing and multi-purpose buildings. The Board works in collaboration through agreements and partnerships with the County of Oxford, local municipalities, agencies and other boards to operate Branch Libraries that meet the public library needs of the community and function with maximum efficiency.  Opportunities for developing the Branch as a Community Hub should be pursued to maximize the relevance and use of the space.  Library administrative staff and County Facilities staff manage library facilities directly and through lease agreements and specific service agreements.

a. Facility Sizes

The Board supports the following Administrators of Rural Urban Public Libraries of Ontario (ARUPLO) Guidelines for minimum facility sizes but also recognizes that opportunities to improve and enhance Branch Libraries may not always meet these Guidelines and each

opportunity will be evaluated on an individual basis.

Small Branches:    Minimum 2,500 square feet of usable library space

Medium Branches:   Minimum 5,000 square feet of usable library space

Large Branches:    Minimum 10,000 square feet of usable library space

The Board supports the ongoing need to upgrade facilities to meet community need and current legislative requirements through its Strategic Planning process and annual Business Plans.

### b. Signage

All Library Branches of Oxford County Library will have free standing signage with the County logo or Library brand and the name of the Branch and the hours of opening adhering to a signage design standard where possible.  Signs will be strategically placed at the front of each Branch to identify each Branch and maximize exposure to car and pedestrian traffic.  Branch Libraries that do not have sufficient space will have signage affixed to the buildings housing them.  Library Branches housed in multi-purpose facilities will also display signage within the building that identifies the location of library space.  All branches will have book return depositories.

Signage will be used to identify collections within each Branch.  Where space and floor plans permit, non-fiction collections will be displayed using book store models and corresponding signage.  Rules of Conduct for patrons and basic circulation policies will be posted in each branch near service desks.

### c. Accessibility

The Library will minimize barriers to access for users with physical limitations and disabilities. Large and Medium Branches will be barrier free. Accessibility issues of Small Branches will be the responsibility of the local municipality.  Library administration will support local municipalities in their attempts to address accessibility issues through grant applications and other opportunities as they occur.

### d. Small Branches

Small Branches of Oxford County Library are located in both free standing and multipurpose locations. In multipurpose locations, common spaces are shared, and library administration makes agreements with other agencies/boards to use rooms for library programming.

Small Branches operate in single room configurations.  Small Branches are organized to provide a service desk, an adult area and a children's area.  Public use computers are located away from the main traffic flow when possible.  Every Branch should have a minimum of three public access computer workstations or tablets/devices, with high-speed access to the Internet and good quality printing, faxing, and scanning capabilities.  Wireless Internet will be provided in all Branches.  Space is provided for bulletin boards and/or display stands to provide community information to the public.

### e. Medium Branches

Medium Branches are preferably located in multipurpose facilities and will have a separate program room for programming and special activities held during library hours. Administrative staff make provision for community use of the program rooms as set out in the Library and Room Rental Policy. Library administration also makes agreements with other agencies/boards with whom the library shares facilities to use and/or rent their rooms for large library programs. Coffee area and lounge seating will be provided as space permits.

Medium branches will have discernable areas designated for adults, young adults, and children. Areas for children will be designed and decorated to be welcoming to children of all ages.
Child-sized furniture will be provided in the children's areas.

### f. Large Library – Ingersoll

The Ingersoll Library serves the library needs of the Town of Ingersoll and catchment area and functions as the resource library for the Oxford County Library System. The Large Library has separate adult, children's and youth areas containing collections, comfortable reading areas, study area, and a play area for children. A separate program room is used for adult, youth, and children's programs and community use. A public computer area contains public access computer work stations and space for collaborative learning. Trained staff provide one-on-one assistance as scheduled. A local history area contains local history collections from across the county, microform viewing and printing equipment, a dedicated workstation for genealogical research, and study space. Trained staff assist patrons with questions and searches. Retail- style book display areas, a beverage machine and lounge, and a large newspaper and magazine area adjacent to the adult collections provide comfortable access to popular materials. Art gallery wall space is available to showcase local art. A large circulation area including a self-checkout station is the central focal point for patrons using the Ingersoll Library.

### g. Large Library – Tillsonburg

The Tillsonburg Library serves the library needs of the Town of Tillsonburg and catchment area. The Large Library has separate adult, children's and youth areas containing collections, comfortable reading areas, and a play area for children. Two quiet study rooms for small group collaborative study and learning are available, with one being available for pre-bookings and the other on a first-come-first-served basis. A program room is used for adult, youth, and children's programs and community use. A public computer area contains public access computer work stations. Trained staff provide one-on-one assistance as scheduled. A Self-check kiosk is available adjacent to the service desk. A local history area contains local history collections pertaining to the Tillsonburg area, microform viewing and printing equipment, a dedicated workstation for genealogical research, and study space. Retail-style book display areas, a beverage machine, and a newspaper and magazine area adjacent to the adult collections provide comfortable access to popular materials. Art gallery wall space is available to showcase local art.

### h. Hours of Service

The Library Board sets branch library hours of opening based on the needs and maximum convenience of residents of local communities and available resources. Hours of service will be posted on the Library's website and on indoor and outdoor signage for the convenience of patrons. The Board supports the Ontario Public Library Guidelines (OPLG) 6th edition which states that all library branches should not be open less than 12 hours per week. Branches will open a minimum of 2 hours for each shift. All Small and Medium branches will be closed Sunday and Monday. Medium branches will be open 25 or 35 hours per week. The Large branches, Ingersoll and Tillsonburg, will be open 60 hours per week. Basic services on Sunday afternoons will be offered during half of the year between Thanksgiving and Mother's Day in Large branches, and the hours schedule will be adjusted to accommodate those additional Sunday hours within the 60 hour week. The Large branches will be available for consultation and emergency backup for Small and Medium branches.

A review of Branch hours may be conducted at any time if circumstances arise which affect service delivery.

Branch staff will advise patrons that the library will be closing 10 minutes prior to closing.

All branches will have book chutes to receive returned materials outside of open hours.

i. Holidays

All Branches of the Oxford County Library System are closed on the following days: New Year's Day; Family Day; Good Friday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day. Branches are not open after 2 p.m. on December 24 and December 31 and may remain closed when those days fall on a Saturday.

j. Emergency Closures

The Board authorizes Branch Supervisors or their substitutes to close a branch in the event of an emergency. All emergency closures are reported to the Branch Services Librarian or CEO. During winter months, patrons will be advised to contact the branch before a visit in case of severe weather or hazardous driving conditions.

In the event of an emergency, staff resources may be reallocated to give priority to ensuring that Medium and Large branches remain open all scheduled shifts.

## Section D      Computer Service

All Branches of Oxford County Library offer computer services to patrons. The Library maintains a website which contains the web catalogue, on-line databases and current information about library programs and services. Public access computers are available in all branches and on-line public access computers (OPACs) offering the library's web catalogue are available as stand-alone workstations in several branches.

The number of PACs will be assessed based on demand and available space. Workstations

may be replaced with laptops or tablets for public in-library use. Small tier one branches should have a minimum of three public access computers. The Medium tier two branches should have a minimum of five public access computers. The tier three Large branches provide dedicated computer resource areas and Chromebooks for in-branch use.

Children's areas in tier two and tier three branches provide Early Literacy Stations to introduce preschool children to computers and literacy-based programs.

High-speed Internet access, wireless Internet service in all branches, quality printing, scanning, and faxing equipment enable patrons to locate and retrieve information in a seamless and timely fashion. Staff provide one-on-one and group technology training and coaching in the Large branches and may offer similar programs on occasion in Medium and Small branches as the need warrants and resources permit.

Staff in all three tiers will be trained to provide basic assistance with technology and will refer complex technological issues to the Large branches or will recommend other resources, including free technology courses available through the Library e-subscription services.

Free use of public computers is available during regular library hours to anyone who has an active Oxford County Library card and signs the Library's Computer Use Agreement form. Access to the Library's web catalogue and most resources on the website is available remotely to patrons using their library card and PIN.

Patrons are charged per page for printing. There are a limited number of free exceptions for job seekers.

The Oxford County Library Board approves policy governing the use of computers and internet resources. (Computer Use and Public Internet Access Policy) Ongoing review of technology trends by staff and IS Support Services from the County of Oxford and the Library's Integrated Library System Consortium enable the Library to provide proactive, innovative and responsive computer and technology service to patrons.

## Section E      Readers' Advisory Service Policy

Readers' Advisory is a one-on-one process of matching readers with materials that meet their reading, listening, or viewing interests.  It involves collection knowledge, readers' services skills and good conversation.  As a fundamental library service, Readers' Advisory fosters an environment where reading is a valued activity, and advocates for the importance and joy of reading in the community.

1) All Branches of the Oxford County Library offer one-on-one Readers' Advisory Service by trained staff during open hours and 24/7 on the web catalogue and social media.
2) Readers' Advisory Service is available to all patrons served by the library.  It is not necessary to have an Oxford County Library card to obtain Readers' Advisory assistance.
3) Oxford County Library provides RA web tools and engages with users virtually to build

interactions and a reading community.

4) Branch staff are trained to have the skills and abilities to provide Readers' Advisory Service to patrons of all age ranges. Staff utilize all elements of the web catalogue in order to meet the user's content and format preferences.

5) In-house materials such as booklists, read-alikes, signage and displays are prepared at Headquarters and the Large Branches and shared among branches as needed.

## Section F      Reference and Information Service Policy

Reference and Information Service in the public library facilitates access to information. Reference Service is a process by which trained library staff endeavour to satisfy the information needs of individual library users by accurately identifying the information they require and then either guiding them to the most appropriate information sources or providing the information itself.

1) All branches of the Oxford County Library offer one-on-one Reference and Information Service during regular library hours.

2) Reference and Information Service is available to all persons served by the library. It is not necessary to have an Oxford County Library card to obtain Reference and Information assistance from staff.

3) The Library website provides links to authoritative sources and organizes those links intuitively for ease of use.

4) Branch staff are trained in the provision of Reference and Information Service and use all available resources to assist patrons.  In-depth or complex questions are referred to the Ingersoll or Tillsonburg branches.  Branch Pages refer all reference questions to the Branch Supervisor or designate.

5) Reference and Information Service is offered to the public during open hours in a variety of situations. The Library accepts questions from the public in person, by telephone, by mail, by e-mail, and through the website and social media.

6) Staff seeks out, evaluates, and purchases information resources in print and electronic format to meet the information needs of its communities.

## Section G      Outreach and Collaboration

The Library engages the community through programs that support lifelong learning, social and community development, creativity and innovation.  The Library proactively collaborates with County departments and community partners to identify individuals and groups not adequately served in order to develop a variety of programs that meet the literacy needs of target audiences. The Library will design and implement outreach services and library programs for targeted groups (seniors, new Canadians, job seekers) that offer information, special skills, or entertainment.

All outreach and programming efforts will be aligned with the Library's overall goals and objectives.

The Library will proactively consider service delivery initiatives that forward the "Libraries as Community Hubs" Service Improvement Opportunity and that complement existing community services. These could include multi-uses of library facilities, branches as outreach locations for County services, and mobile service delivery.

1) Service Partnerships

Partnerships with community groups, agencies, governments, and businesses are mutually beneficial agreements that assist the library and participating organizations in the delivery of service to a targeted audience. The Board recognizes that Outreach is a critical part of library work and that other agencies in the community share aspects of the library's vision of public service. Staff are directed to explore opportunities to enhance and adapt service through partnering with community groups and public or private sector agencies to meet the service goals of the library. Partnerships may include the sharing of library space and materials to provide programming and other events for the public in Branches and other shared facilities. It also includes becoming part of outreach programs and initiatives of government and the private sector where there are mutually beneficial results anticipated.

Staff will develop contacts between the Library and other service providers. The CEO will negotiate shared service agreements as opportunities arise and will be responsible for implementing, monitoring and updating agreements. These services will be mutually beneficial to both the Library and its partner(s).

2) Outreach/Mobile service locations

The Library will consider strategic alternate service delivery models that can reach hard-to-serve target audiences to provide services that address identified needs. This could include pop-up library locations, lending kiosks, outreach presence at schools and public meeting places.

3) Volunteers

The Oxford County Library Board acknowledges the knowledge and experience of adults and youth in Oxford County and provides opportunities for them to volunteer with the Library. The sharing of talents, skills and experiences will enhance programs and build community connections. It is only through community engagement that a broad range of Library programs and shared space opportunities can be offered in tier one Branch communities.

4) Long Term Care Homes and Assisted Living Facilities

Oxford County Library is committed to serving people with diverse needs and strives to maintain strong connections with all residents of the County. To this end, Oxford County Library provides services to borrowers who reside in long term care facilities and assisted living facilities and to borrowers in their own homes who are unable to visit a Branch. Library staff provide customized selection services for individuals registered for this service. Staff assisted by volunteers deliver materials to the individuals in the homes.

In addition to the provision of Large Print material and audiobooks, staff will provide e-book or e-

audiobook download service onto the registered user's device.

The Library offers a limited number of CNIB Daisy Readers on loan to any registered user requiring this technology.

    5)  Advisory Committees – Friends of the Library

The Oxford County Library System depends on its branches having the support of the community served by the Branch and requires excellent communication with each community. One means of supporting communication may be the establishment of a Friends of the Library group. *[See Advisory Committees/Friends of the Library Board Governance Policy.]*

Among the Roles of a Friends Group is to hold special events; assist staff through the provision of volunteer help; advise the Board on ways to improve library service to the community.  In these ways, a Friends Group can be a powerful advocate and ally in the development and implementation of quality programs and service that are responsive to individual Branch communities.

## Section H      Oxford County Library Programming

Definition:  *Programming refers to recreational, educational or cultural group events or activities provided by the library.  Programs may be aimed at children, young adults, adults, seniors, or a combination of age groups.  They can take place in the library, and/or in the community, and/or online.  They can be on-going, in a series, or one-time events.  Programs are used to provide information, increase awareness and promote use of the library's services.* (Source: Ontario Public Library Guidelines, 6th Edition.)

Library programs promote community participation and life-long involvement in cultural, educational, and recreational activities. Programming builds traditional literacies and new literacies.  Determining programs forms part of the annual Business Plan and Budget process.

    1)  Small Branches

Small Branches provide basic programming to families outside of the regular operating hours of the Branch, based on demonstrated community need and subject to the availability of resources.  Library programming will not duplicate similar programming offered by other county and community agencies.  Wherever practical, library facilities will be offered as locations for programming run and staffed by other county and community agencies, e.g. Early Years.

Opportunities for facilitating outreach programming with outside agencies will be pursued to respond to community need. These co-sponsored programs will have little or no financial cost to the Library.

A limited number of paid programs for children/families will be offered throughout the year based on budget allocation and are planned collaboratively between branch staff and the

Branch Services Librarian. Special adult programs will be offered based on demonstrated community need. Financial support from the public or other forms of community engagement such as sponsorships may be required in order to offer adult programs.

Small Branches offer the TD Summer Reading Program and plan programs to support the theme and content of this province-wide literacy initiative.

All programming must be approved by the CEO or designate.

2) Medium Branches

Medium Branches offer program rooms allowing programs to occur during library open hours. Medium Branches build on the level of programming offered in Small Branches by offering programs for all age ranges in the community. They offer a broader range and greater number of children's programs and try new initiatives to meet the programming needs of the larger populations they serve. Programs are offered regularly throughout the year, and staff partner with community agencies to provide programming.

All programming must be approved by the CEO or designate.

3) Large Branches – Ingersoll and Tillsonburg

As the Large Libraries in the Oxford County Library System, Ingersoll and Tillsonburg have both system and town Branch responsibility for programming. Specialized program staff plan and conduct a wide range of library and co-sponsored programs for children and youth on a year-round basis. Program staff provide guidance and leadership to Small and Medium Branches in planning the TD Summer Reading Program. Ongoing adult programming based on community need and interest is offered regularly. Sponsorship and community engagement are encouraged.

All programming must be approved by the branch Librarian.

## Section I     Performance Standards

Performance standards provide the Board with specific criteria against which to measure library service. They paint a clear picture of the library and supplement traditional statistical measures. Standards are the minimal expectations of service that provide focus and direction. Application of some standards will vary with local circumstances as the library communities in Oxford vary in size and population.

1) Service and Collections

   a) Every library is part of the delivery system which moves materials from one location to another. Library users receive requested available items within 3 – 5 working days.

   b) The library reorders popular books when the number of holds placed by the public reaches 6.

c) Each branch will have an up to date collection with a minimum of 40% of the collection published within the last 5 years.

d) At least 10% of the total collection in each branch will be in non-print formats.

e) Each branch will provide large print books and the library will purchase one copy of all new popular fiction in the large print format.

f) Each branch will have two thirds adult material and one third juvenile and youth materials.

g) 60% - 70% of branch collections will be fiction books.

h)  Each branch should generate a minimum of 8,000 circulations per year.

i) Visits to the library are indicated by tier. Small Tier 1 branches should have a minimum attendance of 3,500 visitors per year. The Medium Tier 2 branches should have a minimum attendance of 10,000 visitors per year. Ingersoll and Tillsonburg, the large Tier 3 branches, should have a minimum attendance of 50,000 visitors per year.

j) In the catchment area for each branch, 20% - 25% of the population should be registered borrowers.

2) Staff Development

In-house development opportunities are offered 4 - 5 times per year through staff days. Outside training is offered through courses and web based training.

## Section J      Succession Planning and Staff Development

Section J: Succession Planning and Staff Development sets out priorities that lead the library's organizational strategies for building and maintaining an effective staff team and service excellence.

Staff recruitment and selection, performance management, and training and professional development are guided by two foundational documents: the County of Oxford's Competency Framework and the Oxford County Library Values Statement.

Values provide the base for identifying competencies.  When emphasized and reinforced, values become part of the organization's culture.  Enduring values should reflect the library's vision, goals, strategic directions and give structure to its plans moving forward.  Values-based organizations are well equipped to anticipate and adapt, to embrace opportunities and to manage change.

1) Core Competencies of the Individual Contributor:

Strategic Thinking

- plans and adjusts work based on a thorough understanding of requirements and priorities and seeks clarification and direction, as appropriate.

Fostering Innovation
- contributes to a culture of innovation and continuous improvement.

Service Excellence and Teamwork
- is dedicated to meeting the expectations and requirements of internal and external customers.

Accountability and Integrity
- models and builds a culture of respect for people and public service principles.

2) Core Competencies of the Professional:

Strategic Thinking
- knowledgeable in current and possible future policies, practices, trends, technology, and information affecting the department and organization.

Fostering Innovation
- demonstrates the ability to achieve creative, efficient solutions for clients.

Service Excellence and Teamwork
- uses client feedback to make changes in work processes and procedures and personally commits to resolving any customer issues.
- participates in teambuilding and working towards achieving team objectives.

Accountability and Integrity
- values and encourages teamwork through daily actions and by soliciting feedback from all levels of the organization.

Professional level staff have an obligation to support individual contributors under their supervision in achieving core competencies.

3) Key priorities:

a) Resiliency (Change Management)

Staff must understand that change is necessary and vital.
Staff at all levels must be engaged in the development of organizational objectives. The impacts of change are understood through communication and engagement. To gain staff buy-in of new initiatives and changing practices, a clear vision and purpose for the proposed change should be tied to the overall goals and values of the organization.

b) Collaboration

Opportunities to work in more than one branch should be offered to interested branch staff. Exposure to additional branch communities, and different branch tiers, will increase staff understanding and perspective on system-wide issues.
Opportunities to work on functional project teams should be provided, based on staff skill and interest.

c) Communication

Regular group meetings should occur to provide branch staff, particularly those who work in small branches, an opportunity to network with other staff, to discuss common issues, brainstorm solutions, receive updates on system developments, and bring the branch perspective to service planning.

d) Leadership Development

Emerging leaders should be provided with leadership opportunities where appropriate to promote bench strength and prevent the loss of high potential employees. Individual development plans and mentorship opportunities should be pursued.

**ARUPLO**

# Guidelines For Rural/Urban Public Library Systems

## 3rd edition

**Administrators of Rural and Urban Public Libraries of Ontario**

Revised September 20, 2017

BORROW.LEARN.LEAD.PARTN
CESS.FACILITATE.SUPPORT.EN
HOST.HELP.TEACH.INSPIRE.CHA
DELIVER.GUIDE.IDENTIFY.REF
OW.LEARN.LEAD.PARTNER.DI
FACILITATE.SUPPORT.ENCOUR

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# Introduction

The Guidelines for Rural/Urban Public Library Systems are a developmental tool for rural/urban and county libraries. The Guidelines are expressed as targets for a library to provide an appropriate level of service for its community; they have been developed by the Library Administrators of ARUPLO public libraries based on:

- their considerable collective expertise;
- comparative data and research regarding other jurisdictions;
- trends and changes in rural/urban Ontario.

Guidelines are generally regarded as quantifiable and can be benchmarked. They are recommendations as to how things should be done. Best practices represent what is well done by peers.

Libraries must conform to provisions of the Municipal Act, the Public Libraries Act, Accessibility for Ontarians with Disabilities Act, and other relevant legislation and are accountable to the communities they serve.

Reports on general efficiency and effectiveness of service delivery are annual requirements for all libraries. However, there is also a need for more specific guidelines and best practices relevant to rural/urban public libraries in Ontario.

These guidelines build on and are supplementary to the Ontario Public Library Guidelines.

**The Intended Use of the Guidelines**

ARUPLO Libraries have made the following commitments with respect to the guidelines:

- The guidelines and best practices describe an appropriate level of service for ARUPLO Libraries;
- The guidelines and best practices will be used on a regular basis by ARUPLO Libraries to evaluate current and plan future library services;
- While the guidelines and best practices will be used in conjunction with other similar products, including the Ontario Public Library Guidelines, they are considered most applicable to the multi-branch rural/urban nature of the ARUPLO library systems.

**"** **Libraries must conform to provisions of the Municipal Act, the Public Libraries Act, Accessibility for Ontarians with Disabilities Act, and other relevant legislation and are accountable to the communities they serve. "**

# 2. Trends and Changes in Rural/Urban Ontario

The Guidelines for Rural/Urban Public Library Systems identify appropriate service levels that reflect the changing nature of municipalities and public libraries serving rural and rural/urban Ontario. Rural/Urban Ontario refers to those communities that are close to large urban centres and that have integral service, schooling and shopping relationships with urban areas.

## Rural Sustainability

Changing demographics are placing increasing pressures on the sustainability of rural communities including the ability to provide an array of services, such as public libraries. The face of rural communities is changing rapidly as a result of increased urbanization across Ontario, an aging population, and the impact of technology on rural lifestyles. Rural communities need to find creative ways to sustain themselves and attract new residents.

**Factors affecting rural sustainability include:**

- Rural life is based on much more than agriculture; only a small percentage of rural residents work in agriculture. Much of modern agriculture is industrialized, intensified and automated.
- Dominant rural employment is small- to medium-sized manufacturing and services.
- New technologies support the growth of rural employment in knowledge-based, cultural, and creative occupations. Technology now supports more telecommuting and working from home. Therefore high-speed connectivity and information and communications infrastructure is very important.
- Out-migration as young people leave rural areas in search of education and tend not to return for employment.
- Aging population.
- Many rural residents commute to a city for work or are self-employed.
- Steadily increasing populations through attraction of more diverse, urban, educated and retired people to rural areas for a different quality of life.

- Cottages and seasonal residences are being renovated to become permanent and retirement homes.
- Part-time and seasonal residents.
- Growing rural populations of ex-urbanites looking for low density settlements.
- Lack of public transit options creates car dependency and mobility problems for lower income, retired and student populations.
- Increase in outdoor and tourism-based economic and social activities (eco-tourism, agritourism, skiing, ATVs, snowmobiling, fishing, hunting and trail development).
- New rural residents specifically choose a rural residence because it is a good place to raise children.
- New rural residents tend to be affluent and more cosmopolitan and want urban-type services.
- New rural residents bring with them broader service level expectations.
- Shortage of recreational opportunities for children and teens.
- Rural society is based on social gatherings, community involvement and relationships.

# Libraries and Rural Sustainability

**The key to rural development and rural sustainability is a more informed and innovative community.**

- Public libraries must have a high level of Internet connectivity in order to provide access to web-based information, electronic databases and connectivity for those who may not have access at work or home.

- Public libraries already act as community hubs and can play a key role in provincial strategies to further develop these hubs.

- Public libraries must have an advanced Internet presence and active social networking that provides access to a wide range of virtual library services.

- Public libraries must provide access to information resources from beyond the community.

- Public libraries are taking on a greater municipal, provincial and federal services delivery role, whether through their physical presence in the community or as an access point for electronic information.

- Some rural/urban residents, especially those who commute to urban areas for their jobs or services, will use city library services; therefore public libraries should arrange for borrowing privileges in neighbouring cities and towns.

- Public libraries should be built in existing village and town clusters or rural service centres.

- Public libraries are vital to the sustainability of rural schools, in many cases serving to augment library service in these schools. Rural libraries also serve as the school library for those learning through home schooling, distance education and on-line learning.

- Access to post-secondary education is important to rural sustainability. Public libraries should form partnerships with post-secondary institutions to support student success and facilitate the delivery of e-learning and post-secondary services, including library services to the rural community.

- Illiteracy is a barrier to a community's success. Public libraries should work with community agencies in the delivery of programs and resources that encourage literacy.

- Public libraries should assist in the collection, organization and dissemination of information and should form part of the communities' innovation capacity.

- Rural governance is sometimes 'traditional' in its thinking and not always accepting of the new rural realities brought about by demographic and technological change. Rural leaders should be made aware of efforts being made to sustain rural communities.

Based on the strategic importance of public libraries in sustaining rural communities, the following guidelines and best practices are required.

# 3. Guidelines

Guidelines define a level of service or a preferred manner of delivering a service that can be measured and is adopted as a minimum target appropriate for all ARUPLO libraries. Guidelines are expressed as targets for a library to provide an appropriate level of service for its community. Examples of guidelines include size of library space, open hours per week, or collection items. While guidelines might be further defined as mandatory (implying failure to meet the guidelines carries some penalty), this was considered but rejected by ARUPLO librarians.

Application of these guidelines is important for internal planning purposes and also to serve as a benchmarking tool relative to other systems.

## 3.1 Branch Definitions

Many multi-branch systems serving rural areas seek creative ways to provide service to a variety of different communities. Service delivery options may be known locally as deposit stations, outposts, bookmobiles, book/media lockers, dispensers or depositories, or may still be called "public libraries" or "library branches" as there had historically been one there. However, it is neither feasible nor desirable to try to create guidelines for solutions that attempt to address unique and local circumstances. Every library system will have to address its own rationale for the existence, creation, or "grandfathering" of such local solutions. As a best practice, it is highly recommended that any such options be dealt with in the context of the system's strategic planning process and addressed by a service delivery plan.

**For purposes of this document, four types of branches have been identified:**

- Small branches;
- Medium branches;
- Large branches;
- Urban branches.

Each type can be determined by attributes including population size, local economic activity, and seasonal demand. It is up to each system to determine which branches it wishes to classify as small, medium, large or urban based on the strategic role that each plays in the system as a whole. Inability to meet one or more of the guidelines does not preclude it from being considered in a certain category if it meets most other guidelines.

## 3.2 Catchment Area/Population Served

The catchment area is the area from which users are drawn to a particular library service point. Catchment areas and the population contained therein can be determined by branch library surveys, census data, information from county or municipal offices, Canada Post postal code areas, and the information collected by school boards.
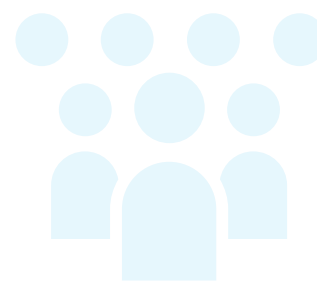
Determining catchment area/population served can be problematic given available data and factors such as municipal boundaries. As a result, this is not the only consideration as to whether a branch is considered small, medium, large or urban. For instance, a branch may serve an immediate population of less than 10,000 people, thereby putting it in the medium category, but be considered a large branch by the system because it serves a strategic role such as having a larger collection, providing enhanced reference services, hosting system-wide functions such as inter-library loan or providing space for enhanced programming opportunities.

| Small branches | Medium branches | Large branches | Urban branches |
|---|---|---|---|
| Generally serve catchment areas of up to 5,000 population as determined by each system. | Generally serve catchment areas of 5,000 to 10,000 population as determined by each system. | Generally serve catchment areas of 10,000 to 35,000 population as determined by each system. | Generally serve catchment area of 35,000 or more population as determined by each system. |

## 3.3 Guidelines

### 3.3.1 Facilities

Library facilities should be developed to meet local community needs, library service strategies, projected populations and compliance with the Accessibility for Ontarians with Disabilities Act, building standards, other regulations and municipal policies. The following is a general guideline for the range of size for each library type.

| | Small | Medium | Large | Urban |
|---|---|---|---|---|
| **Net library space (in square feet)** | 2,500–5,000 | 5,000–10,000 | 10,000–35,000 | 35,000+ |

Branch size is also affected by components such as programs, special collections, and other add-on functions attributed to the branch by the library system.

See Appendices A and B for a process and worksheets to determine the size of a particular library.

### 3.3.2 Hours of Operation

Public libraries operate in an increasingly 24/7 environment. The single greatest barrier to library use as reported in community needs assessments is time. The hours of operation for a system, including virtual hours, have to begin to approximate a 24/7 model to meet public expectations. Full 24/7 service can be accomplished through virtual library services, online resources, and wifi at library locations.

Library hours of operation must be available in order for a library to provide an enhanced mandate of government services outlet, public access to the Internet, and community gathering place. Library hours should be allocated to meet community needs. Minimum hours of operation by library type, for a "bricks and mortar" library with staff, are as follows:

|  | Small | Medium | Large | Urban |
|---|---|---|---|---|
| **Hours of operation per week** | 20–25 | 25–45 | 45–65 | 65+ |

### 3.3.3 Staff

With increasing public expectations, technology-based services and operations, and the fundamental change in library services, all library employees require formal library education and training. The guidelines indicate both the minimum number of staff and their professional qualifications. These guidelines are based on the organizational, communication and operational challenges of staffing a multi-branch system and ensuring a professional team is in place to deliver and manage all functional requirements of a full library system. In addition to meeting public service needs, consideration must be given to staff safety concerns such as working alone.

**Definitions:**

- Professional librarians are defined as having a Master's degree in library or information science from an accredited university.
- Library technicians are defined as having a diploma in library techniques from a community college.
- The EXCEL Certificate Program in Small Library Management is a distance education program for library workers without formal library training and is administered by the Southern Ontario Library Service.
- FTE = Full-time equivalent. (35 hours per week)

Each library system has professional librarians that are used on a system-wide basis. The Library Administrator for each system is a professional librarian. One third of all system-wide staff are professional librarians; For every 10,000 people or part thereof, one of the full-time equivalent staff is a qualified librarian.

|  | Small | Medium | Large | Urban |
|---|---|---|---|---|
| **Staff complement (FTE)** | 1–2.5 | 2.5–5 | 5–17.5 | 17.5+ |
| **Qualifications of Branch Supervisor** | Library competency, e.g. post-secondary plus Excel or Library Tech. | Professional Librarian or Library competency, e.g. post-secondary plus Excel or Library Tech. | Professional librarian | Professional librarian |
| **Qualifications of other staff** |  | Library competency, e.g. post-secondary plus Excel or Library Tech. | 2 additional professional librarians | 2 additional professional librarians |

### 3.3.4 Collections

The following guidelines were adopted for collections; an appropriate collection is a variety of materials responsive to specific community needs. These guidelines have been developed at a time when the publishing industry for physical/print publications is in considerable flux and transition. Within this context there is a recognition that:

a. Collection materials include a variety of physical, print and digital formats, and system-wide electronic resources;
b. Physical or print publications will continue to be an important component for ARUPLO communities;
c. Resources are shared among branches;
d. Collections are responsive to each community's needs.

The guidelines refer to the number of physical items of any format located at each branch.

|  | Small | Medium | Large | Urban |
|---|---|---|---|---|
| Number of items in physical collection | 6,000–12,000 | 12,000–24,000 | 24,000–50,000 | 50,000+ |

### 3.3.5 User Seating

User seating should be flexible and interchangeable to meet community needs. This includes seating for independent work as well as collaboration with other people, and computers provided by the library for use by the public.

|  | Small | Medium | Large | Urban |
|---|---|---|---|---|
| Number of seats, including computer seating | 15–30 | 30–60 | 60–200 | 200+ |

### 3.3.6 Technology

Every library system should have:

- Access to an Integrated Library System which includes a public access catalogue of library holdings;
- An Internet presence that provides access to Web-based information sources (e.g., information about the library, library catalogue, virtual reference services, government and municipal information, community information, links to other library collections, on-line databases, etc.), and provide trained staff to assist the public in the effective use of these information sources;
- An active social media presence.

Each library branch should have:

- High-speed, effective, reliable, Internet access and public access workstations with high-speed access to the Internet and the online catalogue;
- The ability for the user to duplicate (copy, print, etc.) from the Internet or online catalogue content or images;
- A minimum of three public access workstations. Branches that serve populations over 2,500 should have one additional workstation per 1,300 population;
- A variety of ways of accessing the internet, such as laptops and workstations for public use;
- Wifi for public use;
- Access to reliable telephone service (e.g. cellular or landline).

## 3.4 Summary of Guidelines by Branch Type

The following are the minimums for each category. Depending on the roles assigned to each branch, other criteria may also apply.

| | Small | Medium | Large | Urban |
|---|---|---|---|---|
| **Net library space (s.f.)** | 2,500–5,000 | 5,000–10,000 | 10,000–35,000 | 35,000+ |
| **Hours of operation per week** | 20–25 | 25–45 | 45–65 | 65+ |
| **Staff complement (FTE)** | 1–2.5 | 2.5–5 | 5– 17.5 | 17.5+ |
| **Qualifications of Branch Supervisor** | Library competency, (e.g. post-secondary plus Excel or Library Tech.) | Professional Librarian or Library competency (e.g. post-secondary plus Excel or Library Tech.) | Professional librarian | Professional librarian |
| **Qualifications of other staff** | Library competency, (e.g. post-secondary plus Excel or Library Tech.) | 2 additional professional librarians | 2 additional professional librarians | |
| **Number of items in physical collection** | 6,000–12,000 | 12,000–24,000 | 24,000 – 50,000 | 50,000+ |
| **Number of user seats, including computer seating** | 15–30 | 30–60 | 60–200 | 200+ |
| **Number of Public Access Computers** | 3–5 | 5–6 | 6–25 | 25+ |

# 4. Best Practices

Best practices describe an optimal level of service or manner of providing services that may or may not be measurable. In addition, it is acknowledged that unique local circumstances may affect the validity or importance of a best practice and they may not apply to all library systems in every circumstance. Examples of best practices include space and staff allocations for services to special groups.

## 4.1 Facilities

### 4.1.1 Space Allocations by Use and Function

- Seating (users): 5 user spaces per 1,000 capita @ 35 sq. ft. per user space
- Children's area: A children's self-contained area of 20 to 40% of a library's total assignable area
- Teen area: 5% of total sq. ft. allocation
- Staff work room: 15% of total library space

### 4.1.2 Branch Location

Members of the public travel no more than 30 minutes in a motorized vehicle under normal driving conditions to access basic library services offered by their municipal library system or by another municipal library system.

## 4.2 Staff Continuing Education and Training

The library encourages and provides opportunities for continuing education and training for its staff and makes provision for this in its policy, its long-range plan, and in its budget to an amount not less than 1% of the total staff budget (e.g. by providing in-house training programs, financial support for staff to enroll in the EXCEL Certificate in Small Library Management program, or to attend library conferences and other training programs and events). Cross functional, system wide training is recommended for all staff.

## 4.3 Collections

### Adult/Children Mix of Volumes

In general, two-thirds of a branch library collection consists of adult material with one-third consisting of children's and young adult material.

### New or Emerging Formats

Twenty-five per cent of the acquisitions budget is spent on non-print formats including online databases and multi-media.

### Acquisitions

Each branch has an up-to-date collection, with a minimum of 50% of the materials purchased or published within the last five years.

## 4.4 User Training in Library Resources

Each library offers training on a regular basis to ensure that the public can use the information resources offered by the library, including electronic resources. All library staff are knowledgeable in resources offered by the library.

## 4.5 Resource Sharing

### 4.5.1 Inter-Branch Loans

• Every library system has a delivery system in place to move items from one location to another.
• Library users receive requested items identified as available within another branch in the library system within 3–5 working days.

### 4.5.2 Branch Exchanges

The library system has a procedure to refresh branch collections for browsing. This may consist of regular exchanges, or floating or rotating collections.

## 4.6 Links with other Organizations and Individuals

The Ontario Public Library Guidelines state "The library has established partnerships with other organizations in the community, in order to coordinate the resources and efforts of each partner and thereby jointly improve service to the community (e.g. with schools, literacy programs, chambers of commerce, heritage groups, government offices, public Internet access organizations and advocate groups.)"

For rural/urban library systems this also includes:

• Partnerships with appropriate post-secondary institutions in order to ensure support for postsecondary education opportunities within the rural/urban community;
• Co-operative activities or events with community agencies;
• Encouraging staff to participate in community organizations;
• Reciprocal borrowing agreements with neighbouring public library systems and with local post-secondary institutions.

## 4.7 Rural Development

**The library system contributes to municipal strategic initiatives through a strategic plan which:**

• Reflects the vision in the municipalities' planning documents;
• Contains strategies that are complementary to those contained in the municipalities' strategic plans.
• Has library performance and service indicators which are integrated into municipal planning and quality of life indicators.

# Appendix A – Component Worksheet for Branch Space

**Branch space guidelines (in square feet)**

| Component | Small | | Medium | | Large | | Urban |
|---|---|---|---|---|---|---|---|
| | Minimum | Maximum | Minimum | Maximum | Minimum | Maximum | Minimum |
| **Collections** | | | | | | | |
| Collections @ 8 vol/s.f. | 600 | 1,200 | 1,200 | 2,400 | 2,400 | 5,000 | 5,000 |
| Collections @ 6.5 vol/s.f. | 150 | 300 | 300 | 600 | 600 | 1,250 | 1,250 |
| Local history | | 100 | 100 | 200 | 200 | 400 | 400 |
| **Public Service Areas** | | | | | | | |
| User seating @ 35 s.f. ea | 525 | 1,050 | 1,050 | 2,100 | 2,100 | 7,000 | 7,000 |
| Public computers @ 35 s.f. | 105 | 175 | 175 | 210 | 210 | 875 | 875 |
| Program room(s) | | 450 | 450 | 750 | 750 | 1,500 | 2,000 |
| Study room(s) | | 165 | 165 | 330 | 330 | 660 | 660 |
| Maker space(s) | | | | | 150 | 300 | 300 |
| **Staff Service Areas** | | | | | | | |
| Service/circulation desk | 175 | 250 | 250 | 350 | 350 | 500 | 500 |
| Work room | 200 | 300 | 300 | 500 | 500 | 800 | 800 |
| Staff lunchroom and lockers | 100 | 100 | 100 | 200 | 200 | 350 | 350 |
| Staff washroom | | 25 | 25 | 25 | 25 | 50 | 50 |
| **Subtotal** | **1,855** | **4,115** | **4,115** | **7,665** | **7,815** | **18,685** | **19,185** |
| Non-assignable space 25% | 464 | 1,029 | 1,029 | 1,916 | 1,954 | 4,671 | 4,796 |
| Components total | 2,319 | 5,144 | 5,144 | 9,581 | 9,769 | 23,356 | 23,981 |
| Per capita approach for comparison (net) | 2,500 | 5,000 | 5,000 | 10,000 | 10,000 | 35,000 | 35,000 |

# Appendix B – Sample Worksheet

This example is for a medium-sized branch library for approximately 5,000 to 10,000 population served. Some add-on components are shown for comparison.

| Component | Range (square feet) | |
| --- | --- | --- |
| | Minimum | Maximum |
| 80% of collections @ 8 vol/s.f.  9,600 – 19,200 | 1,200 | 2,400 |
| 20% of collections @ 6.5 vol.s.f.  2,400 – 4,800 | 370 | 740 |
| Local history | 100 | 200 |
| User seating 30-60 @ 35 s.f. each, including computers | 1,050 | 2,100 |
| Program room 30 @ 15 s.f. per user | 450 | 750 |
| Study room | 165 | 330 |
| Maker space | | 300 |
| Service/circulation desk | 250 | 350 |
| Work room | 300 | 600 |
| Staff lunchroom and lockers | 100 | 200 |
| Staff washroom | 25 | 25 |
| Subtotal | 4,010 | 7,995 |
| Non-assignable space @ 25% | 1,003 | 1,999 |
| **Total Space required (s.f.)** | **5,013** | **9,994** |

The space requirements (unit sizes) used were taken from the book, "Making the Case for Your Library Building Project", published by the Southern Ontario Library Service in 2010, specifically the unit sizes of the components approach. These were then blended into general categories.

**Non-assignable space includes:**

- Corridors, foyer, waiting areas, public washrooms, including universal;
- Loading areas, garbage, recycling, custodian, storage, closets;
- Wall thicknesses, building services, chases, mechanical.

Assumes single storey building, FADS standards.

# Appendix C – Additional Resources

**Planning documents are available to assist with ensuring public libraries meet their local needs. Some examples of these documents are:**

Dahlgren, Anders C. Public Library Space Needs: A Planning Outline. 2009.
https://dpi.wi.gov/pld/boards-directors/space-needs

Southern Ontario Library Service. Making the Case for Your Library Building Project. 2010.
https://www.sols.org/index.php/develop-your-library-staff/sols-publications/167-develop-your-library-staff/sols-publications/library-development-guides/455-making-the-case-for-your-building-project

City of London, 2007 Facility Accessibility Design Standards.
https://www.london.ca/city-hall/accessibility/Documents/FADS_2007_final.pdf

Australian Public Library Alliance. Guidelines, Standards and Outcome Measures for Australian Public Libraries, July 2016.
https://www.alia.org.au/sites/default/files/20160714%20Guidelines%20Standards%20and%20Outcome%20Measures%20for%20Australian%20Public%20Libraries%20-%20MANUSCRIPT%20VERSION_0.pdf

Province of Manitoba. Municipal and Regional Public Library Standards and Guidelines.
https://www.gov.mb.ca/chc/pls/pdf/librarystandardsguidelines_e_web.pdf

Government of Alberta. Municipal Affairs. Standards and Best Practices for Public Libraries in Alberta, 2010.
http://www.municipalaffairs.alberta.ca/documents/libraries/standardsbestpractic97652.pdf

# Service Delivery Model

**TORONTO PUBLIC LIBRARY**

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# Service Delivery Model

Toronto Public Library's Service Delivery Model is a framework to envision the possibilities that result from an investment in library infrastructure and service delivery. It is both practical and aspirational, outlining a future-oriented, systematic approach to branch and service planning. The library develops and delivers relevant, easy-to-use, and high-quality services and is committed to evaluating and improving services based on rigorous, evidence-based outcome measurement and changing community needs.

## The Service Delivery Model:

- builds on Toronto Public Library's proven track record of community building through a network of exceptional and well-maintained branches that leverage the resources of the library system and local communities;
- drives creativity, innovation, excellence, and efficiency in all areas by anticipating current and future needs;
- leverages digital services and technology to enhance access to library services and deliver an exceptional customer experience;
- creates services that are accessible to persons with disabilities in accordance with the principles of dignity, independence and integration;
- positions the library and its residents for long-term success by responding to patterns of growth and change in the city;
- provides scalable service options and planning guidelines for service development, while being flexible and responsive to changing community needs;

- includes a commitment to engaging residents, communities, users, staff and other key stakeholders to understand and meet their needs;
- ensures that Toronto Public Library's mission and service values are central to library planning;
- aligns with Toronto Public Library's digital strategy and facilities master plan;
- aligns with and supports key City of Toronto and Province of Ontario priorities and strategies.

The library uses this document to communicate standards, planning guidelines, and service levels for the library's branch and online platforms. It is a reference document and is updated as required to reflect the Board's priorities. Some of the standards described here have already been met, while others envision a preferred future based on areas of growth and development.

# I. Four Tiers of Service

Toronto Public Library provides customers with a seamless experience in person and online, with the goal of ensuring that everyone who wants to use the library has the opportunity to do so in ways that are convenient and responsive to their needs. The library allocates resources efficiently and effectively through four tiers of service to provide easy and equitable access.

**TIER 4:** Online and Digital

**TIER 3:** Research and Reference (2)

**TIER 2:** District Branches (17)

**TIER 1:** Neighbourhood Branches (81) and Bookmobiles (2)
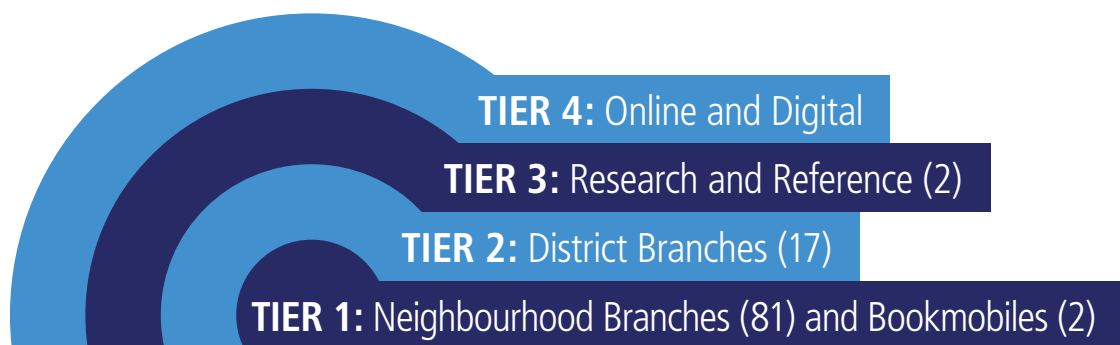
## TIER 1:
**Neighbourhood branches** provide collections and services which meet many of the needs of the immediate community; Bookmobiles offer collections and services to areas not close to library branches and across the city at community events.

## TIER 2:
**District branches** offer extensive informational and recreational collections and services that meet the needs of the immediate community as well as the larger district.

## TIER 3:
**Research and Reference** branches provide comprehensive and specialized collections and services with an emphasis on access.

## TIER 4:
**Online and Digital channels,** including the library's website and offer a full range of informational and recreational collections and services, available 24/7, within library branches and through remote access.

## Branch Network (Tiers 1 – 3)

Libraries contribute to the economic and social vitality of the city and their neighbourhoods and support community development and social wellbeing. Libraries are safe and welcoming neighbourhood hubs connecting communities and residents to each other and to resources for learning, culture, health, play, leisure, entertainment and work.

Toronto Public Library's branch network is made up of:

- 81 Neighbourhood branches and 2 Bookmobiles (Tier 1)
- 17 District branches (Tier 2)
- 2 Research and Reference branches (Tier 3).

**APPENDIX A** provides Service Guidelines for branch tiers 1-3.

All library branches are accessible, barrier-free, architecturally beautiful, comfortable, and well-maintained buildings, designed to reflect the needs and character of local neighbourhoods and the city as a whole. Extensive library open hours expand access and respond to the diverse needs of users while leveraging the City's investment in infrastructure.

**APPENDIX B** provides Branch Planning Guidelines.

The library's branch network integrates with its online channels to deliver a seamless, omni-channel customer experience.

**APPENDIX C** provides Bookmobile Service Guidelines.

Bookmobiles provide a unique service by bringing Toronto Public Library directly into communities in every corner of the city. Bookmobiles travel to underserved or geographically isolated areas, provide targeted outreach activities and participate in city events that support the city's cultural, economic, and social fabric. Like library branches, Bookmobiles provide access to safe space, collections, online resources, mobile technology, WiFi access and trained staff to support positive outcomes for residents living in these communities.

## Online and Digital Channels (Tier 4)

Digital technology serves as an essential vehicle for the library's mission to provide free and equitable access to services that meet the changing needs of Torontonians and promote universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment. By increasing the use of digital tools, the library can enhance the skills and efficiency of staff, improve the delivery of services, and elevate the customer experience.

There is a growing user expectation that library services should be available online at any time and accessible through any device so that our customers are able to access the library on their own schedules. They want easier, more convenient ways to access their accounts, services, programs and collections across multiple channels – online, in-branch and through mobile technology. And they want more personalized service through those channels, anticipating and reflecting their needs and interests.

The library's website is a major service delivery point, supporting tens of thousands of self-service transactions and eBook loans every day, and the  library's social media networks offer information services, customer support, engagement and awareness opportunities for library customers and potential customers.

The library offers user-centred, accessible, and technically forward-looking services through its online channels to:

- complement and extend access to in-branch services such as borrowing, account management, and program, material and service discovery;
- deliver digital services such as eBook lending, eLearning and online research;
- extend access to library programming through video, podcasts and other digital media;
- build opportunities for personalized digital services;
- increase the number of access points to the library's content and services via the Internet.

**APPENDIX D** provides an overview of the library's digital strategy.

The library's digital strategy is focused on modernizing the customer's experience and making the library more nimble, responsive and efficient through strategic partnerships and a transformed back office infrastructure.

| Spaces | Collections | Programs | Staff | Technology |

# II. LIBRARY SERVICE PILLARS

Toronto Public Library provides seamless access, in person and online, to a full range of services, including spaces, collections, programs, staff and technology.

## Spaces

Toronto Public Library's 100 branches are vibrant community hubs that provide neutral, convenient space to residents of all ages and backgrounds. Toronto residents rely on the library's welcoming public spaces as destinations for study, work, collaboration, leisure, and learning, driving the need for new types of spaces and amenities. There is a growing demand for a larger flexible branch footprint for library and community use to meet these needs.

Layouts and furniture in library branches are flexible and easily configurable to accommodate multiple uses that support users through all life stages. Multiple seating and study/work space options, multi-function meeting and program rooms, and custom-designed zoned areas accommodate different user needs. Creative use of space such as offsite storage or moveable shelves for collections maximizes public space and efficiently provides access to resources. Public spaces reflect high standards for accessibility, maintenance and cleanliness.

The library also provides access to meeting rooms for rent in local communities, when these rooms are not in use for library programs and extended study space. These affordable rental options for community gatherings address a lack of public space for this purpose.

The library's outdoor space extends access and advances the role as community gathering space with features such as external seating, attractive landscaping and reading or community gardens with wireless access and public art installations.

**APPENDIX E** provides descriptions of library zones and spaces that offer unique services or service options.

Library branches offer a menu of service options to respond to the unique needs of local communities and to support geographic access to services across the city.

## Collections

With more than 10 million items in multiple formats and in over 40 languages including English, French and Native languages. Toronto Public Library has the largest and most comprehensive public library collection in Canada. Collections are built to respond to the recreational, educational and information needs of library users of all ages, abilities and interests. They range from current and popular materials to extensive reference and research-level collections, to archival and special collections, including those that celebrate the unique neighbourhoods of Toronto.

The library collects and curates information resources in all forms that are relevant and add value to the library's community of users and that reflect the diversity of their interests and needs. The library strives to provide access to current and accurate information, regardless of source or location.

Electronic resources include a broad range of eBooks, eAudiobooks, digital music and video, eMagazines, and databases, as well as digitized materials curated from Toronto Public Library's rich historical and Special Collections.

Collections are available in branches, online and in the community. The library broadens access and helps promote its library collections through a number of services and strategies:

- Collections are promoted, curated and displayed online and in branches for easy discoverability and browsability;
- Bookmobiles provide access to safe space, collections, online resources, mobile technology, WiFi access and trained staff to underserved or geographically isolated communities across the city;
- Home Library Service delivers library materials to Toronto residents who are homebound for three months or longer due to age, illness or disability;
- Book Deposit Service delivers small collections of large print books to seniors' apartments, hospitals and other institutions. The collections are changed based on the local needs of individual sites;
- Library outreach events and activities (e.g. festivals, fairs) promote access to physical and electronic collections across the city.

## Programs, Events and Exhibits

Library programs, events, and exhibits extend and promote access to information in all its forms and encourage participation in community, cultural, and civic life. Programs promote library collections and resources, offer access to professional or community expertise, and build connections between residents and communities. Programs also offer collaborative, experiential and mentorship learning opportunities.

The library explores new opportunities for delivering quality programs, events, and services by seeking out local and community partnerships. Programs delivered in partnership enable the library to expand awareness and reach of library programs and extend the library's access to community expertise. Programs provide opportunities to cultivate and promote emerging and established local, national and international talent.

The library develops current standards for program offerings that meet or exceed community needs and is committed to delivering programs that are responsive and high quality.

Community exhibit spaces reflect the diverse cultural interests of the city and its neighbourhoods. Exhibit space enables library visitors to participate in the creative life of their community, and presents community artists with a valued avenue for exhibiting their work locally. Exhibit spaces are located across the city. The library also curates exhibits that reflect issues of current societal importance, featuring items from its rich historical and Special Collections, through the TD Gallery program.

## Staff Expertise

Toronto Public Library's expert staff facilitate and support discovery and learning across all the library's tiers of service. Library staff:

- support the discovery and use of library collections, connecting residents to high quality information and ideas in all forms, and offering expert reading recommendations;
- facilitate access to cultural and learning opportunities;
- connect residents to community resources and experts, and communities of interest to library resources through community engagement and outreach activities;
- support technology access and use, to help residents gain new skills which enhance their quality of life and the wellbeing of communities and the city as a whole.

Staff providing information services have the appropriate knowledge, skills, and training to meet the information needs of library users. Staff are trained to assist readers with all of their reading needs including early literacy support, expert reading recommendations, and instilling the enjoyment and life-long love of reading in readers of all ages.

The library's user education programs support information literacy by teaching new and advanced users effective means of using the library's resources and services. User education programs are delivered in class, online and in individual settings to provide optimal research and learning support.

APPENDIX F provides an overview of the library's staffing model and guidelines.

The library's staffing model and guidelines describe the branch staffing levels required to support efficient service delivery and the achievement of strategic plan outcomes.

## 🖥 Technology

Public access to technology is a key driver of global competitiveness and economic prosperity, leading to a better quality of life for all. The library plays a leadership role in advocating for and providing equitable access to technology to bridge the digital divide and advance digital inclusion.

The library provides access to current and emerging technology to support residents' full participation in society, in the digital future and in the global knowledge economy. Computers, laptops, WiFi and Internet services are available in library branches across the city. In recognition of the fact that the library is the main access point for the Internet and technology for some users, the library offers bandwidth speeds and current software that meet requirements for daily life. Flexible workspaces are available to support the use of technology in library branches and to facilitate individual and collaborative group work.

The library delivers a wide range of digital content and services through its website and other online channels. Public access through in-branch technology ensures that online library services are accessible to everyone.

The library offers digital literacy instruction and training services to support all residents to gain a range of digital literacy skills. Training options reflect resident and community needs and interests and are offered via formal technology training classes, online training materials, one-on-one sessions with library staff and informal assistance.

Digital Innovation Hubs and Pop Up Learning Labs are available across the city and offer access to new and emerging computer and digital equipment and software that allow users to create a broad range of digital media. The Hubs allow users of all ages, skill levels and backgrounds to innovate, design, develop and incubate ideas, and create and experiment in positive ways. Programs and classes at these Hubs are offered to support a range of user needs and aspirations: artistic creation, life-long learning, skills development, entrepreneurship and recreational enjoyment.

Emerging technologies and Internet services are also available beyond the branch, through Bookmobiles, Pop Up Learning Labs and other innovative service models.

The library develops and implements current standards for public access to the Internet and technology to ensure that the library is responsive to the changing needs of residents and communities.

# APPENDIX A: Service Guidelines for Branch Tiers

| | Neighbourhood Branches and Bookmobiles (Tier 1) | | District Branches (Tier 2) | Research and Reference Branches (Tier 3) | Online and Digital Channels (Tier 4) |
|---|---|---|---|---|---|
| **Spaces** | 81 branches | Two bookmobiles – 28 stops | 17 branches | 2 branches | Website, mobile and social media |
| **Service Area** | · Serving a minimum of 25,000 people<br>· Residents within 1.6KM radius | · Entire Toronto service area – 2,800,000+ population | · Serving a minimum of 100,000 people<br>· Residents within a 2.5KM radius, providing services to the local neighbourhood and larger district | · Entire Toronto service area – 2,800,000+ population | · Entire Toronto service area and beyond |
| **Location** | · Central in the neighbourhood or in proximity to other services<br>· Well-served by public transit | · Minimum of 1.7 km to the closest branch, with exceptions where significant physical barriers limit access<br>· Provide access to underserved or isolated communities with a focus on vulnerable populations<br>· Located at convenient community focal points with good visibility and easily accessible by walking | · Maximum access and user convenience, strategically located in the community<br>· Well-served by public transit | · Maximum access and user convenience<br>· Central locations on public transit | · Maximum access and user convenience<br>· Available anywhere, including within library branches |
| **Optimum Size** | · 10,000 – 20,000 square feet, depending on population density<br>· Appropriate to the collection size and ancillary services | · Not applicable | · Minimum of 25,000 square feet<br>· Appropriate to the collection size and ancillary services | · Minimum of 150,000 square feet<br>· Appropriate to collection size, exhibits and ancillary services | · Main website must be able to support hundreds of simultaneous transactions at peak times |
| **Weekly Hours of Operation** | · 40-69 hours per week Monday to Sunday | · 42.75 hours per week (Monday to Saturday) | · 69 hours per week Monday to Sunday | · 69 hours per week Monday to Sunday | · 24/7 |
| | · *Hours reflect community needs and maximize facility access and usage efficiently* | | | | |
| **Community/Public Space** | · Community Space<br>· Zoned spaces<br>· Program space/Urban Living Room<br>· Study space/Work areas<br>· Group study/Meeting rooms | · Flexible opportunities for outdoor programming | · Community Space 100 – 200 seats<br>· Group study/Meeting rooms<br>· Large meeting rooms<br>· Zoned spaces<br>· Program space/Urban Living Room<br>· Study space/Work areas | · Community Space 700 – 1400 seats<br>· Group study/Meeting rooms<br>· Large meeting rooms<br>· Zoned spaces<br>· Program space/Urban Living Room<br>· Study space/Work areas<br>· Special collection rooms/space | · Not applicable |

# APPENDIX A: Service Guidelines for Branch Tiers, continued...

| | Neighbourhood Branches and Bookmobiles (Tier 1) | District Branches (Tier 2) | Research and Reference Branches (Tier 3) | Online and Digital Channels (Tier 4) |
|---|---|---|---|---|
| **Spaces** | Two bookmobiles – 28 stops | 17 branches | 2 branches | Website, mobile and social media |
| **Collections** | · Children and youth collections<br>· French and multilingual collections<br>· General interest, popular and recreational collections<br>· Access to a range of digital and online collections<br>· Minimum collection size of 40,000 | · General interest, popular and recreational collections<br>· Access to a range of multiple formats<br>· Children and youth collections<br>· French and multilingual collections (as needed)<br>· Minimum onboard collection size of 2,500 with access to base collection of 15,000 items | · Broad collections, including reference, Best Bets, browsable materials, French, multilingual, local history and special collections<br>· Children and youth collections<br>· General interest, popular and recreational collections<br>· Access to a range of digital and online collections<br>· Minimum collection size of 100,000 | · Extensive reference, research and circulating collections; range from comprehensive to research level<br>· Special Collections of rare and valuable materials<br>· Unique and specialized French and multilingual collections<br>· Circulating adult, youth and children's leisure and informational materials in all formats; range from basic to research level<br>· Popular and recreational collections<br>· Minimum collection size of 500,000 | · Extensive collections including general interest, popular, recreational, educational, and research material<br>· Includes ebooks, digital audio and video, digital magazines and article databases, digitized books and images from the library's Special Collections, online learning tools, etc. |
| **Programs** | · Programs based on local community needs and interests<br>· Exhibit space<br>· Some programs, exhibitions and events featuring high profile speakers | · Programs based on community needs and interests<br>· Outreach to vulnerable populations<br>· Participation in city-wide events | · Programs based on community needs and interests<br>· Exhibit space<br>· Some programs, exhibitions and events featuring high profile speakers | · Specialized programs based on community and population needs<br>· Programs, exhibitions and events featuring high profile speakers and a comprehensive platform of user education instruction programs<br>· Exhibit space | · Program delivery through live streaming, interactive media, and audio/video recordings<br>· Virtual exhibits |
| **Staffing** | · Administrative and service support provided by services and staff in other tiers<br>· Responds to particular needs of local neighbourhoods | · Each stop is staffed by one, with larger stops supported by an additional person<br>· Special events and outreach supported by services and staff in other tiers | · Branch based staffing<br>· Professional staff with subject expertise in service areas allocated to address community needs<br>· Management and leadership to support services at the branch, area and system level<br>· Responds to needs of local neighbourhood and larger district | · Branch based staffing<br>· Professional staff with subject expertise in service areas allocated to address community and population needs<br>· Staff support online, district, and neighbourhood services and collections through staff subject expertise, selection and access to materials and information | · Specialized staff with expertise in developing and managing digital services: computer programmers, designers, digital content specialists, and user experience specialists |
| **Technology** | · Computer workstations<br>· Life-cycle maintenance and upgrades of hardware and software<br>· WiFi services with bandwidth speeds of 50 Mbps download/10 Mbps upload per connection | · WiFi services with bandwidth speeds of 50 Mbps download/10 Mbps upload per connection | · Computer workstations<br>· Life-cycle maintenance and upgrades of hardware and software<br>· WiFi services with bandwidth speeds of 50 Mbps download/10 Mbps upload per connection<br>· Computer Learning Centre<br>· Digital Innovation Spaces specific to branch needs | · Computer workstations<br>· Computer Learning Centre<br>· Digital Innovation Spaces specific to branch needs<br>· Life-cycle maintenance and upgrades of hardware and software<br>· WiFi services with bandwidth speeds of 50 Mbps download/10 Mbps upload per connection | · Not applicable |

# APPENDIX B:

## Branch Planning Guidelines

The branch infrastructure is flexible and responsive to development trends, population shifts, changing urban form and density, transportation and transit patterns, and the location of other public services and facilities within the city. Heritage buildings connect residents and communities with the history of the library and provide a unique opportunity to experience Toronto's past and demonstrate the library's commitment to preserving heritage buildings. Library branches also provide the opportunity to experience Toronto's rich and layered history and culture through indigenized spaces.

### Location

Location is key to efficient and effective service delivery to residents and is a critical requirement in planning branches. Library branches are located within the city and its neighbourhoods to promote awareness, convenience, access and use.

#### Location requirements include:

- Prominent and convenient community gathering places accessible by public transit and good pedestrian access
- Located on a primary street with high visibility and connectivity to the street
- Centrally located to encourage walkability and to reduce vehicular dependence
- Preferred footprint is large enough to allow for a single floor design.

Opportunities for co-location and integration with other services are considered if they present an opportunity to maximize public infrastructure within a dense urban form. Requirements for joint facilities and joint-use facilities include promoting greater community connections and interactions, convenience to users, and improved access for vertical communities.

Opportunities for relocation and new facilities are considered if they maximize location requirements and community needs.

### Facility

Library branches are planned to capitalize on current and emerging requirements: green, energy efficient, and smart building enhancing efficiency and the personalized experience of library users. Public consultation is an integral part of branch planning. Community and resident input ensures that buildings are responsive to community and residents' needs and lead to strong community identity and pride in new and renovated facilities.

#### Toronto Public Library's Facilities Master Plan

The Toronto Public Library's Facilities Master Plan provides a framework for capital investment in the library's facilities infrastructure. It guides the timing and location for renovations and rebuilding projects. The plan is informed by: population and community growth studies, property condition assessments, trends in building automation technology, and requirements to provide 21st century library service throughout the library system.

## Facility requirements include:

- Appropriately sized facility based on population size and tier of service
- One storey facility preferred, at grade with separate public entrance
- Barrier-free operation in compliance with Ontario Building Code (OBC) and Accessibility for Ontarians with Disabilities Act (AODA)
- Built to meet or exceed the City of Toronto's Green Standard
- Natural use of lighting
- Building automation systems to decrease HVAC energy consumption and energy cost
- Independent operation and metering of all HVAC, utilities, and security systems in joint-use facilities.

## Interior space requirements:

- Flexible space with movable shelving and seating that can easily be reconfigured – space for library programs, group and quiet study space, lounge space
- Space for partnered programming and service delivery where the partner organization is providing services/programs aligned with and advancing the library's strategic priorities
- Community meeting space and work space with after-hours access
- Zoned areas for library customers and services including children, teens, and adults
- Shelving and merchandizing spaces for library collections
- Computer, technology and innovation spaces for branch programs, group projects and individual study
- Large windows showcasing activities inside the building and visual display screens promoting library services beyond hours
- Glass-enclosed, acoustically-managed spaces to allow for flexible programming and events

- Easily configurable space to accommodate different types of programming, customer collaboration and changing self-service options
- Limited number of columns permitted in the library space to support flexible use of spaces to deliver library programs and services
- Technology infrastructure to support networked library services and maximum connectivity to wireless network
- Exhibit space for local creators and artists
- Lounge zones and comfortable reading areas for casual reading with movable seating and tables
- Acoustically-managed space for collaboration and creation
- Large flexible meeting rooms for library, community use and revenue generation
- Appropriate lighting levels
- Special power, ventilation, and sound-proofing for innovation spaces.

## Exterior space requirements:

- Lighting around the facility after hours to provide a safe and welcoming environment for library services beyond open hours and to promote location and awareness of the facility
- Visible entrance from the street
- Outdoor spaces for reading gardens, work spaces and library programs with direct and visible access to the interior library
- Good connectivity to WiFi hot spots
- Convenient service entrance/loading dock
- Clear visible branch signage and street signage, visual display screens to highlight library activities
- Exterior book drop
- Lockable bicycle racks.

# APPENDIX C:
## Bookmobile Service Guidelines

Bookmobiles provide a unique service by bringing Toronto Public Library directly into communities in every corner of the city. Bookmobiles travel to underserved or geographically isolated areas, provide targeted outreach activities and participate in city events that support the city's cultural, economic, and social fabric. Bookmobile service also bridges the digital divide in low income neighbourhoods through the provision of expanded access to mobile technology and devices.

Like library branches, Bookmobiles provide access to safe space, collections, online resources, mobile technology, WiFi access and trained staff to support positive outcomes for residents living in these communities.

The Bookmobile schedule has the flexibility to respond to changing community needs and can also be a way to address concerns about growth in certain areas of the city where there are no conveniently located library branches.

### Requirements:

- Provide access to underserved or isolated communities with a focus on vulnerable populations including low-income groups, young children, seniors, newcomers, and displaced families.
- Provide a flexible and timely response to changing community needs and demographics
- Provide alternative service point during temporary branch closures

- Stops are located a minimum of 1.7 km to the closest branch locations with exceptions where significant physical barriers limit access to existing branches
- Stops are well-located at convenient community focal points with good visibility and are easily accessible by walking
- Stop duration of 1 to 2 hours in length

- Onboard collection of approximately 2,500 items consisting of popular and recreational materials in a variety of formats tailored to individual communities
- Provide barrier-free accessibility
- Outfitted with mobile wireless services that provide for circulation and reference services, and free WiFi access for customer use

- Electrical outlets/recharging stations for public use
- Book drop for efficient service
- Flexible opportunities for outdoor programming and outreach through the provision of shade and cover to create comfortable outdoor gathering places
- A strong visual identity that is consistent with overall TPL brand elements and creates a high profile for TPL as it travels across the city and participates in community events.

# APPENDIX D:

## Toronto Public Library's Digital Strategy

Four key areas of focus guide the library's approach to digital and technology, with the goals of modernizing the customer's experience and making the library more nimble, responsive and efficient through strategic partnerships and a transformed back office infrastructure.

## A modernized customer experience

Customers can access channels, products and services in the way they feel most comfortable

## Partnered with the technology community

TPL leverages the technology community in the city to enable and enhance its services

## Transformed back office infrastructure

An efficient and effective back-of-house operation enabled by modern systems, processes and training

### Creating the **omni channel** experience

- Seamless and integrated
- Personalized and always connected
- Services of choice delivered when and how customers want them

### Accessing & using **information**

- Integrated view of and easy access to TPL's information
- Business intelligence and analytics
- Policy, privacy and security

### Leveraging the **cloud**

- Realize benefits of back office technology commoditization
- Nimble and responsive technology environment
- Focus on core library functions

### Investing in **employees**

- Culture of innovation and delivery
- Skills, tools and training
- Speed to market
- Business process re-engineering and change management

# APPENDIX E:
## Library Zones and Spaces

### A. Digital Innovation Spaces

Digital Innovation Spaces are learning, collaboration and creation spaces that foster, support and inspire individual and community development of knowledge about new and emerging digital technology. Torontonians are provided with the information, tools and support to participate in, contribute to and succeed in today's digital environment.

Research and Reference library branches offer a variety of digital innovation spaces, including Digital Innovation Hubs, Audio Visual rooms and Fabrication Labs. District branches and large neighbourhood branches serving NIA communities offer Digital Innovation Hubs and, as design permits, additional innovation space that meets local community needs and interest. Neighbourhood branches offer flexible program space to host Pop Up Learning Labs and technology classes, including robotics and coding.

#### Requirements:

- Appropriately sized, flexible, and accessible enclosed spaces that can be reconfigured according to program and service needs. Multiple spaces are co-located
- Staff workstation located inside the space. Configuration of spaces support easy supervision
- Lockable storage
- Durable and modular furnishings, technology and equipment that can accommodate collaboration and play
- Adjustable lighting and sound proof or acoustically-managed space to facilitate learning, collaboration and creation

- Electrical outlets and Internet drops along walls and floor
- Innovation technology and equipment that are regularly refreshed and enhanced
- Strong and identifiable Digital Innovation Spaces brand elements, including a visual identify and colour palette
- Digital Innovation Hubs offer equipment and software to support 3D printing, digital design, scanning, robotics, virtual reality and coding/programming
- Minimum dimensions of 20' x 25'
- Walls consist of 3 standard and 1 glass

- AV rooms provide audio, video and photography equipment and software
- Minimum dimensions of 15' x 20'
- Sound-proofed space located away from ambient noise sources (e.g. washrooms, HVAC systems)
- Green walls and no outside light sources (e.g. windows) except for small window in door
- Fabrication Labs support a variety of maker activities reflecting community interests and needs.
- Minimum dimensions of 20' x 25'
- Exterior ventilation.
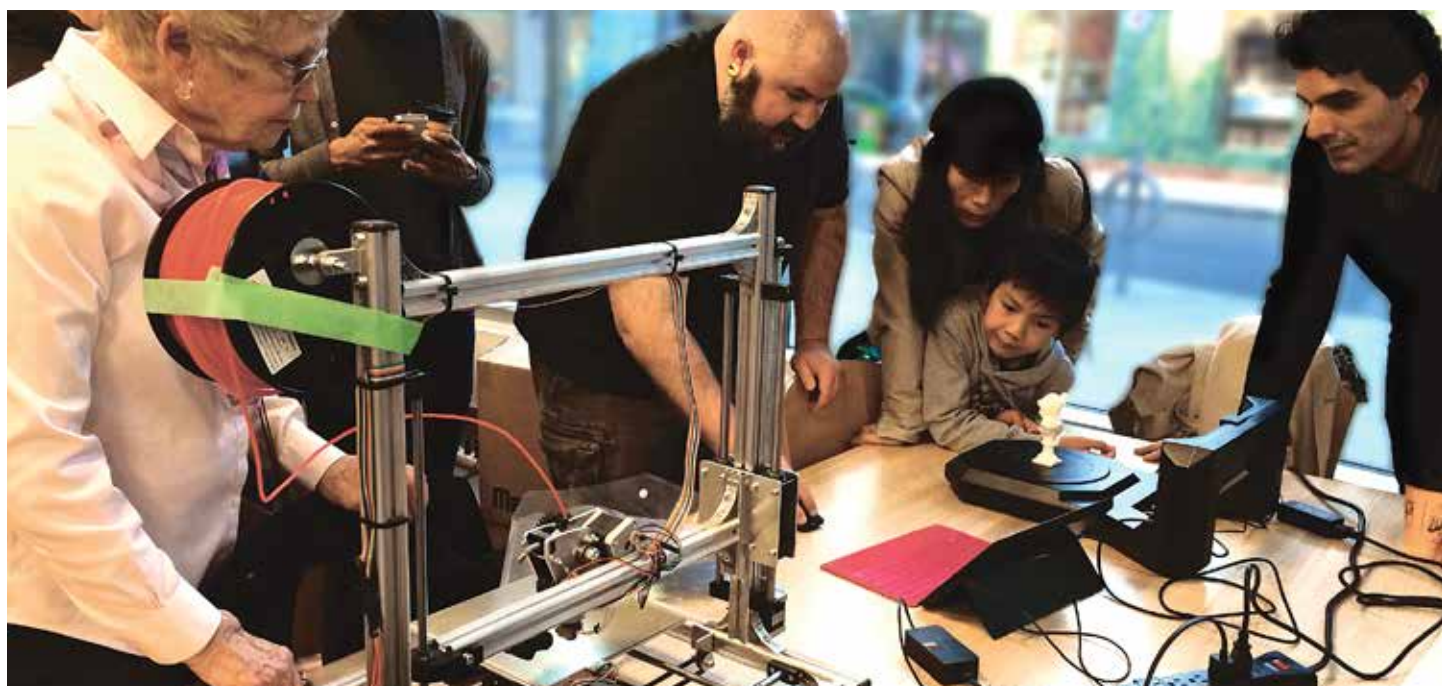
**Pop Up Learning Lab – Mobile  Innovation Programming Kits**

A Pop Up Learning Lab for all ages provides access to new technology that supports programming, skills building and collaborative learning. It is mobile and consists of digital and maker equipment. The Pop Up Learning Labs support the delivery of a wide range of programming in branches and in the community.

**Requirements:**

- New and emerging technology including 3D printers; virtual reality consoles; robotics, programming kits and technology to support STEM programming
- Mobile, lockable and secure equipment storage unit
- Strong and identifiable Pop Up Learning Lab brand elements, including a visual identity and colour palette.



## B.  Computer Learning Centres

Computer Learning Centres are dedicated spaces equipped with PCs that feature Microsoft Office products, Internet connectivity, and access to subscription-based databases. These spaces are primary locations for digital literacy training. Rooms are available for self-directed independent and collaborative learning, as well as general use, when classes are not in session. Select branches offer additional "enhanced" services including: photo scanners, 3D printers, Adobe Creative Cloud software plus free and open-source software which support 3D design, photo editing, graphic design, web development, desktop publishing, video and audio editing.

**Requirements:**

- Flexible and accessible space in an enclosed area of 30 square feet minimum, with an oversized doorway to allow for the movement of large technology in and out of the space
- Clear sight lines from library
- Minimum of 11 PCs (one for instructor, 10 for students)
- 36" minimum width for each workstation and for instructor sit-stand desk
- Accessibility support at stations includes Zoom Text, large-print keyboard, large ball mouse; minimum one workstation to meet wheelchair accessibility standards
- Durable furnishings, technology and equipment that can accommodate in-classroom learning and in a variety of forms
- Projector, screen and audio support
- Electrical outlets and Internet drops along walls, floor and ceiling
- Adjustable lighting and acoustically-managed space to facilitate learning, collaboration and creation
- Additional furniture for enhanced learning centre equipment including scanner table, 3D printer cart and lockable storage.

**Requirements:**

· Adjustable lighting
· Large area of display/blank wall space
· Barrier-free walkway
· Clear sight lines from library
· Acoustically-managed space to facilitate learning and conversation
· Connectivity to WiFi hot spots
· Hanging mechanisms with security features
· Optional lockable display cases.

## C. Community Exhibit Space

Community exhibit spaces reflect the diverse cultural interests of the city and its neighbourhoods. Exhibit space enables library visitors to participate in the creative life of their community, and presents community artists with a valued avenue for exhibiting their work locally. Exhibits are responsive to the diverse interests of the community, compatible with TPL's vision, mission and values, and appropriate to the library environment.



**Requirements:**

· Flexible individual and group study spaces
· Acoustically-managed study spaces and meeting rooms
· Appropriately sized, flexible, and accessible space in an enclosed area
· Access to charging stations at every seat
· A variety of comfortable seating, furniture and study spaces
· Meeting rooms equipped with sink/ kitchenette.

## D. Group Study Spaces/Meeting Rooms

Study spaces and meeting rooms provide a variety of options for studying and collaborative learning.

## E. KidsStops

KidsStops are literacy-rich interactive centres where children birth to 5, with the support of their parents and caregivers can develop pre-literacy skills in a fun, supportive environment. KidsStops engage and activate the imagination, create a sense of exploration and discovery, all the while building a child's pre-reading skills. These unique spaces feature a wide range of interactive learning stations based on the library's *Ready for Reading* principles.

**Requirements:**

· Flexible and accessible space of 350 minimum – 1,500 square feet

· State of the art furnishings and technology that accommodate learning and play

· Acoustically-managed space to facilitate learning and play

· Adjacent to or integrated with the collection

· Accessible, flexible moveable shelving that is no higher than 52"

· Play-based fun activity units that children and caregivers can explore together and that support the development of early literacy skills

· Furniture and display tools/acrylics to support the merchandizing of *Ready for Reading* collections and information

· A space where children and caregivers can read together

· Embedded components on the shelves to draw children into the collection

· Unique theme for each KidsStop

· Strong and identifiable KidStop brand elements, including a visual identity, colour palette that is consistent with the *Ready for Reading* brand and integrates with the overall TPL Children's brand

· Transitional spaces for families that encourage and facilitate the flow of children and their families between and throughout the TPL Children spaces designed for the different age ranges and needs of children birth to 12.

## F. Middle Childhood Discovery Area

A Middle Childhood Discovery Area is an enhanced space within the children's department for children aged 6 – 12 and their families. The area is vibrant and inviting and gives children the opportunity to explore the joy of reading and digital media and learning through self-discovery and play.

### Requirements:

- Flexible, and accessible space of 500 – 1000 square feet
- Agile spaces that can be reconfigured according to program and service needs; a design that is flexible and has components that are change-able
- State of the art furnishings and technology that can accommodate Pop Up Learning Labs, collaboration and play
- Acoustically-managed space to facilitate learning and play
- Multiple spaces that provide unique, enticing reading nooks where children can enjoy quiet reading

- A space that facilitates collaboration, can be used for quiet group study, and uses flexible furnishings
- A space that is integrated with the collection, provides innovative display/merchandising kiosks to facilitate access to information and ideas
- Accessible, moveable shelving no higher than 52"
- End panels on the shelving that are interactive with the collection; and that display the covers of books located on the shelving

- Embedded components on the shelves to draw children into the collection
- Strong and identifiable TPL Children's brand elements, including a visual identity and colour palette
- Transitional spaces for families that encourage and facilitate the flow of children and their families between and throughout the TPL Children spaces designed for the different age ranges and needs of children birth to 12
- Where space and/or criteria allows:

### Discovery Zone

- Permanent installation with 4 to 6 stationary components designed to include both technological and creative challenges
- An interactive technology component that is highly visible and is a focal point in the space

### Discovery Kiosk

- Small permanent installation within the Middle Childhood area with content that changes monthly and that is designed to provide both technological and creative challenges, and to spark curiosity.

## G. Youth Hubs

Library Youth Hubs are designated after school spaces in library branches which provide youth ages 13-19 with quality after school homework help in math, science, English, French, and other subjects. Youth also have access to enriching complementary programs that help to develop social and leadership skills. Access to safe space, technology, volunteer tutors and curriculum resources contribute to positive outcomes for youth.



### Requirements:

- Dedicated, consistent and well-trained staff
- Designated, dynamic and flexible space for 30 youth during after school hours

- Durable and movable furniture that can be reconfigured to accommodate a variety of uses including individual and group study, collaboration, technology use, and group activities

- Electrical outlets and network connections to support technology use
- Free access to laptops, up-to-date software, tablets and apps and other equipment to promote digital literacy and learning

- WiFi and Internet connections to support access for youth in the program
- Access to library collections and online resources to support homework and leisure activities
- Space that supports a variety of noise levels.

## H. Outdoor Program/ Event Space

Outdoor spaces welcome communities and provide a variety of seating and attractive landscaping. Spaces are used for community reading gardens, library and community programming and gathering places.

### Requirements:

· Agile spaces that can be reconfigured according to program and service needs; a design that is flexible and has components that are changeable
· Comfortable seating and spaces for quiet reading, relaxation and group study
· Good connectivity to WiFi hot spots
· Reasonable amount of shade and cover
· Clear sight lines from library.

## I. Event Space

Event spaces are used for large high profile library programs and events, and can also be rented out for business conferences, social events such as weddings, and for special functions.

### Requirements:

· Well-located facility, accessible by public transit and arterial roads
· Agile spaces that can be reconfigured according to program and service needs; a design that is flexible and has components that are changeable – accommodate 100+ people
· Unique architectural features and views, special exhibit spaces and opportunities, comfortable seating, stand-up spaces, quiet zones and space for groups
· Equipment that allows for flexible setup

· Boosted WiFi
· Ability to change lighting and ambience
· Acoustics for music/conversation

For Rentals:
· Separate entrance
· Parking
· Delivery dock
· Storage space
· High quality washrooms with upgraded amenities
· Space for catering and/or catering setup.

## J. Creative Space

Creative space is available for performing artists of all types to use. Musicians, dancers, drama students, poets and writers can book the space to rehearse a new work, use special library materials or present a new work to a selected audience.

**Requirements:**

- Appropriately sized, flexible, and accessible space
- Agile spaces that can be reconfigured according to program and service needs; a design that is flexible and has components that are changeable
- Durable furnishings, equipment and technology that can accommodate collaboration, creativity and play
- Acoustically-managed space to facilitate learning, play, music and conversation
- Ability to change lighting and ambience.



## K. Theatre Performance Space

Theatre performance spaces provide a large, central public space through which the library offers rich access to culture and performing arts. The space offers affordable access to theatre performance and large movie screenings for local communities and residents.

**Requirements:**

- Well-located facility, accessible by public transit and arterial roads
- A design that is accessible, flexible and has components that are changeable; accommodate 200+ people
- Ability to change lighting and ambience
- Acoustically-managed space for music and performance
- Climate control space separate from the library
- Large stage, wing area and change rooms
- Security and privacy for performers
- Interior and exterior access to the Box Office
- Good connectivity to WiFi hot spots

For Rentals

- Space for catering and/or catering setup
- Separate entrance
- Delivery dock
- Storage space
- Promotional area outside of theatre
- High quality washrooms with upgraded amenities.

# APPENDIX F:
## Staffing Model and Guidelines

Library staff are critical to the development, delivery and evaluation of services which respond to changing community needs. The staffing model supports the delivery of services which reflect the library's service values, policies, standards, and strategic plan outcomes across all service tiers.

Library staff have the competencies, knowledge, skills and technical tools to fulfill responsibilities for their classification; the library offers a comprehensive staff training and development program to support staff in fulfilling their roles. All library staff engage in orientation and ongoing education on a formal and informal basis including attending courses, participating in communities of practice and formal and informal networking. Library staff are supported in participating in professional development opportunities in the public library sector to support service excellence and innovation.

The organizational structure, job classifications and staffing levels are reviewed on an ongoing basis and updated as required to support organizational transformation and take advantage of the changing technology landscape in which library services are being developed and delivered while addressing community needs for specialized services. In response to strategic plan priorities, the library introduced a new organizational structure in 2016 which included development of new divisions and executive positions. The development and implementation of a staffing model standardized staffing levels and classifications by tier type as part of the new organizational structure.

The staffing model and guidelines are reviewed and updated as required to:
· support the achievement of the strategic plan outcomes and organizational priorities;
· support service levels including open hours, and allocate staffing levels efficiently and effectively to operate branches;
· provide appropriate staffing levels for new library spaces and services including Digital Innovation Hubs and Youth Hubs;
· balance resources across branches and allocation of part time and full time staff;
· support community-based services including outreach librarians;
· respond to demographic changes and user needs and trends in library use, both on-line and in library branches;
· meet the requirements of the Collective Agreement, legislative requirements and City directives.

**To:**          **Oxford County Library Board**

**From:**      **Director of Corporate Services**

# 2023 Q2 Library Business Plan and Budget Update

## RECOMMENDATION

1.  **That Report No. 2023-23 entitled "2023 Q2 Library Business Plan and Budget Update", be received for information.**

## REPORT HIGHLIGHTS

*   Delivery of the 2023 goals and objectives is progressing as planned

*   Budget variance report is projecting a preliminary year end deficit of $31,182

### Implementation Points

Staff will continue to monitor rising inflation's impact on the Library's budget and take appropriate action where required. The next financial update for the Board will be in October for the period ending September 30, 2023.

### Financial Impact

The 2023 year-end forecast as of June 30, 2023 projects a deficit of $31,182. Additional detailed information regarding the forecasted variances can be found on Attachment 2 to this report.

As the much of the Library's programming is concentrated in Q2 and Q3 of the year, the year to date figures are not indicative of the remaining year's financial activity.

### Communications

This report is intended to update the Board on the Library's progress in meeting the goals and objectives set out for 2023 and a view of the Q2 budget variance with forecasted year-end results.

## Strategic Plan (2020-2022)

| WORKS WELL TOGETHER | WELL CONNECTED | SHAPES THE FUTURE | INFORMS & ENGAGES | PERFORMS & DELIVERS | POSITIVE IMPACT |
|---|---|---|---|---|---|
|  |  | 3.ii.   3.iii. |  | 5.ii. |  |

## DISCUSSION

### Background

In accordance with the reporting provisions contained within the Long Term Financial Sustainability Plan, staff have prepared progress updates for each of the approved goals and objectives within the business plan, accompanied by budget variance reports as of June 30, 2023.

### Comments

The 2023-2027 Strategic Plan, facilitated by StrategyCorp, is progressing with a community engagement campaign now underway and seeking input from staff to inform the Board's final Strategic Plan expected to be completed by the end of September.

The Ox on the Run pilot program made its debut on June 28 at a *Touch the Truck* event in Ingersoll. More details on these projects as well as the Technology Plan and Evaluation of Library Services/Delivery Model Framework projects can be found on Attachment 1.

Over the past several months, the Tillsonburg Library Branch has been experiencing a significant increase of homeless people seeking refuge from the elements to sleep, use washrooms and in some cases administer illicit drugs, both inside and outside of the building.

Although library staff have been compassionate allowing some accommodation, it has become unmanageable to deal with the numbers, frequency and unpredictability of behaviours of these individuals to the point that we are hearing from patrons that they will no longer come to the Library until the situation is remedied. The problem extends to the grounds of the Library with homeless people sleeping and defecating behind overgrown bushes next to the building.

Unfortunately this situation has evolved into an acute threat to staff and public health and safety; and, property safety and security. In response, staff has retained an on-site security service and removal of the over grown bushes on the grounds as of August 9. At present there are no funds in the 2023 budget to cover the additional costs, therefore they are proposed to be funded from the Library General Reserve which has a projected year end balance of $528,738 - sufficient funds to cover this cost. Nonetheless, staff will endeavour to find savings in the 2023 budget to avoid having to fund these costs from the reserve.

Staff will monitor the situation over the balance of the year to assess continuation of the on-site security service as they pursue social worker support from a local agency(s) with occasional

presence in the Library to demonstrate a willingness to assist in supporting vulnerable individuals who are willing to accept assistance in finding the help they need.

Staff review the financial activity on a monthly basis for potential areas of concern and to ensure spending will remain within the budget provisions approved by the Board. To date, the financial activity for the second quarter is projecting a forecasted deficit of $31,182 predominantly related to the increase facilities operating expenses and development charge exemptions. The year to date expenses and forecast figures as of the end of Q2 2023 are presented on Attachment 2, which does not reflect the aforementioned emergency/unplanned expenses as they were incurred beyond the June 30, 2023 period end of this report.

## Conclusions

Overall, this report suggests a minor year-end projected deficit, therefore staff will carefully monitor expenses over the second half of the year to strive for delivering the 2023 Business Plan on a balanced budget as approved.

## SIGNATURES

### Departmental Approval:

Original signed by

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Lynn S. Buchner, CPA, CGA
Director of Corporate Services

### Approved for submission:

Original signed by

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Lisa Marie Williams
CEO/Chief Librarian

## ATTACHMENTS

Attachment 1 – 2023 Q2 Library Business Plan and Budget Update
Attachment 2 – 2023 Q2 Library Variance Report

| Oxford County | Library | Services: |
|---|---|---|
| Growing stronger together | June 2023 Council Update | Collections · Public Space Access · Programming · Technology & Coaching · References & Information |

## Goals and Objectives

| Description | 2023 | 2024 | 2025 | Status Update |
|---|---|---|---|---|
| **Library Board Orientation and Library Strategic Planning** <br><br> The 2023 Library Board will consist of 5 laypersons and 2 county councillors. In order to support the development of returning and new board members, library staff will develop and deliver an orientation training plan. <br> To further develop the Library Board's goals and objectives for the term, staff will retain the services of a consulting firm to conduct research, surveys and focus groups to create a Library Strategic Plan that will guide the 2023 – 2027 Library Board and Administration. | ● | ● | | Library Board orientation is complete <br><br> Strategic Planning Consultant has been engaged; community engagement is underway; expect final Strategic Plan to be completed by end of September |
| **Ox on the Run Year-Round Mobile Outreach Pilot** <br><br> Beginning in 2023, Oxford County Library will conduct a 2-year full-service pilot for year-round Ox on the Run Mobile Library Services. <br> Using the goals of the Future Oxford – Reducing Poverty Together Strategy, library staff will work with area municipalities and community partners to bring library services, collections and programs to underserved and vulnerable communities and neighborhoods. | ● | ● | | Official Launch took place June 28 at the *Touch the Truck* event in Ingersoll – over 200 participants <br><br> Summer programming underway and Fall programming is being planned in collaboration with community partners |
| **Finalize the Development of a Library Technology Plan** <br><br> Using Data from the Bridge and Edge Project (anticipated end date, August 2022), Library staff will work with IT and IS teams to develop a plan to address gaps in Community Value and Engagement; Technology Planning and Management; and Staff Digital Expertise. | ● | | | Collaborating with IT staff on the development of a Technology Plan in 2023 – focus on privacy and statistics <br><br> Identified some initiatives that will require budget consideration in 2024 related to public computers, maker spaces and training |
| **Evaluation of Library Services for a Service Delivery Model Framework** <br><br> Using a SWOT framework, articulate the lessons learned, successes achieved, challenges to be addressed and opportunities to adapt and improve library services. <br> Incorporate recommendations into a new Service Delivery Model that will inform library services, spaces, collections, programming and technology. | ● | | | Service Delivery Model Framework is in draft and is planned to be presented to the Board in August |

**Oxford County**
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**LIBRARY**
**June Variance Reporting**
**For the Period Ending June 30, 2023**

| | YTD ACTUAL | FORECAST | REVISED BUDGET* | FORECAST VARIANCE $ | FORECAST VARIANCE % | YTD % |
|---|---|---|---|---|---|---|
| **CAPITAL** | | | | | | |
| **LIBRARY ADMINISTRATION** | | | | | | |
| 60000 LIBRARY ADMINISTRATION | 3,813 | 20,000 | 20,000 | - | - | 19.1% |
| TOTAL LIBRARY ADMINISTRATION | 3,813 | 20,000 | 20,000 | - | - | 19.1% |
| **BRANCH LIBRARIES** | | | | | | |
| 61004 INGERSOLL LIBRARY | 953 | - | - | - | #DIV/0! | #DIV/0! |
| 61013 TILLSONBURG LIBRARY | - | - | - | - | #DIV/0! | #DIV/0! |
| TOTAL BRANCH LIBRARIES | 953 | - | - | - | #DIV/0! | #DIV/0! |
| **SPECIAL PROGRAMS** | | | | | | |
| 62006 MOBILE OUTREACH | 17,503 | 24,000 | 24,000 | - | - | 72.9% |
| 92600 R - LIBRARIES | (17,503) | (24,000) | (24,000) | - | - | 72.9% |
| TOTAL SPECIAL PROGRAMS | - | - | - | - | #DIV/0! | #DIV/0! |
| **OCL ING** | | | | | | |
| 80000 CAPITAL | 4,147 | 5,250 | 5,250 | - | - | 79.0% |
| 92605 R - OCL - FACILITIES | (4,147) | (5,250) | (5,250) | - | - | 79.0% |
| TOTAL OCL ING | - | - | - | - | #DIV/0! | #DIV/0! |
| **Norwich Library** | | | | | | |
| 80000 CAPITAL | - | 9,000 | 24,150 | 15,150 | 62.7% | - |
| 92605 R - OCL - FACILITIES | - | (9,000) | (24,150) | (15,150) | 62.7% | - |
| TOTAL Norwich Library | - | - | - | - | #DIV/0! | #DIV/0! |
| **TOTAL CAPITAL** | 4,766 | 20,000 | 20,000 | - | - | 23.8% |
| **OCL** | | | | | | |
| **LIBRARY ADMINISTRATION** | | | | | | |
| 60000 LIBRARY ADMINISTRATION | | | | | | |
| **REVENUES** | | | | | | |
| **GENERAL REVENUES** | | | | | | |
| 3200 REV - PROVINCIAL GOVT | - | (135,675) | (135,675) | - | - | - |
| 3203 REV - PROV-PAY EQUITY | - | (3,229) | (3,229) | - | - | - |
| 3325 REV - SERVICE RECOVERY FEES | (10,206) | (12,000) | (12,000) | - | - | 85.1% |
| 3332 REV - INTEREST | (2,083) | (3,500) | - | 3,500 | #DIV/0! | #DIV/0! |
| 3334 REV - DONATIONS | (61) | (61) | - | 61 | #DIV/0! | #DIV/0! |
| TOTAL GENERAL REVENUES | (12,350) | (154,465) | (150,904) | 3,561 | (2.4%) | 8.2% |
| **TOTAL REVENUES** | (12,350) | (154,465) | (150,904) | 3,561 | (2.4%) | 8.2% |
| **EXPENSES** | | | | | | |
| **SALARIES AND BENEFITS** | | | | | | |
| SALARIES | 278,214 | 579,312 | 579,312 | - | - | 48.0% |
| HONORARIUM | 1,979 | 5,500 | 5,500 | - | - | 36.0% |
| BENEFITS | 85,178 | 164,111 | 164,111 | - | - | 51.9% |
| TOTAL SALARIES AND BENEFITS | 365,371 | 748,923 | 748,923 | - | - | 48.8% |
| **OPERATING EXPENSES** | | | | | | |
| 5000 MEETING COSTS | - | - | - | - | #DIV/0! | #DIV/0! |
| 5002 CREDIT CARD COSTS | 67 | 150 | 150 | - | - | 44.7% |
| 5012 COMPUTER SOFTWARE & SUPPORT | 26,907 | 31,180 | 31,200 | 20 | 0.1% | 86.2% |
| 5015 ADVERTISING/MARKETING/PROMO | 13,727 | 18,000 | 18,000 | - | - | 76.3% |
| 5018 TELECOMMUNICATIONS | 1,370 | 3,355 | 3,355 | - | - | 40.8% |
| 5020 MEMBERSHIP/DUES/SUBSCRIPTIONS | 24,144 | 24,236 | 22,270 | (1,966) | (8.8%) | 108.4% |
| 5021 TRAINING/SEMINARS/CONFERENCE | 14,867 | 18,240 | 18,240 | - | - | 81.5% |
| 5023 POSTAGE | 3,525 | 7,860 | 7,860 | - | - | 44.8% |
| 5025 TRAVEL-EXPENSES, MILEAGE | 6,848 | 10,000 | 10,000 | - | - | 68.5% |
| 5026 TOOLS/EQUIPMENT PURCHASE | 6,385 | 8,000 | 8,000 | - | - | 79.8% |

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**LIBRARY**
June Variance Reporting
For the Period Ending June 30, 2023

| | YTD ACTUAL | FORECAST | REVISED BUDGET* | FORECAST VARIANCE $ | FORECAST VARIANCE % | YTD % |
|---|---|---|---|---|---|---|
| 5029 R & M - EQUIPMENT | 11,232 | 14,000 | 14,000 | - | - | 80.2% |
| 5045 OFFICE SUPPLIES/EXPENSES | 1,628 | 3,500 | 3,500 | - | - | 46.5% |
| 5303 INSURANCE | 16,938 | 16,938 | 18,790 | 1,852 | 9.9% | 90.1% |
| 5308 PURCHASED SERVICES | 4,817 | 25,000 | 25,000 | - | - | 19.3% |
| 5310 CONSULTANT FEES | 5,529 | 35,000 | 35,000 | - | - | 15.8% |
| 6006 DONATION WITHDRAWAL | 61 | 61 | - | (61) | #DIV/0! | #DIV/0! |
| 6019 SUPPLIES/PROGRAM EXPENSES | 6,692 | 20,000 | 20,000 | - | - | 33.5% |
| 6020 BOOKS - HARD COPY | 95,176 | 216,000 | 216,000 | - | - | 44.1% |
| 6023 CULTURAL PROGRAMS | 12,557 | 32,000 | 32,000 | - | - | 39.2% |
| 6024 GUIDES & TOOLS | 56,527 | 62,000 | 62,000 | - | - | 91.2% |
| 6028 BOOKS - ELECTRONIC | 74,249 | 158,600 | 158,600 | - | - | 46.8% |
| **TOTAL OPERATING EXPENSES** | 383,246 | 704,120 | 703,965 | (155) | (0.0%) | 54.4% |
| **INTERDEPARTMENTAL CHARGES** | | | | | | |
| 7000 CHARGE FROM FINANCE | 31,770 | 63,543 | 63,543 | - | - | 50.0% |
| 7001 CHARGE FROM FIN-CAPITAL PLAN | 1,344 | 2,689 | 2,689 | - | - | 50.0% |
| 7005 CHARGE FROM CUSTOMER SERVICE | 10,044 | 20,088 | 20,088 | - | - | 50.0% |
| 7010 CHARGE FROM IT (OPERATING) | 232,362 | 464,720 | 464,720 | - | - | 50.0% |
| 7011 CHARGE FROM IT - V.O.I.P. | 3,540 | 7,080 | 7,080 | - | - | 50.0% |
| 7012 CHARGE FROM IT - COPIER | 3,534 | 7,071 | 7,071 | - | - | 50.0% |
| 7020 CHARGE FROM FACILITIES | 27,142 | 53,600 | 53,600 | - | - | 50.6% |
| 7030 CHARGE FROM FLEET | 11,323 | 29,217 | 29,195 | (22) | (0.1%) | 38.8% |
| 7050 CHARGE FROM HUMAN RESOURCES | 26,838 | 53,678 | 53,678 | - | - | 50.0% |
| 8300 CAPITAL - CHARGE FROM IS | 8,748 | 17,501 | 17,501 | - | - | 50.0% |
| **TOTAL INTERDEPARTMENTAL CHARGES** | 356,645 | 719,187 | 719,165 | (22) | (0.0%) | 49.6% |
| **TOTAL EXPENSES** | | | | | | |
| **PROGRAM SURPLUS/(DEFICIT)** | | | | | | |
| **TOTAL PROGRAM SURPLUS/(DEFICI** | - | - | - | - | #DIV/0! | #DIV/0! |
| | | | | | | |
| 91600 DC - LIBRARY | (64,317) | (144,660) | (152,160) | (7,500) | 4.9% | 42.3% |
| 92600 R - LIBRARIES | (280,456) | (315,456) | (315,456) | - | - | 88.9% |
| **TOTAL LIBRARY ADMINISTRATION** | 748,139 | 1,557,649 | 1,553,533 | (4,116) | (0.3%) | 48.2% |
| **BRANCH LIBRARIES** | | | | | | |
| 55070 OUTBREAK PREP | (116) | (116) | - | 116 | #DIV/0! | #DIV/0! |
| 61000 BROWNSVILLE LIBRARY | 16,917 | 37,005 | 45,405 | 8,400 | 18.5% | 37.3% |
| 61001 BURGESSVILLE LIBRARY | 33,754 | 72,644 | 82,167 | 9,523 | 11.6% | 41.1% |
| 61002 EMBRO LIBRARY | 20,721 | 38,614 | 38,379 | (235) | (0.6%) | 54.0% |
| 61003 HARRINGTON LIBRARY | 15,271 | 41,597 | 42,484 | 887 | 2.1% | 35.9% |
| 61004 INGERSOLL LIBRARY | 373,182 | 759,624 | 755,938 | (3,686) | (0.5%) | 49.4% |
| 61005 INNERKIP LIBRARY | 35,336 | 66,652 | 74,300 | 7,648 | 10.3% | 47.6% |
| 61006 MT-ELGIN LIBRARY | 20,971 | 52,508 | 59,404 | 6,896 | 11.6% | 35.3% |
| 61007 NORWICH LIBRARY | 101,663 | 217,693 | 219,479 | 1,786 | 0.8% | 46.3% |
| 61008 OTTERVILLE LIBRARY | 28,999 | 91,387 | 97,964 | 6,577 | 6.7% | 29.6% |
| 61009 PLATTSVILLE LIBRARY | 42,236 | 112,988 | 112,883 | (105) | (0.1%) | 37.4% |
| 61010 PRINCETON LIBRARY | 25,925 | 56,754 | 64,281 | 7,527 | 11.7% | 40.3% |
| 61011 TAVISTOCK LIBRARY | 103,925 | 216,870 | 217,002 | 132 | 0.1% | 47.9% |
| 61012 THAMESFORD LIBRARY | 83,861 | 203,303 | 201,129 | (2,174) | (1.1%) | 41.7% |
| 61013 TILLSONBURG LIBRARY | 322,766 | 693,209 | 665,601 | (27,608) | (4.1%) | 48.5% |
| 92600 R - LIBRARIES | - | (36,000) | (78,750) | (42,750) | 54.3% | - |
| 92605 R - OCL - FACILITIES | 58,500 | 117,000 | 117,000 | - | - | 50.0% |
| **TOTAL BRANCH LIBRARIES** | 1,283,911 | 2,741,732 | 2,714,666 | (27,066) | (1.0%) | 47.3% |

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**LIBRARY**
June Variance Reporting
For the Period Ending June 30, 2023

| | YTD ACTUAL | FORECAST | REVISED BUDGET* | FORECAST VARIANCE $ | FORECAST VARIANCE % | YTD % |
|---|---|---|---|---|---|---|
| **SPECIAL PROGRAMS** | | | | | | |
| 62006 MOBILE OUTREACH | 34,586 | 135,631 | 169,049 | 33,418 | 19.8% | 20.5% |
| 62008 HEALTHY COMMUNITIES INITIATIVE | (7,540) | - | - | - | #DIV/0! | #DIV/0! |
| 92600 R - LIBRARIES | (2,400) | (135,631) | (169,049) | (33,418) | 19.8% | 1.4% |
| TOTAL SPECIAL PROGRAMS | 24,646 | - | - | - | #DIV/0! | #DIV/0! |
| **TOTAL OCL** | 2,056,696 | 4,299,381 | 4,268,199 | (31,182) | (0.7%) | 48.2% |
| **TOTAL LIBRARY** | 2,061,462 | 4,319,381 | 4,288,199 | (31,182) | (0.7%) | 48.1% |