

DRAFT Agenda
Woodstock Public Library Board
Tuesday, September 14, 2021

Date: Tuesday, September 14, 2021
Time: 4:00 pm
Place: Via Zoom Video Conferencing
Register in advance for this meeting:
<https://us02web.zoom.us/meeting/register/tZYsdeuogDwsGtRXulYYEdY870UVD-LQUZ04>

1. Call to Order/Chairperson's Remarks

2. Indigenous Acknowledgement

The Woodstock Public Library is situated on the traditional territories of the Indigenous Peoples and covered by the Upper Canada Treaties. The Library Board (I) would like to acknowledge the history of the traditional territory on which the Library stands. We (I) would also like to respect the longstanding relationships of the local Indigenous groups, the Haudenosaunee, Lanape, and Anishinaabek of this land and place in Southwestern Ontario. We (I) would like to recognize the Indigenous communities in close proximity to the city of Woodstock: Chippewas of The Thames First Nation; Oneida Nation of The Thames; Munsee-Delaware Nation; Mississaugas of New Credit First Nation; and Six Nations of The Grand (which consists of Mohawk, Cayuga, Seneca, Onondaga, Oneida and Tuscarora Nations).

3. Approval of the Agenda

Recommendation: That the Board approves the Agenda as circulated (or following corrections or additions).

4. Declaration of Conflict of Interest

5. Minutes of the Meeting of June 8, 2021

Recommendation: That the Board approves the Minutes of the meeting of June 8, 2021, as circulated (or following corrections).

6. Business Arising from the Minutes

None

7. Delegations/Presentations

None

8. Board Education

None

9. Consideration of Correspondence

None

10. Administrative Reports

a) Monthly Report

- i) Report of the Chief Executive Officer for Summer 2021
- ii) Report of the Manager of Public Services for Summer 2021

b) Statistics

- i) Library Systems Activities for the June-August 2021

c) Policy Review

- i) Report – Diversity and Inclusion Policy
 - i. Diversity and Inclusion Policy (Draft)
 - ii. Diversity and Inclusion Action Plan (Draft)

Recommendations: That the Board approves the draft Diversity and Inclusion Policy as presented (or following corrections or changes as directed).

11. Committee Reports

a) Ontario Library Service Trustee Assembly

Verbal Update

b) Health and Safety

Minutes of the Meeting of March 26, 2021

Recommendation: That the Board receives the Minutes of the meeting of the Joint Health and Safety Committee of March 26, 2021, as information.

c) Grievance Committee

None

12. Finance

a) Treasurer's Report

Recommendation: That the DRAFT Statement of Revenues and Expenditures for the period ending August 31, 2021, and the DRAFT Summary of Trust Account for the period ending August 31, 2021, and the DRAFT Summary of the Jessie McDougall Trust Fund for the period ending August 31, 2021, be approved.

b) 2022 Library Capital and Revenue Budgets

- i) Report – Library 2022 Capital Revenue Budget
 - i. Proposed 2022 Library Capital Budget

Recommendation: That the draft 2022 Library Capital Budget be approved by the Library Board for submission to City Council.

13. Old Business

a) Library Building Expansion Feasibility Study

- i) Board Report – Library Building Expansion Feasibility Study
- ii) Attached Consultants' Report – Part 1

Recommendation: That the Board approves the recommendations contained within the CEO Board Report on the Library Building Expansion Feasibility Study – Part 1.

14. New Business

None

15. Notices of Motion

None

16. Attachments

17. Committee of the Whole In-camera

Matters related to labour relations and property

18. Next Meeting

Tuesday, October 12, 2021, 4:00 pm.

19. Adjournment

VISION

Your Destination for Discovery

MISSION

The Woodstock Public Library is a community based accessible centre that responds to changing needs by providing up-to-date resources in a welcoming environment.

Woodstock Public Library Board

DRAFT Meeting Minutes June 8, 2021

A regular meeting of the Woodstock Public Library Board was held on Tuesday, June 8, 2021, at 4:00 p.m., virtually via ZOOM technology (link provided publicly).

a) The following Board members were present:

Ken Whiteford, Chair
Mary Anne Silverthorn, Vice Chair
Brian Crockett, Trustee
Gary Wade, Trustee
Councillor Deb Tait, Trustee
Councillor Connie Lauder, Trustee

b) The following Board members sent regrets:

Mayor Trevor Birch, Trustee

c) The following persons were also present:

David Harvie, CEO
Lori Peixoto, recorder

1. Call to Order/Chairperson's Remarks

The Chair called the meeting to order at 4:00 pm.

The Chair, on behalf of the Board, offered a welcome to Mr. Brian Crockett, newly appointed Board Trustee.

The Chair also welcomed Ms. Christene Scrimgeour of Scrimgeour & Company to the meeting to present the Draft Audited Financial Statements for the Woodstock Public Library.

2. Indigenous Acknowledgement

The Woodstock Public Library is situated on the traditional territories of the Indigenous Peoples and covered by the Upper Canada Treaties. The Library Board (I) would like to acknowledge the history of the traditional territory on which the Library stands. We (I) would also like to respect the longstanding relationships of the local Indigenous groups, the Haudenosaunee, Lanape, and Anishinaabek of this land and place in Southwestern Ontario. We (I) would like to recognize the Indigenous communities in close proximity to the city of Woodstock: Chippewas of The Thames First Nation; Oneida Nation of The Thames; Munsee-Delaware Nation; Mississaugas of New Credit First Nation; and Six Nations of The Grand (which consists of Mohawk, Cayuga, Seneca, Onondaga, Oneida and Tuscarora Nations).

3. Approval of the Agenda

Motion 21-50

MOVED by C. Lauder and seconded by G. Wade to approve the Agenda.

Motion carried.

4. Declaration of Conflict of Interest

None.

5. Delegations/Presentations

a) 2020 Auditor's Report of the Woodstock Public Library

Ms. Christene Scrimgeour, Scrimgeour & Company

Ms. Scrimgeour noted that the year was not typical due to restrictions during the COVID-19 pandemic.

Ms. Scrimgeour went through the accounts in the report, page by page, allowing for opportunity for members of the Board to ask questions.

Motion 21-51

MOVED by M.A. Silverthorn and seconded by D. Tait that the 2020 Auditor's Report be accepted.

Motion carried.

6. Approval of Minutes of the Meeting of May 11, 2021

Motion 21-52

MOVED by G. Wade and seconded by C. Lauder to approve the Minutes of the Meeting of May 11, 2021.

Motion carried.

7. Business Arising from the Minutes

None.

8. Board Education

None.

9. Consideration of Correspondence

None.

10. Administrative Reports

a) Monthly Report

i. Report of the Chief Executive Officer for June, 2021

The CEO reported that Netflix producers of the series Locke & Key had been working in the Library all day, and would commence filming on Wednesday, with the striking of sets on Thursday and Friday. The Library would be closed to staff and the public on Wednesday, during filming.

K. Whiteford remarked on how impressed the second floor looked while touring to see the work that had been done in preparation of filming.

The CEO noted that with the provincial release of the phased re-opening roadmap, there would be no real change in current library services until at least Step 2.

The CEO updated the Board on staff meeting with Dysart & Jones regarding expansion, and that the consultants would include those outcomes in their report to the Board.

The CEO announced that the Library's night cleaner, Don Carter, had resigned his position with the Library at the end of May, 2021. The posting for the vacant position would occur in the next few weeks.

The CEO noted that the Library had implemented Fines Free on June 1, 2021, and that immediate public response was positive.

ii. Report of the Manager of Public Services for April, 2021

The CEO reported that both Oxford Reads and the Summer Reading Program would both be virtual this year.

b) Statistics: Library Systems Activities

The CEO noted that the drop in numbers were not unexpected due to the nicer weather and the stay-at-home orders during the pandemic.

c) Policy Review

None.

11. Committee Reports

a) Southern Ontario Library Service Trustee Council

None.

b) Health and Safety

None.

c) Grievance

None.

12. Finance

a) Treasurer's Report

Motion 21-53

MOVED by D. Tait and seconded by C. Lauder that the DRAFT Statement of Revenues and Expenditures for the period ending May 31, 2021, and the DRAFT Summary of Trust Account for the period ending May 31, 2021, and the DRAFT Summary of the Jessie McDougall Trust Fund for the period ending May 31, 2021, be approved.

Motion carried.

13. New Business

a) Library Management Software – ILS Report

The CEO explained how the Library's current software system operates from the patron database, the bibliographic database, and the public-facing catalogue, as well as our license status with the consortium. Based on decisions made within the consortium, there will be budgetary impacts next year. The CEO felt it was appropriate to make Board aware of that now.

14. Notices of Motion

None.

15. Attachments

None.

16. Committee of the Whole In-camera

Matters related to labour relations & property

Motion 21-54

MOVED by B. Crockett and seconded by M.A. Silverthorn that the Board moves into Committee of the Whole In-camera at 4:41 pm.

Motion carried.

Motion 21-55

MOVED by C. Lauder and seconded by M.A. Silverthorn that the Board moves out of Committee of the Whole In-camera at 5:49 pm.

Motion carried.

Motion 21-56

MOVED by G. Wade and seconded by B. Crockett that the Board approves the Agenda for the Meeting of the Committee of the Whole In-camera.

Motion carried.

Motion 21-57

MOVED by C. Lauder and seconded by M.A. Silverthorn that the Board approves the Minutes of the Committee of the Whole In-camera for May 11, 2021.

Motion carried.

Motion 21-58

MOVED by M.A. Silverthorn and seconded by B. Crockett that the Board appoints Human Resources, City of Woodstock, as the Board's chief negotiators and spokespersons for upcoming negotiations with CUPE Local 1146 – Library Unit.

Motion carried.

Motion 21-59

MOVED by B. Crockett and seconded by G. Wade that on behalf of the Board, the Chair of the Board be authorized to sign the Terms of Reference Agreement

for pay equity with CUPE Local 1146 – Library Unit upon submission by the Library's pay equity consultant.

Motion carried.

17. Next Meeting

Tuesday, September 14, 2021, 4:00 pm.

M.A. Silverthorn reminded members of the Board that the appreciation lunch has been re-scheduled for July 22, 2021, tentative to provincial re-opening. The information had gone out to Library staff.

18. Adjournment

MOVED by Councillor Lauder that the meeting adjourn at 5:56 pm.

Vision

Your Destination for Discovery

Mission

A welcoming place to create, connect and explore.



Subject: CEO Report for Summer, 2021

Action: For Information

Prepared by: David I. Harvie

Meeting of: 14 September 2021

Contribute Vibrant Spaces

Consultants from Dysart & Jones completed Part One of the Library Building Expansion Study. The project architects met with Library staff on August 16th to receive feedback and comments on the conceptual drawings of a new expanded building.

Lindsay Harris, Manager of Operations, continues to work with the Ontario Library Consortium (OLC) and SirsiDyinx to migrate our library database into the OLC union catalogue. The migration will take place in mid-November, 2021. She is also completing preliminary work with OLC and BiblioCommons for our implementation of the BiblioCommons discovery layer for our online public access catalogue (OPAC) by the end of 2021.

The Carnegie portion of the building remains under scaffold and tarp as brick re-appointing and repair continues.

Strengthen Our Community

In accordance with the Provincial Government's COVID-19 Roadmap to Reopening, the Library re-opened to the public on July 5th under Stage 2 restrictions. The Library re-implemented its "Browse, Borrow & Go!" service model with a building capacity of 30. With the province's move into Stage 3, the Library increased the building capacity to 50 and introduced access to a limited number of public Internet stations, printing, photocopying, and microfiche reader. All patrons are required to wear face coverings and maintain social distancing while in the building. On August 5th, the Library discontinued the requirement to quarantine returned library materials in accordance with provincial Stage 3 guidelines. On September 1st, the province announced that proof of vaccination will become mandatory in select settings starting September 22nd. The vaccine certificate system will cover "higher-risk" indoor spaces where masks can't be worn at all times (e.g. restaurants, bars, nightclubs, conference centres, sporting events, casinos, bingo halls, concerts, etc.). Proof of vaccination to enter a public library will not be required under new requirements.

Library usage has returned to levels of activity as seen in March, 2021, during the Orange level pandemic restrictions. There was a doubling of circulation and an increase of in-person visits by a factor of 4 from June to July, 2021, due to the move from curbside service to reopening the building.

Library usage in August declined slightly from the previous two months due to a sharp decrease in social media interaction. This decrease is likely due to a decrease in digital programming in August, and the very typical late-August slump when families are more focused on back-to-school preparation rather than library activities. Both print and digital circulation continued to climb in July-August. Most exciting is the sharp rise in active users in August to 11,505. This is the highest number of active users in any month since November, 2020. All user types saw an increase in membership. This increase may be a direct outcome of the elimination of overdue fines on June 1st.

An analysis of collection use by audience during the pandemic shows the typical 60% - 30% split between Adult and Children materials circulation. This behavior is consistent with pre-COVID activity. This suggests that caregivers are not hesitant in bringing their children to the Library. The overall decline in library activity can be explained by a reduction in accessibility due to curbside service, and a general overall caution on the part of the public. It appears that the Library still remains a safe place in the mind of our patrons.

The Library launched two in-person programs in August. Walking Wonders is a story-time for infants and their caregivers that begins outside the Library with a stroller walk, and ends with songs, rhymes and stories at a nearby park. The Lawn Chair Adult Book Club was begun on August 10th in the Library's green space. Both programs are held weather permitting and require participants to maintain social distancing.

The Library CEO attended the Oxford Community Foundation's Annual General Meeting on June 23rd via Zoom. The Library recently received \$500 from the Ross & Fran McElroy Fund to support the Library's shift to online programming for children. The grant was used to purchase the Little Readers Book Club story-time program. This online club is designed for pre-school children to read 1,000 books with their caregivers before they enter Kindergarten.

Reinforcing Our Capabilities

Mr. Greg McDowell was hired as the Library's new maintenance assistant/cleaner on August 3rd.

Librarians Jim Seale and Ellen Rabie resigned their part-time positions in July, and Elise Schofield resigned her position in August. Mr. Seale accepted a full-time position as a Programming and Community Outreach Librarian at Huron County Library in Clinton, Ms. Rabie accepted a full-time position as the Community Librarian at the Ingersoll branch of the Oxford County Library, and Ms. Schofield moved to Sault Ste. Marie Public Library to a full-time role. We wish them all the best in their new roles. A search for their replacements has begun.

Page Sydney Hooper submitted her resignation in August. She embarks on her post-secondary education at Guelph University.

The application for the annual Public Library Operating Grant from the Province was completed and submitted in July. The Grant should be received sometime in the Fall.

Library staff completed job analysis questionnaires as part of the Library's Pay Equity review in July. The questionnaires have been reviewed by supervisors and will next go to the Joint Job Evaluation Committee for review in mid-September.

The Todd's Dogs food truck was onsite July 22nd and provided a free lunch to Library staff as a thank you from the Board for staff's hard work through the pandemic.

Respectfully Submitted,

David I. Harvie
Chief Executive Officer



Subject: Public Services Report for Summer, 2021

Action: For Information

Prepared by: Darlene Pretty, Manager of Public Services

Meeting of: September 14, 2021

Contribute Vibrant Spaces

It was a very busy summer with programs for children, teens and adults, including our first in-person programs since the beginning of COVID-19. We had incredible participation in our Take & Make craft programs for children this summer. Not only were all of the craft kits distributed, but we had many more participants view the YouTube instructions for each program. Craft program attendance was up 433% over last summer which demonstrates the excellent programming staff are creating for children and our virtual online presence.

Our first annual Writing Contest for Children was a huge success. Our guest judge was children's author, Vikki VanSickle, and the winner of the writing contest was a very happy Desmond. Children's staff also drew the winners for our TD Summer Reading program. To be entered in the draw, participants had to complete all of the challenges. The winners were:

Preschool: Maeve McGinnis
Grade 1-3: Ava Knox
Grade 4-6: Liam Jolicoeur
Teen: Kaelyn Yungblut

Throughout August and September we are again offering Walking Wonders. This drop in program features parents walking with their babies to a nearby park for a baby storytime with Children and Teen librarian, Heather Mathers. We are able to safely offer this outdoor program with masks for the parents and social distancing. This is a particularly wonderful program for new parents that have been very isolated during the pandemic.

In August, Information Services librarian, Susan Earle, marketed our afternoon adult book club as a lawn chair book club on the library east lawn. Participants were so happy to be meeting again in person to share their love of books with others safely and social distanced. We will be offering this again in September and October.

Strengthen Our Community

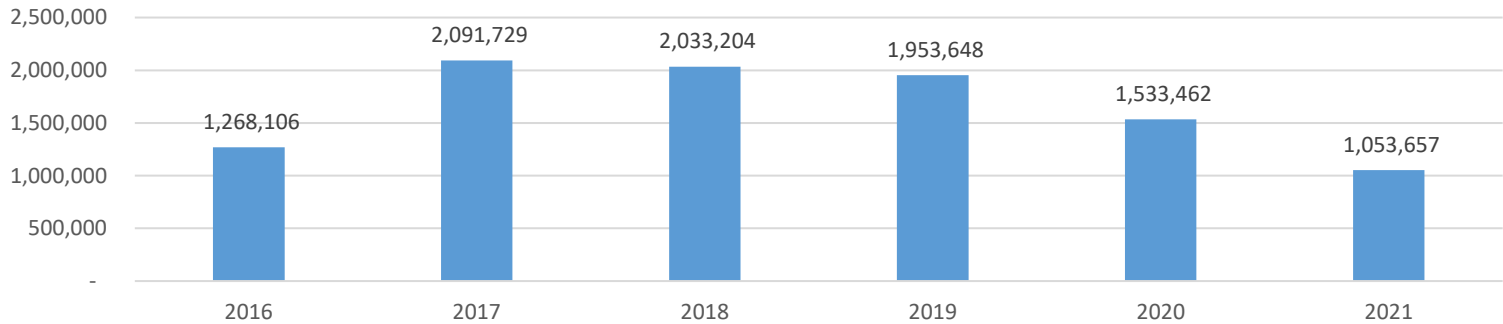
This summer, the Library applied and was granted a \$500 dollar grant from the International Dyslexia Association to purchase decodable books for children with dyslexia. Information Services librarian, Amy Coles, has begun purchasing these books which will make our children's fiction collections more accessible and inclusive for children with dyslexia. She is also working on many activities to promote Dyslexia Awareness month in October.

Reinforce Our Capabilities

I would like to welcome two new part time staff members to Public Services. Amanda Pemberton comes to us from the Halton Catholic School Board and will be a welcome addition to the children and teen programming team. The adult team welcomes Natalie Haid, who was the Makerspace librarian at Midland Public Library. Both bring creative experience, ingenuity, and collection knowledge to WPL.

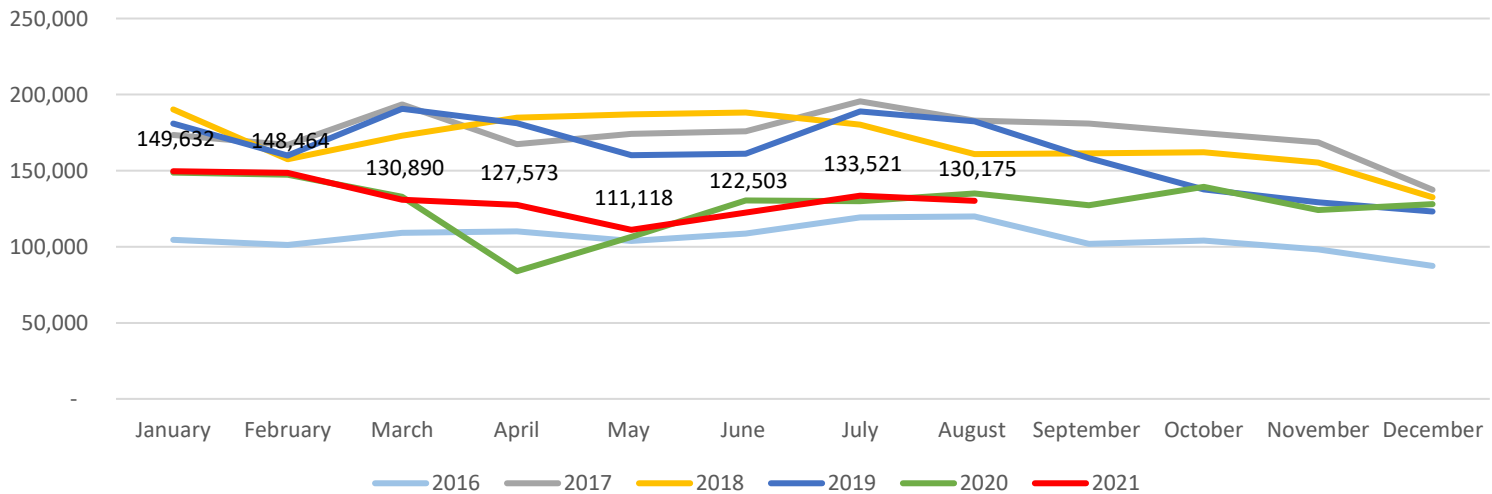


Total Library Uses 2016 - present

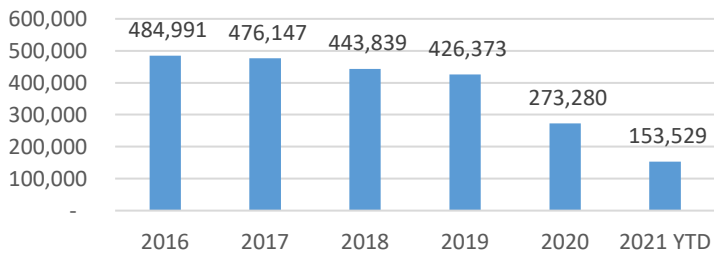


2021	Total Circulation	In Person Visits	Electronic Visits	Social Media Engagments	Program Attendance	Public Computer Use	WIFI Access	Database Searches	Total Library Uses
January	17,569	1,977	81,198	42,124	985	-	671	5,108	149,632
February	16,092	3,958	65,596	56,353	1,263	-	582	4,620	148,464
March	22,666	11,261	60,037	27,315	1,286	189	853	7,283	130,890
April	17,264	2,069	68,532	31,897	1,379	12	619	5,801	127,573
May	15,180	2,333	66,279	20,404	1,222	-	530	5,170	111,118
June	13,889	2,444	65,737	33,337	1,411	-	633	5,052	122,503
July	24,176	10,177	61,791	28,511	1,245	139	654	6,609	133,302
August	26,693	11,806	62,930	20,552	1,399	177	739	5,879	130,175
September									-
October									-
November									-
December									-
September									-
October									-
November									-
December									-
TOTAL	153,529	46,025	532,100	260,493	10,190	517	5,281	45,522	1,053,657

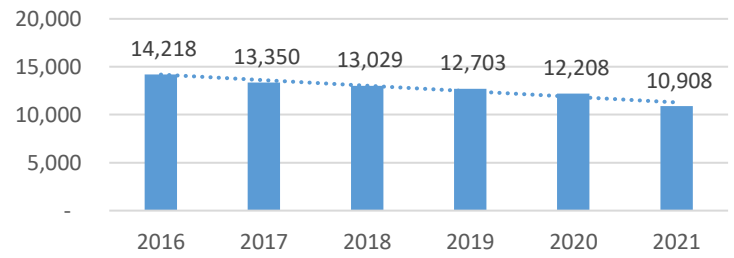
Total Library Uses by Month 2016 - Present



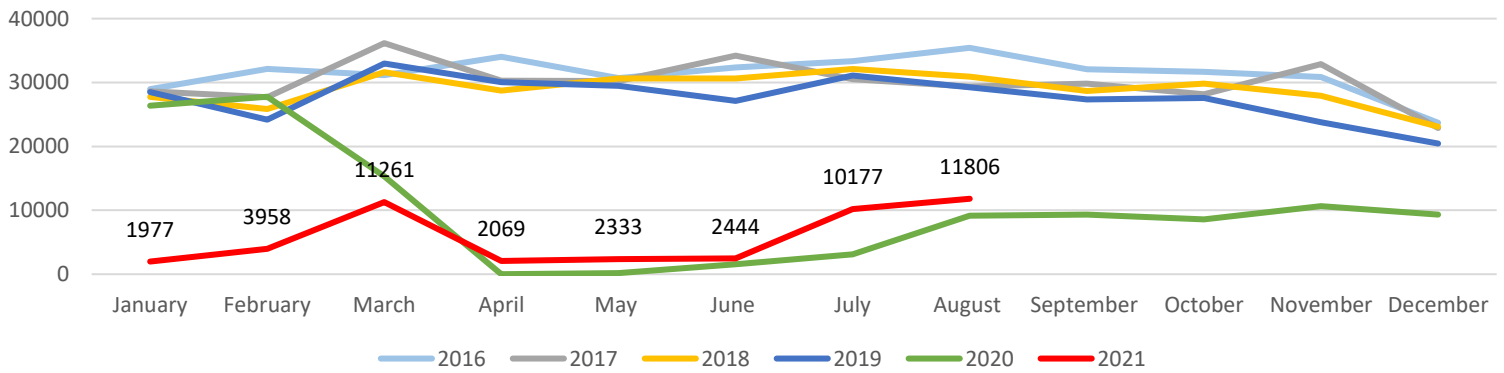
Annual Library Circulation Total 2016-2021



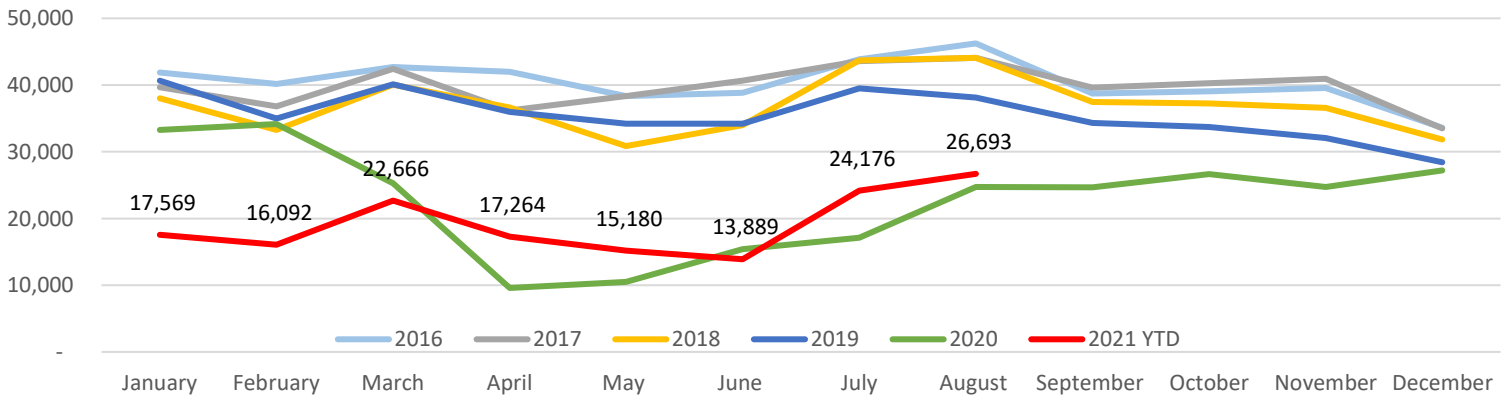
Monthly Average Active Users Count 2016-2021 YTD



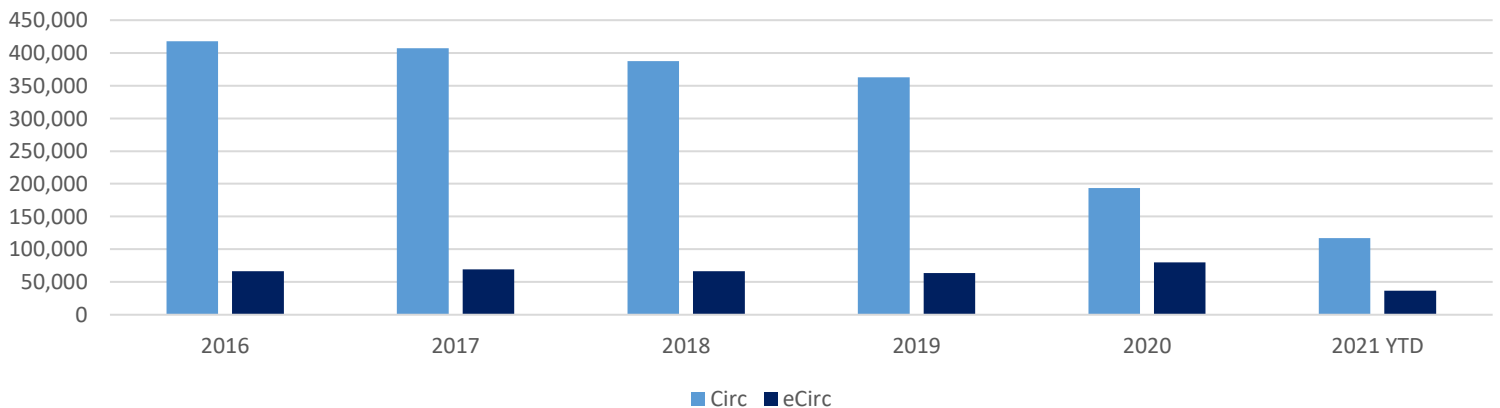
In Person Visits - 2016-2021



Total Circulation by Month - 2016-Present (Physical & Digital)



Annual Circulation by Type 2016-Present





Subject: Diversity and Inclusion Policy

Action: For Review and Approval of the Board

Prepared by: David I. Harvie, Chief Executive Officer

Meeting of: 14 September 2021

Recommendations

1. Review and approve the draft Diversity and Inclusion Policy.

Summary

The issues of diversity, equity and inclusion have been recently brought to the forefront of the public agenda. The stress of the pandemic has illustrated the inequalities and inequities in our society. The recent startling discoveries of unmarked graves of First Nations children at former residential schools reminds us of a long and continuing history of broken promises and mistreatment toward Indigenous peoples in our country.

Discussion

The proposed policy and action plan provides a framework for the Woodstock Public Library to implement services and programs that reflects the Library's commitment to diversity, equity and inclusion. The Woodstock Public Library is well placed in the community to assist residents in understanding more about the inequalities in our society, and specifically to assist patrons to learn more about Truth and Reconciliation, through our collections, programs and staff.

Respectfully Submitted,

David I. Harvie,
Library CEO



Woodstock Public Library Policy

Policy Name: Diversity and Inclusion Policy

Category: Library Services

Version: 23 August 2021

POLICY STATEMENT AND RATIONALE

The Woodstock Public Library believes that a diverse society is central to our community's identity and that libraries have a responsibility to contribute to a culture that recognizes diversity and fosters social inclusion. The Woodstock Public Library recognizes and affirms the dignity of those it serves regardless of heritage, education, race, income, religion, gender, age, sexual orientation, gender identity, physical or mental capabilities. We strive to embrace cultural humility as a key foundation to our approach. The Woodstock Public Library places high value upon community diversity and inclusive environments that are respectful and welcoming to all.

SCOPE

This policy shall apply to all Board members, staff and volunteers of the City of Woodstock Public Library in their dealings with any members of the public.

DEFINITIONS

In reading and interpreting this policy, the following definitions shall apply:

'Cultural humility' means the process of self-reflection to understand personal and systemic biases and to develop and maintain respectful processes and relationships based on mutual trust.

'Diversity' means the range of human differences including but not limited to heritage, education, race, income, religion, gender, age, sexual orientation, gender identity, physical or mental capabilities.

'Inclusion' means the act of creating environments in which any individual or group can feel welcomed, valued, respected, supported and can fully participate. An inclusive and welcoming culture embraces differences and shows respect in words and actions for all people.

'Library' means the Woodstock Public Library.

POLICY, PROCEDURE AND IMPLEMENTATION

1.0 Responsibility

- 1.1 The CEO is responsible for implementing the appropriate procedures in order to ensure that the Library patrons, volunteers and staff understand and adhere to the intent of this policy.

2.0 Scope

- 2.1 Establish, implement and maintain a diversity and inclusion plan which will identify goals and activities that integrate diversity, inclusion and anti-racism practices and principles into all of the Library's activities and prevent and remove barriers that may exist.

3.0 Key Actions

- 3.1 Support and uphold the work of the staff to initiate, advise and support appropriate actions related to diversity and inclusion in the Library.
- 3.2 Create and maintain a working and learning environment that respects and values the rights and dignities of all individuals and where harassment and discrimination are not tolerated.
- 3.3 Review and develop recruitment and hiring practices that attracts a talented workforce that is broadly reflective of the community.
- 3.5 Identify on an ongoing basis organizations that reflect the diverse demographic of our community and actively seek opportunities to build partnerships and relationships with these organizations.
- 3.6 Welcome partnerships with diverse individuals and community groups to provide content and programming to inspire and enrich the community.
- 3.7 Develop and build on staff education and awareness of diversity and inclusion.
- 3.8 Develop and maintain inclusive collections that support community needs and uphold intellectual freedom principles.
- 3.9 Ensure inclusive communication is used for both internal and external resources.

4.0 CFLA Position Statement on Diversity & Inclusion

4.1 The Canadian Federation of Library Associations (CFLA-FCAB) believes that a diverse and pluralistic society is central to our country's identity. Libraries have a responsibility to contribute to a culture that recognizes diversity and fosters social inclusion.

Libraries strive to deliver inclusive service. Canada's libraries recognize and energetically affirm the dignity of those they serve, regardless of heritage, education, beliefs, race, religion, gender, age, sexual orientation, gender identity, physical or mental capabilities, or income.

Libraries understand that an acceptance of differences can place individual and collective values in conflict. Libraries are committed to tolerance and understanding. Libraries act to ensure that people can enjoy services free from any attempt by others to impose values, customs or beliefs.

DOCUMENT REVISION RECORD

Developed By: D. Pretty, Manager of Public Services
Date: 23 August 2021
Adoption Date:
Effective:
Resolution No.: 21-??
Review Cycle: Once Per Term
Last Reviewed: 14 September 2021



Diversity and Inclusion Action Plan

Principle of Statement

The Woodstock Public Library believes that a diverse society is central to our community's identity, and that libraries have a responsibility to contribute to a culture that recognizes diversity and fosters social inclusion.

The Woodstock Public Library recognizes and affirms the dignity of those it serves regardless of heritage, education, race, income, religion, gender, age, sexual orientation, gender identity, physical or mental capabilities. The Library strives to embrace cultural humility as a key foundation to our approach.

The Woodstock Public Library places high value upon community diversity and inclusive environments that are respectful and welcoming to all. The Library acknowledges its responsibility to promote respectful dialogue and nurture a culture that values diversity and fosters social inclusion.

Action Steps

The Library will work to achieve equity in our community by:

- a) Accepting, respecting and celebrating differences.
- b) Recognizing and addressing systemic injustices that remain in place and by removing barriers in our processes, policies, programs and services.
- c) Making diversity and inclusion a priority in planning and decision making.
- d) Developing and maintaining inclusive collections that support community needs and uphold intellectual freedom principles.

- e) Seeking meaningful engagement, dialogue and collaboration with marginalized individuals and members of underrepresented groups to shape and inform library programs, services, policies and practices.
- f) Identify on an ongoing basis organizations that reflect the diverse demographic of our community, and actively seek opportunities to build partnerships and relationships with these organizations.
- g) Delivering programs created by and for marginalized and underrepresented groups.
- h) Recognizing and building relationships with individuals and organizations implementing best practices in equity and inclusion.
- i) Facilitating collaboration and communications with community organizations and agencies to improve and enhance library services to diverse communities.
- j) Welcoming partnerships with diverse individuals and community groups, providing content and programming to inspire and enrich the community.
- k) Providing ongoing learning that facilitates equity and inclusion at individual, organizational and community levels.
- l) Developing and building on staff education and awareness of diversity and inclusion.
- m) Reviewing and developing recruitment and hiring practices that attracts a talented workforce that is broadly reflective of the community.

14 September 2021

DRAFT Minutes
Woodstock Public Library
Joint Occupational Health & Safety Committee
March 26, 2021

Employer Representative: Darlene Pretty, Manager of Public Services

Employee Representatives: Joe Wachowiak, Building Maintenance Supervisor
Janet Smith, Circulation Clerk

Recorder: Lori Peixoto, Administrative Assistant

The meeting of the Joint Health & Safety Committee was called to order on Friday, March 26, 2021, at 10:04 a.m.

1. Minutes of the Meeting of December 18, 2021

The Minutes of the Joint Health & Safety Committee meeting of December 18, 2020, were approved.

Discussion was had regarding floor mats, and issues brought forth at the previous meeting have since resolved.

2. Workplace Inspections

a) Inspection of December 29, 2020

No hazards reported.

b) Inspection of January 27, 2021

No hazards reported.

c) Inspection of February 25, 2021

No hazards reported.

3. Branch Concerns

a) Email to Library Employees, dated December 21, 2021

Re: Provincial Lockdown

b) Email to Library Employees, dated January 5, 2021

Re: Curbside Changes

- c) Email to Library Employees, dated January 13, 2021**
Re: 2nd Provincial State of Emergency Announcement
- d) Email to Library Employees, dated February 9, 2021**
Re: Recent Provincial Announcement re: Re-opening
- e) Email to Library Employees, dated February 11, 2021**
Re: Library Update – 11 Feb 2021
- f) Email to Library Employees, dated February 17, 2021**
Re: Re-opening of the Library to the Public

All above emails to Library employees were COVID-related updates. There were no questions or concerns from Committee members.

4. Injuries/Lost Time Report

There were no injuries or lost time reported during this period.

5. Reporting Workplace Hazards – Review

Ms. Pretty noted that according to the Act, all employees are responsible for reporting workplace hazards. An employee is to notify their supervisor of any potential hazards, and if their supervisor is not available, report to any member of the Joint Health & Safety Committee and the person in charge (PIC), followed by an email to their supervisor.

6. COVID-19 Update

An update was provided by Ms. Pretty, and discussion was had regarding the current status at the date of this meeting. Ms. Pretty noted that the Library's CEO continues to attend weekly Public Health update meetings.

7. Quarantining Money vs Library Materials

Discussion was had regarding the process of quarantining items coming into the Library. There was concern that Library staff would accept cash payments without a quarantine period, but materials were part of a different process – being in quarantine for six days. Ms. Pretty noted that it would be discussed at the next Management Meeting.

8. Meeting Dates for 2021

The following dates were confirmed for meetings of the Joint Health & Safety Committee for the remainder of 2021:

Friday, June 25th at 10:00 am
Friday, September 24th at 10:00 am
Friday, December 17th at 10:00 am

9. Staff Room

The CEO asked for the Committee to discuss the number of employees that could safely sit in the staff room for breaks.

Ms. Smith indicated that with one person sitting in the staff room for their break, it would be appropriate for an additional person to enter long enough to heat their food in the microwave.

Discussion was had among the group, and it was noted that data has been reported that community spread has occurred due to improper distancing in employee lunch rooms. It is, therefore, recommended by the Committee to allow only one (1) person to be taking break in the lunch room at any time.

10. Next Meeting

The next meeting of the Joint Health & Safety Committee is scheduled for Friday, June 25, 2021, at 10:00 am.

The meeting of the Joint Health & Safety Committee adjourned at 10:30 am.

**WOODSTOCK PUBLIC LIBRARY
STATEMENT OF REVENUE AND EXPENDITURES
JUNE-AUGUST 2021**

REVENUES	2021 BUDGET	PREVIOUS PERIOD YTD	JUN-AUG	YEAR TO DATE	BALANCE TO BE RAISED	% RAISED
1000-63076-0000 Service Ontario Funding	\$ -	-	-	-	-	#DIV/0!
1000-63082-0000 Province of Ontario	\$ 54,860.00	-	-	-	54,860.00	0.00%
1000-63090-0000 Community Employment Centre	\$ -	-	-	-	-	#DIV/0!
1000-69701-0000 Donations	\$ 16,000.00	655.00	683.83	1,338.83	14,661.17	8.37%
1000-69702-0000 Photocopying	\$ 3,500.00	200.40	257.15	457.55	3,042.45	13.07%
1000-69703-0000 Fines, Fees	\$ 10,000.00	1,885.85	94.40	1,980.25	8,019.75	19.80%
1000-69704-0000 Record/Book Sales	\$ -	-	-	-	-	#DIV/0!
1000-69705-0000 Gift Shop Sales	\$ 500.00	5.00	25.00	30.00	470.00	6.00%
1000-69706-0000 Interest Earned	\$ 1,000.00	89.20	57.98	147.18	852.82	14.72%
1000-69707-0000 Non-resident fee	\$ 5,000.00	2,025.00	1,260.00	3,285.00	1,715.00	65.70%
1000-69708-0000 Miscellaneous	\$ 1,000.00	1,960.03	-	1,960.03	(960.03)	196.00%
1000-69709-0000 Programmes	\$ -	-	-	-	-	#DIV/0!
1000-69710-0000 Room Rental	\$ -	-	7,601.34	7,601.34	(7,601.34)	#DIV/0!
1000-69715-0000 Ontario-Pay Equity	\$ 5,310.00	-	-	-	5,310.00	0.00%
1000-69717-0000 Lost/Damaged Items	\$ 3,000.00	922.65	311.70	1,234.35	1,765.65	41.15%
1000-69718-0000 Prior Year Surplus	\$ -	-	-	-	-	#DIV/0!
1000-69720-0000 Transfer from Dev Charges	\$ 63,280.00	-	-	-	63,280.00	0.00%
1000-69721-0000 Library - Grants - Miscellaneous	\$ -	-	500.00	500.00	(500.00)	#DIV/0!
1000-69723-0000 Tfr from Consultants Services Reserve	\$ 105,000.00	-	-	-	105,000.00	0.00%
1000-69724-0000 Tfr from Automation Reserve	\$ 56,800.00	-	-	-	56,800.00	0.00%
1000-69725-0000 Revenue Wireless HotSpot Levy	\$ -	-	-	-	-	#DIV/0!
	\$ 2,588,410.00	-	-	-	2,588,410.00	0.00%
TOTAL REVENUES	\$2,913,660.00	\$ 7,743.13	\$ 10,791.40	\$ 18,534.53	\$ 2,895,125.47	0.64%

EXPENDITURES	BUDGET	PREVIOUS PERIOD YTD	JUN-AUG	YEAR TO DATE	BALANCE TO BE SPENT	% SPENT
1000-83610-0101 Salaries & Wages, Regular	\$ 1,009,490.00	\$ 387,111.13	\$ 268,957.57	\$ 656,068.70	\$ 353,421.30	64.99%
1000-83610-0102 Salaries & Wages, Overtime	\$ 1,590.00	91.25	73.00	164.25	1,425.75	10.33%
1000-83610-0103 Salaries & Wages, Part Time	\$ 641,820.00	179,688.75	125,323.55	305,012.30	336,807.70	47.52%
1000-83610-0104 Salaries & Wages, Shift Premium	\$ 11,120.00	3,014.05	1,924.15	4,938.20	6,181.80	44.41%
1000-83610-0105 Vacation Pay	\$ 90,000.00	22,215.08	14,667.46	36,882.54	53,117.46	40.98%
1000-83610-0108 Lieu Pay	\$ 2,400.00	-	-	-	2,400.00	0.00%
1000-83610-0121 Other Wages	\$ -	-	-	-	-	#DIV/0!
1000-83610-0150 O.M.E.R.S.	\$ 138,450.00	54,037.54	33,810.99	87,848.53	50,601.47	63.45%
1000-83610-0151 C.P.P.	\$ 75,830.00	32,755.66	18,298.53	51,054.19	24,775.81	67.33%
1000-83610-0152 E.I.	\$ 28,660.00	13,252.46	7,192.60	20,445.06	8,214.94	71.34%
1000-83610-0154 Employers Health Tax	\$ 34,790.00	13,029.49	8,142.52	21,172.01	13,617.99	60.86%
1000-83610-0158 Insurance, EHC, LTD	\$ 111,750.00	30,757.10	51,732.61	82,489.71	29,260.29	73.82%
1000-83610-0171 Workers' Compensation Insurance	\$ 4,330.00	1,870.79	1,169.08	3,039.87	1,290.13	70.20%
1000-83610-0172 Travel & Mileage	\$ 2,500.00	-	-	-	2,500.00	0.00%
1000-83610-0198 Pay in Lieu of Benefits	\$ 26,960.00	8,379.57	5,354.23	13,733.80	13,226.20	50.94%
1000-83610-0300 Materials/Repairs/Maintenance	\$ 1,500.00	-	-	-	1,500.00	0.00%
1000-83610-0301 Audit Fees	\$ 1,500.00	-	-	-	1,500.00	0.00%
1000-83610-0306 Union Negotiation	\$ 50,000.00	-	-	-	50,000.00	0.00%
1000-83610-0308 Repairs & Mtce. - Buildings	\$ 38,000.00	10,572.12	8,252.60	18,824.72	19,175.28	49.54%
1000-83610-0309 Caretaking Supplies	\$ 8,500.00	4,552.06	2,127.36	6,679.42	1,820.58	78.58%
1000-83610-0310 New Equipment	\$ 5,500.00	-	178.05	178.05	5,321.95	3.24%
1000-83610-0311 Equipment Repairs & Service	\$ 4,000.00	164.38	-	164.38	3,835.62	4.11%
1000-83610-0312 Printing & Office Supplies	\$ 10,000.00	2,018.53	1,522.55	3,541.08	6,458.92	35.41%
1000-83610-0313 Subscriptions & Memberships	\$ 3,000.00	391.38	1,550.00	1,941.38	1,058.62	64.71%
1000-83610-0314 Postage and Express	\$ 4,500.00	618.73	269.38	888.11	3,611.89	19.74%
1000-83610-0315 Advertising	\$ 21,450.00	6,188.00	3,767.31	9,955.31	11,494.69	46.41%
1000-83610-0318 Board Development	\$ 2,000.00	356.48	300.00	656.48	1,343.52	32.82%
1000-83610-0321 Cost of Photocopying	\$ 6,500.00	1,271.38	1,371.80	2,643.18	3,856.82	40.66%
1000-83610-0322 Unallocated Visa	\$ -	-	-	-	-	#DIV/0!
1000-83610-0331 Staff Development	\$ 10,000.00	1,574.72	(648.83)	925.89	9,074.11	9.26%
1000-83610-0350 Telephone	\$ 8,000.00	1,963.40	2,113.84	4,077.24	3,922.76	50.97%
1000-83610-0351 Electricity	\$ 38,000.00	4,854.83	5,982.74	10,837.57	27,162.43	28.52%
1000-83610-0352 Heat	\$ 12,500.00	4,785.25	2,986.83	7,772.08	4,727.92	62.18%
1000-83610-0353 Water	\$ 2,500.00	448.75	391.05	839.80	1,660.20	33.59%
1000-83610-0370 Software & Liscensing	\$ 64,110.00	52,967.26	1,924.35	54,891.61	9,218.39	85.62%
1000-83610-0383 Consultant Services	\$ 55,000.00	6,563.72	5,790.62	12,354.34	42,645.66	22.46%
1000-83610-0393 Purchased Services	\$ 3,000.00	43.27	64.00	107.27	2,892.73	3.58%
1000-83610-0399 Miscellaneous	\$ 1,000.00	-	20.29	20.29	979.71	2.03%
1000-83610-0429 Computer Maintenance & Supplies	\$ 70,000.00	19,843.30	4,488.89	24,332.19	45,667.81	34.76%
1000-83610-0613 Library Materials	\$ 233,090.00	81,930.86	49,341.73	131,272.59	101,817.41	56.32%
1000-83610-0620 Professional Aids	\$ 1,000.00	-	-	-	1,000.00	0.00%
1000-83610-0621 Periodicals	\$ 10,500.00	(612.56)	5,657.50	5,044.94	5,455.06	48.05%
1000-83610-0625 Covers and Repairs	\$ 14,820.00	19.69	414.72	434.41	14,385.59	2.93%
1000-83610-0626 Cataloguing/Processing	\$ 35,000.00	20,435.88	4,529.23	24,965.11	10,034.89	71.33%
1000-83610-0627 Programmes	\$ 4,000.00	961.99	935.76	1,897.75	2,102.25	47.44%
1000-83610-0634 Standing Orders	\$ 10,000.00	7,016.44	1,388.15	8,404.59	1,595.41	84.05%
1000-83610-0635 Inter-Library Loans	\$ 5,000.00	593.45	731.45	1,324.90	3,675.10	26.50%
1000-83610-0363 Carnegie Centary Programs	\$ -	-	-	-	-	#DIV/0!
1000-83610-0723 Prov. For Consulting Reserve	\$ -	-	-	-	-	#DIV/0!
1000-83610-0728 Prov. For Automation Reserve	\$ -	-	-	-	-	#DIV/0!
1000-83610-0783 Prov. For Salaries	\$ -	-	-	-	-	#DIV/0!
TOTAL EXPENDITURES	\$ 2,913,660.00	\$ 975,726.18	\$ 642,097.66	\$ 1,617,823.84	\$ 1,295,836.16	55.53%

WOODSTOCK PUBLIC LIBRARY
SUMMARY OF TRUST ACCOUNT - # 0180-53012-0000
JUNE TO AUGUST, 2021

Balance - June 1, 2021	(\$967,983.05)
Add: Revenue	\$10,791.40
Less: Expenses	(\$157,183.98)
Payroll	(\$484,913.68)
Balance - August 31, 2021	<u>(\$1,599,289.31)</u>
Levy to be applied	\$2,588,410.00
Levy Adjusted Balance	<u>\$989,120.69</u>

SUMMARY OF JESSIE MCDUGALL
TRUST FUND - # 0180-53014-0000
Year to Date
JUNE TO AUGUST, 2021

Balance - June 1, 2021	\$12,569.18
Add: Bank Interest	\$25.36
Balance - August 31, 2021	<u>\$12,594.54</u>



Subject: 2022 Revenue Fund & 2022-2026 Capital Budgets

Action: For Review and Approval of the Board

Prepared by: David I. Harvie, Chief Executive Officer

Meeting of: 14 September 2021

Recommendations

- Approve the proposed changes to the Library Capital Budget for 2022-2026 that includes the following:
 - \$40,000 for the development of a new strategic plan for the Library in 2024.
 - An estimate of \$12 Million be earmarked for the building of an addition to the current library building in 2026.
 - \$50,000 for library automation replacement software be removed from the 2022 Capital Budget.

Summary

On August 17, the City CAO issued a memorandum of timelines and process of the City's 2022 Budgets. The City refers to its annual operating budget as the "Revenue Fund", and organizes its capital budgets into 4 year blocks.

The deadline for submission of the Capital Budget to City Treasury is **Friday October 8, 2021**. This requires the Library Board to approve its capital budget submission at its September 14th Board meeting. The City defines capital projects as *"those that have a life exceeding one year, cost at least \$5,000 and result in the acquisition of a capital asset such as new equipment, or extend the life of an existing asset."* Departments and boards have been reminded to consider the ongoing impact of the pandemic, and its impacts on revenue income (e.g. slots machine revenue).

The 2022-2026 Forecast Capital Budget will be distributed to City Council with an overview presentation made by the CAO & Treasurer, on November 18, 2021. City Council will review the 2022 Capital Budget on November 23rd and November 25th, with approval on December 9, 2021.

The deadline for the 2022 Revenue Fund (Operating) Budget submission to City Treasury has been set for **Friday November 12, 2021**. The Library Board will need to approve its 2022 Revenue Fund Budget submission at its November 9th Board Meeting. The 2022 Revenue Fund Budget will be distributed to City Council on February 17, 2022. City Council will review City department budgets on February 22nd and 24th. The Library's 2022 Revenue Fund Budget will be reviewed on **Thursday March 3, 2022**.

Discussion

2022-2026 Library Capital Budget

The COVID-19 pandemic has made the implementation of various capital projects extremely difficult. Library Management have been largely engaged in responding to provincial pandemic restrictions in an effort to keep our staff and patrons safe. The implementation of some capital projects was deemed either impossible or ill-advised in 2021, and remains incomplete. Carry-over capital projects for 2022 are:

- Teen Space Project – \$50,000
- Children's Area Carpeting Project – \$27,000
- Lobby Tile Repair – \$10,000

The above capital projects were approved by the Board and City Council in the Library's 2020 Capital Budget and the funds still remain available for use in 2021.

New Additions to the 2022-2026 Library Capital Budget

Given the unpredictability of the pandemic, and the need to complete carry-over projects from previous years, no new Library capital projects are proposed for 2022. Looking further than 2022, there are two additions to the Library Capital Budget plan that the Board should consider including:

- **Year 2024 – Library Strategic Plan Development - \$40,000**

The Library's present Strategic Plan runs from 2018-2023, and there will be a need for a new plan to guide the Library into the future. A recent survey of other public libraries reveals that the costs of strategic plan development by consultants range from \$30,000 to \$45,000.

- **Year 2026 – Library Building Expansion Project - \$12 Million**

Based on the findings of the study conducted by Thier+Curran Architects and Dysart & Jones, the Library requires an expansion of the current building by 15,000 gross square feet. The primary estimated cost of such an expansion is approximately \$8-12 Million. It is recommended that \$12 Million be earmarked in

the Library's 2026 Capital Budget, in order to start a dialogue with City Council on the need and cost of such an expansion.

Other Changes to the 2022-2026 Library Capital Budget

- **Removal of the Library Automation Software Replacement - \$50,000**

The capital funds that were earmarked to fund new library automation software in 2022 are no longer required, and should be removed from the Library's Capital Budget forecast.

The Library is a member of the Ontario Library Consortium (OLC), which shares the license and support costs of library software among its members. After an RFP process, OLC chose to remain with its current software vendor. This eliminates the need for a costly migration to a new software platform, and all its associated costs.

2022 Library Revenue Fund (Operating) Budget

A preliminary operating budget for 2022 will be presented at the Board meeting in October, with a final version provided for approval at the November Board meeting. The following will be of consideration in the formulation of the 2022 Operating Budget:

- **Continued unpredictability of COVID-19 pandemic in 2022.**

We expect some levels of pandemic restrictions to be in place into the early part of 2022, with a gradual return to normal by the end of the year. The COVID-19 variants of concern remain an ongoing wild card, as the possibility of more waves and lockdowns continue. We will continue to focus on providing programming via digital platforms and move cautious and carefully to in-person programming as restrictions are removed.

We expect the physical use of the collection and use of the library space to slowly increase and return to pre-COVID numbers over the course of the year.

- **Collective Bargaining Outcomes**

At present, the Library and CUPE Local 1146 – Library Unit, have not begun the collective bargaining process, so the exact financial impacts can't be determined at this time.

- **Reduction in Library Fee Revenues**

With the impact of the pandemic and the Library's move to a fine free service model, the Library can expect to see a reduction in revenue for user fees in 2022.

- **Focus on Diversity, Equity and Inclusion Training**

Training in 2022 will focus on diversity, equity and inclusion and will be reflected in the training budget.

- **Organizational Structure and Staffing Issues**

With the resignation of a number part-time librarians to take up full-time employment at other libraries and the upcoming leave of absence of other full-time librarians, the Library is experiencing a staffing shortage this summer and fall. This is a continuing and chronic situation in which the Library is constantly recruiting and training new part-time librarians, only to lose them in a few years to full-time positions at other libraries. A request to increase our staffing levels will be presented as part of the 2022 Library Operating Budget.

Respectfully submitted,

David I. Harvie
Library CEO

Description of Project and Location	TOTAL	2022			2023			2024			2025			2026			
		Prior Commitment	Debent.	Revenue Reserves	Debent.	Revenue Reserves	Debent.	Revenue Reserves	Debent.	Revenue Reserves	Debent.	Revenue Reserves	Debent.	Revenue Reserves			
LIB00014 Library Strategic Plan Consultant	40,000										40,000						
LIB00015 Library Building Expansion Project	12,000,000																12,000,000
Total 1000 Library	12,040,000				0						40,000						12,000,000



Subject: **Review of the Woodstock Public Library Building Expansion Study – Part One by Dysart & Jones Associates**

Action: **For Review and Approval of the Board**

Prepared by: **David I. Harvie, Chief Executive Officer**

Meeting of: **14 September 2021**

Recommendations

- That the Library Board accepts the key recommendations of the study, those being:
 - Expand the current building by 15,000 gross square feet;
 - Use 0.7 square feet per capita as a facility space provision guideline;
 - Review the requirements for additional library facilities after the expansion of the Central Library is complete;
 - Adopt the service delivery model (SDM) of:
 - A highly centralized facility model,
 - A commitment to facility-based partnerships,
 - A commitment to co-operation and coordinated services;
 - Adopt the priority outcomes of:
 - Reading and Literacy,
 - Learning and Education,
 - Community Social Inclusion,
 - Digital Literacy and Engagement;
 - Decrease the area for collections and services from 45% of the net floor area in the existing Library to 35% in the expanded Library.

- That the Library Board advocates and promotes a library building expansion project with City Council and other local community stakeholders.

Summary

The Woodstock Public Library's *Strategic Plan 2018-2023* identifies the need to undertake an expansion feasibility study under the strategic priority of "Contribute Vibrant Spaces". To this end, the Library released a request for proposal (RFP) for such a study in 2020.

The deliverables identified in the scope of work of the RFP were divided into two parts.

Part One deliverables included the following:

- Review available documentation, including the Strategic Plan, describing the Woodstock Public Library's service delivery model, and the Facilities Requirements Review. As necessary, revise or expand the service delivery model through discussions with the Board and staff.
- Research trends and best practices with respect to library design, space planning, spatial adjacencies, library collections, library programming, technology, private events, food/beverage service, etc. to identify issues and opportunities for the Woodstock Public Library.
- Undertake a public and stakeholder engagement utilizing the techniques of a structured conversational process (collective intelligence).
- Identify the physical spaces, technology, and FF&E that must be provided to support the Woodstock Public Library service delivery model.
- Consider opportunities to achieve library outcomes in conjunction with other partners or using other resources in the community and the implications this may have for bringing other service providers into the library, or offering library services outside of the library.
- Establish priorities for library spaces.
- Prepare a preliminary building program indicating areas required and size as well as priorities and possible trade-offs.
- Identify design guidelines based on the literature, best practices, and the experience of other libraries as well as the unique characteristics and constraints of the Woodstock Public Library.

Part Two deliverables included the following:

- Prepare a building audit to describe existing conditions (current layout, allocation of space, structural and mechanical considerations, etc.) and development considerations (zoning, traffic and parking, etc.).
- Undertake a design charrette to explore stakeholder opportunities and considerations.
- Review and further refine the results of the space planning exercise based on the previous tasks.
- Identify and illustrate options for restructuring internal space and adding external space to address the results of the space planning.
- Undertake blocking and stacking/test fit analysis.
- Select a preferred option and prepare a site plan, initial concepts and key elevations to illustrate.
- Compliance with all authorities having jurisdiction.
- Provide a preliminary estimate of capital costs.

The Study RFP was released by the Library in February, 2020, via the City's Bids & Tender website. Due to the COVID-19 pandemic, the closing date was extended to May

8, 2020. During the summer, a RFP Evaluation Team comprising of Library staff and the City Engineer, reviewed the proposals and identified a top candidate. In October, 2020, the Library Board awarded the study to Thier+Curran Architects (TCA) / Dysart & Jones Associates. The project commenced in January, 2021, with Dysart and Jones undertaking Part One of the study.

Dysart & Jones reviewed the Library's Strategic Plan, WPL performance indicators, relevant City of Woodstock reports, including the Downtown Development Plan, Woodstock population projections, library trends, conducted stakeholder interviews, and the development of a service delivery model and service outcomes with library staff. Based on these activities, Dysart & Jones was able to calculate the recommended functional space program for an expanded library facility. Concurrently, the architects worked with the library staff and the Board on the Part Two deliverables, and discussed the possible expansion locations options.

Discussion

The following topics are of key note in Part One of the consultants' report.

Determination of Required Space

Based on their research, the consultants determined that a guideline of 0.7 gross square feet per capita should be used to determine the required space to public library services. This identified a present day space deficit of 8,080 gross square feet, which will increase to 21,610 gross square feet by 2046.

Service Delivery Model (SDM) and Outcomes

While the Library has been operating with a strategic plan in place since 2018, a service delivery model and priority outcomes were never developed for the Library. Working with the library consultants, the Library now has clear and written priorities that will guide its services and programs. The SDM identifies the commitment to a centralized location, facility-based partnerships, in which WPL can provide services at other locations, and a commitment to coordinate services with other agencies in order to avoid duplication. The actions of the library will support the outcomes of reading and literacy, learning and education, social inclusions with special focus on youth, seniors and the marginalized, and digital literacy. Local culture and identity were not seen as a priority outcome and better handled by the Woodstock Museum, local chapters of the Ontario Historical Society and Ontario Genealogy Society, and the Woodstock Art Gallery. The Library is best positioned to partner with these agencies whenever possible. Likewise, the Woodstock Small Business Centre was viewed as the lead local organization for small business support, with which the Library could support and partner.

Functional Space Program for an Expanded Library

The Part One Report clearly supports Library Management's assertions that the present library building is inadequate to provide modern library services to Woodstock residents.

The report recommends an expansion of 15,000 square feet. Of this expanded space, the consultants recommend specific size spaces for activities that will enable the provision of the Library's service delivery model and identified service outcomes. These new spaces include a dedicated children's programming room, teen lounge, creative space, learning lab, social areas, presentation room, and food service area, while also increasing space for collections. The proposed space allotment developed by the consultants will slightly shift the library's focus from housing inventories to programming and activity space, which will allow for formal and informal interactions and activities that will contribute to learning, education, literacy and community inclusion. The expansion will enable the Library to become a community hub and downtown destination for the 2/3 of Woodstock residents who are currently not utilizing the Library.

Next Steps

- Receive and review Part Two of the study from the architects that envisions what an expanded space could look like and cost. The Study Architects are scheduled to present their findings and report at the October Board meeting.
- Present the entire study results to City Council and the community in order to gain support and funding for an expanded library building.
- Research, identify and apply for possible federal and provincial grants to help support the project.
- Advocate and promote the vision of what services and activities in an expanded library could offer the residents of Woodstock.



Woodstock Public Library Building Expansion Study Part One

Final Report:
Functional Space Program for the Expanded Library
July 8, 2021



Rebecca Jones · Jim Morgenstern
www.dysartjones.com

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Executive Summary

In 2013 Woodstock Public Library (WPL) recognized that the Central Library spaces do not allow the library to deliver an acceptable level of services and programs to the City. As beautiful and historic as the building is, at 24,555 gross square feet (GSF) it was, by 2013, unable to keep pace with Woodstock’s growing population. In 2014 WPL commissioned a [Facilities Requirements Review Study](#) to evaluate the building and outline recommendations regarding expanding the building or constructing another branch facility. That study recommended an expansion of the current historic building. The study warned that, if the building was not expanded, WPL would have a rising space deficit that would increasingly impair its ability to provide Woodstock residents with library services benefiting similar cities.

The expansion was not undertaken. Woodstock’s population has grown more and faster than was assumed in the 2014 study, and the space deficit foreseen in that study is also growing. WPL’s space deficit for Woodstock’s current population is 8,080GSF; with Woodstock’s population growth double that of Ontario, the library’s space deficit will be 13,000GSF within 10 years. Recognizing this compounding problem, WPL contracted Thier & Curran Architects to undertake a building expansion feasibility study in 2020.

This report completes the work of Part One of the 2020-2021 study. As requested in the RFP, Part One has been to articulate in detail WPL’s service delivery model and the types of physical spaces necessary to accommodate said model. Part One informs the technical architectural work now underway in Part Two of the study¹.

WPL’s Vision is to be:

The city’s centre of information, knowledge, and gathering, where people from diverse backgrounds can meet, learn, discover, engage and share in the democratic act of enjoying free and equal access to information. It will be a technologically sophisticated and modern building while maintaining the history and stature of a Carnegie library while not losing sight of Woodstock’s history and heritage. The building will function as a focal point for the community where groups and individuals will come to attend programs and discussions in one of the meeting rooms, or find a warm and inviting space in which to sit and read or study, or a unique destination to host private events. It will be a place where lifelong learning is always a primary focus and visitors are introduced to the diverse cultures of the community, and indeed, to the wider world.

Quoted from the RFP LIB-2020-001

¹ RFP LIB-2020-00: “It is to be understood that the activities of Part One will inform the activities of Part Two and therefore sequential. **Part One: Building Program and Space Requirements:** Articulate in detail the Woodstock Public Library’s service delivery model and the types of physical spaces necessary to accommodate said model. The service delivery model is to be referred to as the library outcomes and the services, programs and activities that must be provided to deliver these outcomes. The primary concern is the spaces required to achieve the outcomes. The service delivery model will also link outcomes to the Woodstock Public Library’s staff complement and competencies, organizational structure, governance and other issues.”

Key Recommendations

Part One's recommendations:

- 1. For WPL to realize its vision (see sidebar) and fulfill its service delivery model, expand the current building by 15,000GSF.**

This will serve the projected population until about 2034 at which time, depending on developments in library service provision, enhanced and expanded virtual services and/or a second branch will be required.

Given WPL's limited spaces it cannot provide residents with the contemporary library services those living in other similar cities take for granted. WPL does not have a dedicated children's program room, youth area, private group study space, creative/media space, learning lab or presentation space. These areas are not luxuries in today's public libraries; these areas are customary in modern libraries and will be accommodated in the recommended library expansion. This will significantly increase the quantity, types and benefits of programs for Woodstock residents of all ages.

The return on investment for libraries that expand and improve their physical facilities is increased community use. When Brampton Library renovated its Chinguacousy Branch to incorporate the types of areas recommended for WPL, the number of people participating in programs increased 42% in the first year. We expect this will be the case in Woodstock, and that residents who have not previously used WPL will be attracted by the contemporary spaces, services and programs. It's common after a renovation that residents discover a library more meaningful to their life through the programs, activities and experiences made possible by new functional spaces. Many of the new functional areas are specialized spaces that serve a city-wide clientele and are appropriately located in the Central Library. For this reason, WPL's priority must be the expansion of the Central Library, rather than the development of a second branch.

Engaging and involving non-users and infrequent users has a special importance in Woodstock. Currently the WPL only serves about one-third of the population and it is likely that some of these users make such infrequent use of the library that any benefits are minimized. This is unacceptable, particularly for a library whose purpose is to promote reading and literacy; learning and education; community social inclusion and digital literacy and engagement. These are community wide outcomes that can only be achieved if the WPL is reaching most of Woodstock's residents. This will only be possible with the recommended library expansion.

- 2. For Part Two of this 2020–2021 study, continue to use the facility space provision guideline of 0.7GSF/capita as recommended in the 2014 report.**
- 3. Review requirements for additional library facilities after the Central Library expansion is complete.**

Assuming the population grows as projected, there may be the need for a neighbourhood library branch located away from the Central Library. However, as library service delivery continues to

evolve², it is possible that a new branch will not be required. Library service delivery requirements need to be reviewed again in 12 – 15 years.

4. Adopt the service delivery model (SDM) and priority library outcomes approved by the WPL board:

SERVICE DELIVERY MODEL in which WPL serves Woodstock through:

Highly Centralized Facility Model: One Central Library serving the entire service area with highly developed virtual services, outreach, librarymobile (program and service van), kiosk, self-service and community-based services throughout the City.

Commitment to Facility-Based Partnerships: Services delivered from physical spaces controlled by other public or private agencies. These spaces may complement, or if warranted, replace spaces at the Central Library.

Commitment to Cooperative and Coordinated Services: Agreements with other Woodstock service providers to avoid duplication and assign program priorities to the agency best able to meet the needs of the community.

PRIORITY LIBRARY OUTCOMES provided by WPL for Woodstock are:

- I. READING AND LITERACY
- II. LEARNING AND EDUCATION
- III. COMMUNITY SOCIAL INCLUSION
- IV. DIGITAL LITERACY AND ENGAGEMENT

The physical spaces to support these outcomes require specific learning and networking areas, technologies, resources and furnishings. Community social inclusion is difficult to achieve without spaces exclusively designed to accommodate youth or marginalized populations. Digital literacy requires appropriately equipped training and practicing spaces and devices. The renovation should include dedicated:

- Social Space
- Creative Space
- Learning Lab
- Presentation Space
- Boardroom Meeting Room
- Food Service Area

These spaces are inter-related and complementary. Each and all of these spaces are essential to WPL's priority outcomes. It is within these areas that Woodstock residents, individually and collectively, will engage in formal programs and informal interactions and activities that contribute to learning, education, literacy and community inclusion.

² Technology developments and more entrenched partnerships within the next 12 – 15 years may change library service delivery significantly, negating the need for a neighbourhood physical branch.

- 5. Decrease the area for collections and services from 45% of the net floor area in the existing Library to 35% in the expanded Library [Note: the actual size in the expanded Library will be increased by over 2,000NSF].**

The space that would have been committed to the print collection before the digital publishing transformation can now be – and is recommended to be - devoted to additional programming and activity space consistent with WPL's learning and education outcome.

1.0 Introduction

1.1 Study Background

In 2014, the Woodstock Public Library (WPL) did an assessment that indicated that the Central Library building was too small to meet the needs of the community and recommended that the existing Library be expanded. This 2021 Library Facility Expansion Study examines the options for the building's expansion by addressing two key questions:

- 1. What type of library facility is required to meet the current and future needs of the community? Specifically, what physical spaces are needed to support the services and programs the Library will provide to residents?*
- 2. How can the existing building be expanded cost-effectively, respecting the existing building's heritage qualities and addressing the challenges of the current site and location?*

The 2021 Library Facility Expansion Study was done in two parts to address these questions:

- Part One referred to the first question, producing this report - a functional space program for the expanded Library. The Library requested that this space program recommend the type of library facility and functional spaces required to meet the City's current and future needs, and, that the space program support the Library's outcomes and service delivery model.
- Part Two will answer the second question. The architects will now determine how best to implement the functional space program given the existing building and site constraints.

This report summarizes the results of Part One of the study.

1.2 Study Process

Part One of the study included the following tasks:

- Review of WPL Strategic Plan, performance indicators and other relevant documentation.
- Review of relevant City of Woodstock reports, including the Downtown Development Plan and population projections.
- Investigation of trends associated with library facility development. (see Appendix A).
- Interviews with key community stakeholders. (see Appendix B).
- Working sessions with library staff to discuss (1) Priority Outcomes (2) the WPL Service Delivery Model, and (3) a preferred Functional Space Program for the expanded Library.
- Presentation of the Library Outcomes and the Service Delivery Model to the Library Board.

1.3 Organization of the Report

Our analysis and recommendations are presented in three parts:

1. Review and confirmation of library facility requirements
2. WPL's Service Delivery Model and Outcomes
3. Functional Space Program for the Expanded Woodstock Library

2.0 Library Facility Requirements

2.1 Introduction

WPL's 2014 Facility Requirements Report³ is the foundation for this study. The recommendations of the 2014 report were:

- The WPL should adopt the space provision guideline of 0.7GSF/capita to plan future library facilities.
- The space provision guideline should be regularly reviewed and updated to account for conflicting trends that point to more physical space associated with expanded and enhanced library roles balanced by the growing importance of the digital branch.
- If proven feasible based on further investigation, an expanded Central Library is the preferred facility model for the WPL. The expansion would be a minimum of 10,000GSF.
- The former Art Gallery as a free-standing, separate building has no potential to meet the need for additional space at the Central Library.
- If it is not feasible to expand the Central Library, the WPL should compare the costs and benefits of providing a new 10-12,000GSF Neighbourhood Branch and a more innovative approach of securing programming space in the community, ideally in partnership with other agencies.
- The WPL should monitor developments with unstaffed, kiosk-type service points and, as improvements are made, determine if these can complement the Central Library's service by offering additional unstaffed service points at selected locations in the community.
- The WPL should undertake a feasibility study to explore opportunities for expanding the Central Library.
- The WPL should prepare a transitional strategy to retain and expand community use and support while waiting for the development of new library facilities.

These recommendations from 2014 were reviewed as part of the current study.

³ Woodstock Public Library. Facility Requirements Report. dmA Planning & Management Services. November 2014.

2.2 The Recommended Facility Space Provision Guideline

In 2014, the size of the Central Library expansion was based on the recommended per capita space provision guideline of 0.7GSF(gross square feet)/capita.

Per capita facility space guidelines have been used by library planners for decades and, until recently, there was considerable consistency in the values adopted by various library systems and little call for change. However, as the role of public libraries evolved these guidelines were increasingly challenged. Many planners called for higher levels of provision.

When the 2014 report was prepared, the Central Library represented a per capita level of provision of 0.65GSF/capita⁴. With population growth, this provision has fallen to 0.53GSF/capita in 2021.⁵

The 2014 recommendation that future facility planning uses the 0.7GSF/capita guideline was based on these considerations:

- The long-standing and widely adopted use of per-capita space planning guidelines among library authorities in North America.
- The growing argument to significantly increase the widely accepted 0.6GSF/capita guideline with values in the range of 0.8 to 1.3GSF/capita. (In Ontario, these higher values are supported by guidelines issued by the former Southern Ontario Library Service⁶ and ARUPLO⁷).
- New and expanding roles for libraries that stress content creation and demand physical spaces that had not traditionally been provided in public libraries.
- The growing popularity of the concept of "library as living room" with space for socializing, networking and presenting.
- New building requirements, such as accessibility legislation, increase the amount of unassigned space in libraries.
- The expectation that requirements for new functional areas in libraries will be offset by less space committed to print collections.

These considerations continue to dominate discussions surrounding library space requirements. A recent article⁸ summarizing public library trends and best practices suggests that "in their dual role as community hubs and knowledge facilitators, libraries of the futurewill have fewer books and increased available physical space; they will shift from content warehouses to content creation enablers; they will serve new types of visitors including digital natives, knowledge creators, and entrepreneurial learners".

⁴ Based on the 2011 population of 37,800 and the size of the Central Library at 24,555GSF. The size of the Central Library is taken from the architect's assessment of the existing building and is slightly larger than the size which was assumed in the 2014 report (24,400GSF).

⁵ Based on the projected 2021 population of 46,620 and the size of the Central Library at 24,555GSF

⁶ Southern Ontario Library Service. *Making the Case for Your Library Building Project*. Library Development Guide #5. March 2010.

⁷ ARUPLO. Administrators of Rural and Urban Public Libraries of Ontario. *Guidelines for Rural and Urban Library Systems*. 3rd Edition. September 2017.

⁸ Marie Palmer. (2021). *Study of Future Public Library Trends and Best Practices*. Public Library Quarterly. DOI.10.1080/01616846.2020.1868224.

While suggesting that libraries have increased physical space, the article does not comment on an appropriate future per capita planning guideline. It does note that research conducted for the development of a new library in Port Moody B.C. "determined that while the size of library buildings varies widely, it typically falls between 0.5-1.0 square feet per capita". The article does not provide documentation to support this claim and unfortunately, there is no consistent, comprehensive information on library space provision per capita in Ontario or other Canadian jurisdictions. While our experience with planning libraries in Canada suggests that the range noted is reasonable, most public library systems provide closer to 0.5 than 1.0 GSF/capita. That said, public libraries planning new facilities are adopting targets at the higher end of the range, even if these targets are aspirational.

The considerations noted in the 2014 report are still relevant, and recent literature and planning practice support requirements for more physical space in libraries. There is nothing to suggest that the guideline of 0.7 GSF/capita should be lowered. While some might point to the much higher guidelines being advocated by Ontario library organizations as a rationale for increasing the size of the Central Library expansion, we believe this is premature for the following reasons:

- While solid comparative data is not available, we expect few library systems meet these higher provision levels. Based on our experience, these guidelines suggest that existing public library space in many systems is less than half of what is required.
- Those advocating much larger libraries and higher guidelines need to:
 - demonstrate unmet demand that justifies a significant deficiency.
 - explicitly address the future of print collections in their libraries. While there is a clear consensus that print collections will continue to diminish, the extent of the reduction and the impact on overall space requirements is not clear. Similarly, design trends⁹ suggest other functional spaces, such as circulation desks, technical workrooms and stacks may be reduced or eliminated, creating more area for other uses.
- By definition, per-capita space planning guidelines assume every resident in the Library's service area is a potential user. Libraries serving a relatively small proportion of their service area population often argue this is proof that current facilities are inadequate and more users will be attracted with bigger and better facilities. While evidence suggests better facilities can increase use, provision standards are not tied to the demand for library services. Public libraries operate in an increasingly competitive environment. If other service providers successfully capture the Library's traditional market, per capita guidelines will have less validity.
- While seldom explicitly stated, space planning guidelines generally assume stand-alone buildings owned and operated by the Library. This assumption may be less sustainable or sensible in the future. We anticipate growing demand for shared physical spaces to facilitate joint service

⁹ Peter A. Gisolfi. (2019). Trends in Public Library Design from the 19th to 21st Centuries. Public Library Quarterly. 38.3, 290-308. DOI: 10.1080/01616846.2019.1582268.

delivery and make the best use of resources. This could create efficiencies and less need for dedicated library space.

These considerations suggest the jury is still out on a library space planning guideline. We find no consensus in the literature or any compelling argument to suggest the recommendation in the 2014 report should be increased or decreased. Therefore, a prudent approach is to adopt the 0.7GSF guideline for the 2021 Facility Expansion Study while maintaining the flexibility to review and adjust space requirements in the future. This strategy is supported by changes in population projections, as discussed further below.

NOTE: Library space planning guidelines are intended to accommodate customary library services. However, as the functions of libraries in the community change, so will the definition of customary. It is increasingly common for libraries to accommodate a wide range of uses, including social service offices, emergency relief stations, educational and training institutes, satellite municipal offices, and retail establishments. None of these types of uses should be considered as part of the space planning provision guidelines.

2.3 2021 Library Space Requirements

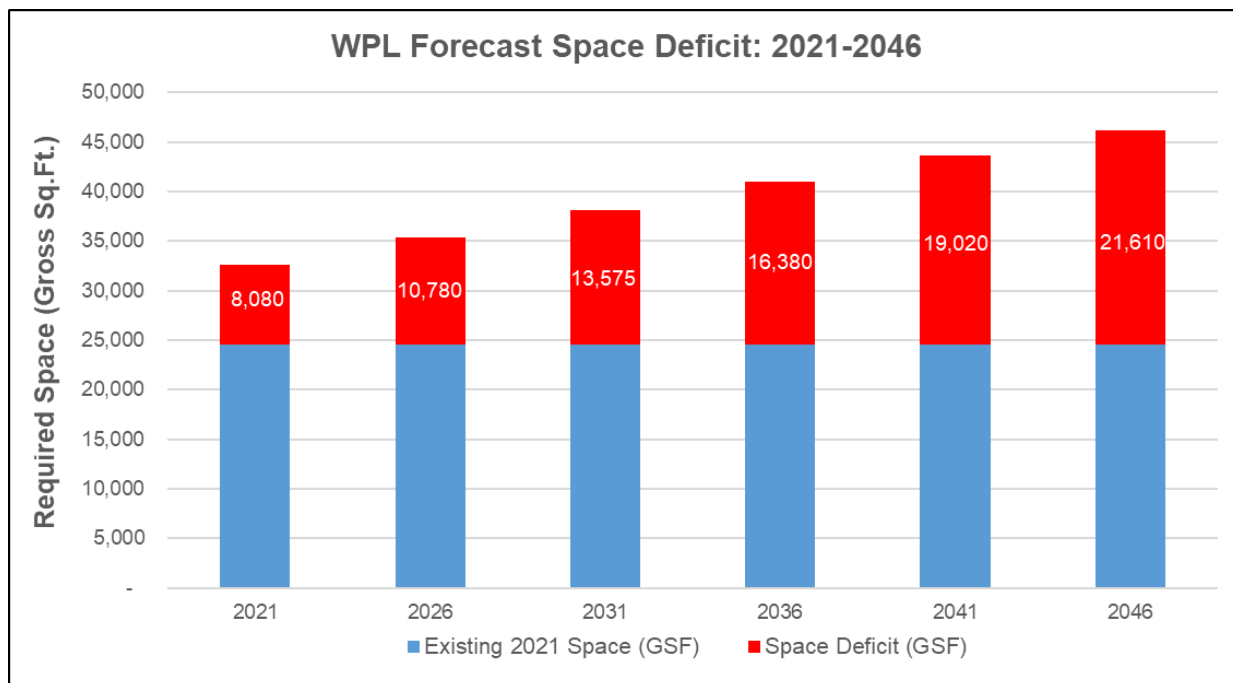
While the per-capita provision guideline recommended in 2014 is still valid, the population projection is not. In 2014, WPL's service area population¹⁰ was projected to reach 49,200 in 2041¹¹. However, a 2020 report now projects a much higher population of 65,950 in 2046¹².

The total requirement for library space based on the 2014 projection was 34,440GSF; this library space requirement increases to 46,165GSF based on the 2020 projection. The implication for required library space is noted below (based on the per-capita provision guideline of 0.7GSF/capita and the size of the existing Central Library at 24,555GSF). Assuming no additional supply of library space, a current deficit of 8,080GSF grows to 21,610GSF in 2046.

¹⁰ The service area population is defined as the City of Woodstock. WPL does not have a reciprocal borrowing agreement with the Oxford County Library (OCL), although Woodstock residents are granted borrowing privileges by OCL. Approximately 4% of WPL active users are non-residents. Information on Woodstock resident use of OCL is not available but is considered insignificant. The use of Woodstock's population as the WPL service area population is a valid assumption for the purposes of this assessment. .

¹¹ Oxford County. Population, Household and Employment Forecasts and Employment Lands Study. Watson and Associates. March 2014.

¹² Oxford County. Phase One Comprehensive Review. Hemson Consulting Limited. March 2020.



2.4 Approach to Meeting Future Facility Requirements

The 2014 report recommended an expanded Central Library as the only facility in the WPL system, assuming that not less than 10,000GSF could be added to the building. The additional space at the Central Library was required to accommodate larger and/or new functional areas consistent with contemporary service delivery. Assuming that the Central Library expansion was feasible, the 2014 analysis did not support additional neighbourhood branches arguing that a single physical service point could provide reasonable access while maximizing levels of service and minimizing cost.

In 2014, the recommended expansion of approximately 10,000GSF coincided with the total requirement for library space based on the anticipated 2041 population and, as noted above, all required space was assigned to the Central Library expansion. While that conclusion is still valid, with the higher population projection the option exists of adding over 21,000GSF instead of 10,000GSF to the Central Library.

There are practical considerations that suggest this would not be the best option:

- This would entail significantly exceeding the requirement for library space in the short term on the assumption that the population will grow as projected to 2046.
- Given site and building constraints, accommodating a 10,000GSF expansion of the existing building will be challenging; doubling the expansion may be impossible.
- A much larger capital project would need to be funded in advance of the population growth that would support the investment.

Beyond these practical considerations, it is not the best strategy for the future. Such a significant long-term investment in a new library building demands near certainty that physical library facilities, as we know them today, will continue to be the norm in 2046. This is unlikely for the following reasons:

- The 0.7GSF/capita guideline that is driving the expansion may change. While some commentators might expect it to increase, an argument for a lower level of provision is certainly possible. In the latter scenario, buildings owned and operated by the Library will increasingly be replaced by programming and service delivery through technology or community service points.
- Even assuming that the 2046 space requirements are realized, the additional physical facilities might best be provided at locations other than the Central Library.
- A preferred model for future facility provision may involve partnerships where the Library and other agencies jointly develop and operate physical facilities. In this model, the Library will require capital resources to participate in these partnerships.

These considerations suggest that the recommended directions in the 2014 report are, in large part, still valid. The expansion of the Central Library should be a minimum of 10,000GSF.

However, given the new population projections indicating that >21,000GSF of new library space may be required, we recommend a larger expansion than envisioned in 2014. Given the uncertainty surrounding the role physical space solely owned and operated by the Library will play in future service provision, we do not support providing the full 21,000GSF at the Central Library. Instead, we recommend that a target of 15,000GSF be adopted for the expansion, subject to building and site constraints. This target respects the uncertainty surrounding future requirements for physical space while acknowledging the anticipated population growth in Woodstock. It also increases opportunities in the short-term to provide important functional spaces in the expanded Library.

Recommendations from the 2014 report calling for the continued monitoring of facility space provision guidelines and digital service advances and the active investigation of alternatives to traditional library branches are still essential for ongoing planning. In addition, the 2014 recommendation that WPL prepare a transitional strategy to retain and expand community use and support while waiting for the development of new library facilities is more relevant today than it was six years ago. More than two-thirds¹³ of Woodstock residents are not active library users. A 2016 survey¹⁴ of Oxford County residents¹⁵ found 71.3% never used the public library in the previous year and only 18% used it quite often/all the time. These statistics indicate an ongoing need to consolidate and expand library use and support, notably if expanded and improved library facilities are still some years away.

¹³ Cited in Woodstock Public Library. Economic Benefits of the Woodstock Public Library Study. 2018.

¹⁴ Oxford County Community Wellbeing Survey: A Profile of Wellbeing of Oxford County Residents. Margo Hilbrecht and Bryan Smale. University of Waterloo. June 2016.

¹⁵ Woodstock residents comprised 47.9% and 37.6% of the unweighted and weighted sample respectively.

2.5 Recommendations: Future Facility Requirements

1. For this 2021 study, continue to use the facility space provision guideline of 0.7GSF/capita as recommended in the 2014 report.
2. Based on the 0.7GSF/capita guideline and the most recent population projections for the City of Woodstock, a total of 46,165GSF of library space will be required by 2046. Given that the existing Central Library is 24,555GSF, this indicates a shortfall of 21,610GSF.
3. Plan for expansion now of not less than 10,000GSF and ideally as much as 15,000 GSF at the Central Library, subject to the functional space requirements emerging from this study and the constraints on expansion posed by the existing building and site.
4. Review requirements for additional library facilities after the Central Library expansion is complete. Assuming the population grows as projected, there may be the need for a neighbourhood library branch located away from the Central Library. However, as library service delivery continues to evolve¹⁶, it is possible that a new branch will not be required. Library service delivery requirements need to be reviewed again in 12 – 15 years.

¹⁶ Technology developments and more entrenched partnerships within the next 12 – 15 years may change library service delivery significantly, negating the need for a neighbourhood physical branch.

3.0 WPL Service Delivery Model and Outcomes

3.1 Introduction

As noted earlier, the size and design of a library building must be directly linked to the role that the physical building plays in the delivery of services. Consequently, before determining how the Woodstock library might be expanded, we needed to clarify WPL's Service Delivery Model and Outcomes. As WPL had not formally adopted a Library Service Model or Priority Outcomes, we integrated this work that included management and staff workshops, into the study. The full report on WPL's Service Model and Priority Outcomes is in the Appendix.

3.2 WPL's Library Service Delivery Model (SDM)

A library's service delivery model articulates:

- **the core principles that guide the design, delivery and management of services and programs.**
- **the role played by physical facilities and the number and types of building required.**

WPL's service delivery model articulates deliberate choices made by the Library to determine how services and programs are designed, delivered and managed to realize priority outcomes. For this study, we are most interested in aspects of the SDM that affect the physical spaces where services will be offered.

The following principles were endorsed by WPL staff and the Board as the service delivery model for physical spaces:

- **Highly Centralized Facility Model:** WPL has one Central Library serving the entire service area with highly developed virtual services, outreach, librarymobile (program and service van), kiosk, self-service and community-based services throughout the community/city/county.
- **Commitment to Facility-Based Partnerships:** WPL delivers services from physical spaces controlled by other public or private agencies. These may complement spaces available at the Central Library, or if warranted, replace spaces that might otherwise be provided at the Central Library.
- **Commitment to Cooperative and Coordinated Services:** Woodstock service providers agree to avoid duplication and assign program priorities to the agency best able to meet the needs of the community.

These principles directly affect our study in a number of ways. Most significantly, they confirm that the expansion of the existing Central Library is the immediate priority, not building new branches. This is a fundamental assumption governing the study. The model also confirms the need for WPL to place a greater emphasis on ways to extend service delivery to the entire City through:

- facility-based partnerships (within these partnerships, the Library may consistently provide programming in partner facilities rather than in the Central Library.)
- virtual services
- library mobile (program and service van)
- kiosks and self-service units placed in various locations throughout the City.

3.3 Library Outcomes

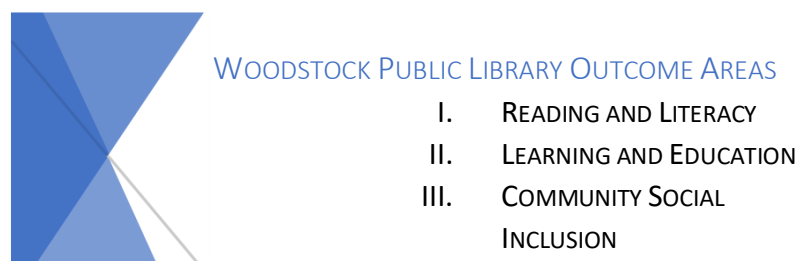
Outcomes describe how the community benefits from library services and programs. A library's outcome is what 'comes out' of their services and programs that aid the City, residents, businesses, and other organizations.

Outcomes directly impact this study because different physical spaces support different benefits. For example, the recreation outcomes for a city are extended life expectancies for its residents. The physical spaces to support this outcome encompass fitness and sports areas, equipment and furnishings. Similarly, the WPL outcomes for Woodstock are digital literacies, learning, and community inclusion for its residents. The physical spaces to support these outcomes require specific learning and networking areas, technologies, resources and furnishings. Community social inclusion is difficult to achieve without spaces exclusively designed to accommodate youth or marginalized populations. Digital literacy requires appropriately equipped training and practicing spaces and devices.

The emphasis placed on the priority outcomes directly affects the amount of space devoted to various areas where the Library's size will be constrained.

3.4 WPL's Priority Outcomes

The figure below shows WPL's priority outcomes identified by WPL senior management staff.



The full report describing outcomes is in the appendix. We highlight the top four outcomes here:

I. Reading and Literacy

Many public libraries share this outcome with WPL, with the specific benefits of improved school readiness, early literacy skills and life-long literacy skills. Research strongly links literacy and reading at all ages to people's physical and mental health and economic and social well-being. "The 21st-century library is the champion of the literacies needed to navigate information abundance, create knowledge, bolster economic opportunity and make democracy dynamic."¹⁷ This is both a priority outcome for WPL and *Love of Reading* is one of its guiding principles.

II. Learning and Education

Learning and education are symbiotic with reading and literacy. Leading public libraries are aligned with their cities' strategies to build educated, skilled, healthy communities and some libraries focus on those who have not completed formal education. "Skilled cities" or those urban areas where residents pursue more education have stronger growth and resilience.¹⁸ One of the five factors driving economic growth in small cities is enhanced education opportunities, as this is essential for technologies and innovation.¹⁹ The public Library is a key contributor to this factor.

III. Community Social Inclusion

There are a few aspects to this outcome area. First, the libraries that focus on this type of outcome concentrate their efforts on social inclusion and community engagement of youth, seniors, or marginalized. The common element is to build a sense of community, access and equity for a demographic group. WPL will need to determine the demographic group on which to concentrate its efforts. It is complicated for a library with limited branches or library mobile to deliver community social inclusion outcomes for more than one demographic group.

For youth: The targeted outcome for libraries focusing on youth is to ensure all youth have a safe, inclusive, environment in which they develop life skills such as creativity, collaboration and camaraderie. Some studies point to opportunities to engage youth at risk through mentoring programs in public libraries²⁰.

For seniors: The targeted outcome for libraries focusing on seniors is to bring seniors a sense of connection and value to their community. Personal calls to isolated seniors, virtual or phone book discussions, book delivery to seniors, and other types of online or mobile programs have replaced the in-person gathering spaces and programs customized for seniors by many libraries.

¹⁷ [Aspen Institute, Renewed Vision of the Public Library, 2014](#)

¹⁸ <https://www.nber.org/digest/jun04/education-level-drives-city-growth>

¹⁹ <https://icic.org/blog/5-strategies/>

²⁰ Beaudry et al., "The Future Now," 121; Carlos B. Crockett, "[Urban Youth and Public Libraries](#)" (Public Libraries Online, January 5, 2015)

For marginalized: Many Canadian municipalities view libraries as a part of the municipality's coordinated response to decrease social challenges and increase social inclusion. The Social Inclusion Audit, developed by the Canadian Urban Libraries Council (CULC) is cited and used internationally. Several public libraries partner with the municipality and social services to collectively serve the marginalized and ensure everyone has access to the information and services needed --- to strengthen the individuals and build the community.

IV. Digital Literacy and Engagement

Most aspects of life, work, learning and the economy are - and will increasingly be - digital. To participate in the digital society, residents must have digital literacies. The digital divide is genuine, and most municipal governments see the public Library as the bridge across this divide, particularly for those unable to afford the devices or access. Many education systems are online – from kindergarten through to post-graduate and upgrading, and governments depend on public libraries to be a key connector in communities' digital solutions.

What's essential about WPL's top four priority outcome areas is their reliance on library staff interaction with residents to produce the desired benefits. These interactions demand purposefully-designed spaces. While reading and some aspects of learning may be solitary activities, literacy, education, inclusion, and community engagement are not. These complex, people-intensive outcomes as well as the growth in digital devices and resources:

- Demonstrate a public library's value to community stakeholders in the emerging digital and virtual society
- Involve people-to-people engagement, interface, discussions, and collaboration.
- Depend on programs and social interactions rather than physical inventory.
- Drive different types of facilities and spaces than an inventory-intensive library.

4.0 Functional Space Program for the Expanded Library

4.1 Introduction

This section discusses the functional space recommendations for the expanded Library. The recommendations are based on library trends, research, experience with other library projects, and WPL staff input. These recommendations will inform the architects' development of a detailed building design in Part Two of the study. Figure 2 on pages 15-16 contains the recommended functional space program for the expanded Library.

The recommended functional space program is based on an expansion of 12,000NSF, resulting in a library of 36,555GSF.

While the recommendations use 12,000NSF, the architects will determine the actual size of the expansion through their building and site-specific analysis in Part Two of the study. As discussed, the expansion will ideally be as much as 15,000NSF. If the expansion can achieve 15,000NSF, the area allocations in Figure Two may also be expanded. However, the architects may find that additional unassigned space will be required due to building and site constraints. If this is the case, there is some margin for error with the recommended 12,000NSF functional space program.

The recommended functional space program is designed to achieve the following four objectives:

A. To provide physical spaces that best accommodate programs and activities associated with WPL's priority outcomes.

For WPL to benefit Woodstock in reading, literacy, learning, digital literacy, and community social inclusion WPL's physical spaces must accommodate the requisite services, programs and activities.

To produce these outcomes, the services and programs must occur in spaces that:

- Are flexible
- Are conducive to teaching and learning as well as collaborative, individual and communal interactions.
- Have the supporting equipment, furnishings, and technologies.
- Are welcoming, comfortable and encouraging of formal community development programs and informal social networking.

B. To provide an environment that will significantly increase the number of active library users and the percentage of Woodstock residents who are active library users.

WPL's priority outcomes broadly target the entire City rather than specific segments of the population. These benefits can only be realized if a substantial percentage of the City regularly use WPL services

(which include its spaces) and/or programs. This is not currently the case. Today only 32% of the City population count as active users. While a profile of these active users is not available, data from other libraries indicates that very likely, a sizeable proportion use the Library too infrequently to realize the benefits. Further, without a demographic profile of today's active users, we do not know if those users are reflective of Woodstock's population.

The size of the library expansion is based on population growth, but the addition is only justified if WPL increases the number of residents being served. The expanded Library must provide new experiences and opportunities attractive to today's non-users and substantially increase the percentage of the City using the Library.

C. To provide complementary functional areas that together maximize the opportunities to achieve outcomes.

When envisioning how the expanded Library will be used and programmed, it is essential to consider how individual functional spaces work together to achieve outcomes. For example, the addition of presentation space cannot simply be seen as an opportunity to host the occasional speaker. Instead, the presentation space is one element working in conjunction with the social networking space, learning lab, and creative space. Together these spaces re-position WPL as a centre of digital learning and experiences.

Imagine sixty people of all ages attending an orientation on new digital devices and applications in the presentation space. After the talk, a group of these people grab a coffee – or tea - and move to the lounge to discuss the presentation, the applications, and agree to take a more in-depth follow-up course in the learning lab in two days. Encouraged by the sight of people of all ages trying out devices in the social space, other people join and a few decide to take the in-depth course. Two people are delighted to discover the potential for live-streaming their church programs for newcomers to Woodstock. Fortunately, WPL's digital media and innovation lab provide the support and equipment to help with this project. Through this combination and proximity of programs and interactions, each requiring a different but complementary space, WPL becomes the community's centre for digital literacy.

D. To achieve an appropriate balance between public and non-public space.

While the public spaces are essential for WPL to achieve its outcomes, the staff workspaces are also important components. There is a direct correlation between staff motivation and positive customer service interactions. Work areas must be places where staff feel positive, motivated and respected for their work contributions – both collectively and individually.

4.2 Functional Space Programs – Existing and Recommended for Expanded Library

FIGURE TWO: Recommended Functional Space Program

Functional Areas		Existing Library		Recommended Expanded Library	
		(sq. ft.)	% total net floor area	(sq. ft.)	% total net floor area
PUBLIC SPACE					
Collection and Services	Circulation Desk, Information Services	795.00	5.19	900	3.45
	Print Collection (adult, youth, children)	5830.00	38.05	8000	30.63
	Periodicals, Audio, Video	360.00	2.35	350	1.34
Sub-Total - Collection and Services		6985.00	45.59	9250	35.41
User Space	Work Space - Computer Workstations, Study Carrels, Work Tables.	1995.00	13.02	2600	9.95
	Social Space - Lounge Areas, Comfortable Seating.	710.00	4.63	2600	9.95
Sub-Total - User Space		2705.00	17.66	5200	19.91
Program/Activity Areas	Multipurpose Program/Meeting Room(s)	550.00	3.59	800	3.06
	Childrens Area (excluding stacks)	1240.00	8.09	2000	7.66
	Dedicated Children's Program Space		0.00	400	1.53
	Dedicated Teen Lounge	0.00	0.00	300	1.15
	Private Group Study Rooms	0.00	0.00	600	2.30
	Creative Space (e.g. digital media and innovation lag etc.)	0.00	0.00	400	1.53
	Dedicated Learning Lab	0.00	0.00	750	2.87
Sub-Total - Program and Activity Areas		1790.00	11.68	6450	24.69
Public Services	Lobby, Coat and Stroller Storage etc.	875.00	5.71	875.00	3.35
	Public Washrooms	420.00	2.74	645.00	2.47
	Food Service Areas	0.00	0.00	100	0.38
Sub-Total - Public Services		1295.00	8.45	1620.00	6.20
SUB-TOTAL: PUBLIC SPACES		12775.00	83.38	22520.00	86.21

FIGURE TWO: (continued)

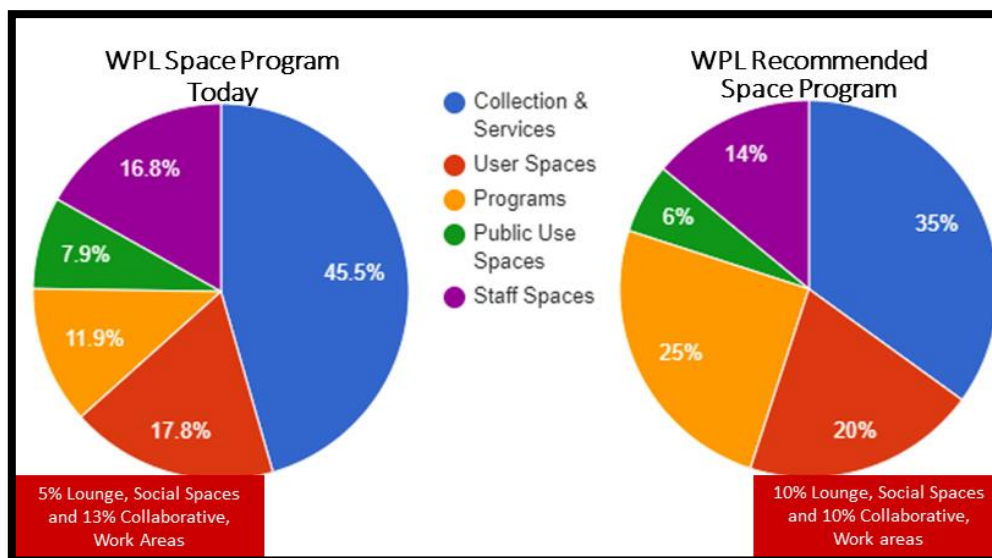
Functional Areas		Existing Library		Recommended Expanded Library	
		Sq. Ft.	% net floor area	Sq. ft.	% net floor area
STAFF SPACE					
Staff Areas	Private Office(s)	540.00	3.52	800	3.06
	Open Office Space, Administration, Office Storage	1260.00	8.22	1550	5.94
	Staff Lunch Room, Lounge, Washroom	410.00	2.68	500	1.91
	Workrooms, Technical Services, Collection and Materials Storage	170.00	1.11	300	1.15
	Boardroom (Staff and Community)	165.00	1.08	450	1.72
<i>SUB-TOTAL: STAFF AREAS</i>		2545.00	16.61	3600	13.78
NET FLOOR AREA		15320.00	100.00	26120	100.00
UNASSIGNED SPACE					
		Existing Library	% of GFA		
Unassigned Space	Electrical/Mechanical Rooms, Custodial, General Storage	3325.00	13.54		
	Internal Circulation, Corridors; Stairwells,	2640.00	10.75		
	Exterior and Interior Walls	3270.00	13.32		
<i>Sub-Total: Unassigned Space</i>		9235.00	37.61	10435.00	29.60
GROSS FLOOR AREA		24555.00		36555.00	

4.3 Recommended Functional Space Program and WPL Outcomes

Overview – Rationale for Reallocations of Space

The Library's outcomes or the benefits WPL brings to Woodstock drive the space allocation. The rationale for the recommended reallocation space is that the **new space allocation enables WPL to deliver those benefits to more residents and, more importantly, to a higher percentage of Woodstock's population.**

The figure below contrasts the proportionate allocation of major spaces within the Library today with those in the recommended functional space program. Keep in mind that these are proportionate allocations and that the actual spaces in the expanded Library are larger.



The most significant changes in WPL's outcomes – and, therefore in the recommended space allocation for the new outcomes – is the:

- 10% decrease of the area committed to Collections and Services and
- 13% increase of area committed to Programs.

This space shift mirrors the shift from housing inventories of physical items to interacting with people.

The recommendation is to decrease the area for collections and services from 45% of the net floor area in the existing Library to 35% in the expanded Library [Note: the actual size in the expanded Library will be increased by over 2,000NSF]. Three shifts are driving this:

1. publishers moving paper books and periodicals and physical audio-visuals to digital; this diminishes floorspace required for shelving and fixed circulation desks.

2. libraries' ability to lease rather than buy popular paper books, eliminating the need to house these volumes after the initial borrowing-interest wanes.
3. recognition that customer service is more effectively delivered by staff being throughout the building in proximity to patrons rather than being stationed at fixed information service desks.

WPL will continue to have print books for some time to come. However, we have assumed that the current shelving will be replaced with contemporary shelving more conducive to accessibility requirements. This means that despite an actual increase in floor space, the area for the print collection will be the same or slightly smaller size in the expanded Library. The space that would have been committed to the print collection before the digital publishing transformation can now be – and is recommended to be - devoted to additional programming and activity space consistent with WPL's learning and education outcome.

Space for programming, learning, meeting, studying, presentations and activities in the existing Woodstock library are extremely limited. A single, relatively small multi-purpose room is the only dedicated program and meeting space. In addition to adequate multi-purpose programming spaces, contemporary libraries serving populations comparable to Woodstock provide specialized, dedicated yet flexible spaces for children and teens, creativity and learning, and quiet group study rooms. These areas – including a learning lab and small presentation venue - are included in the recommended functional space program. Each and all of these spaces are essential to WPL's priority outcomes. It is within these areas that Woodstock residents, individually and collectively, will engage in formal programs and informal interactions and activities that contribute to learning, education, literacy and community inclusion.

Selected Functional Areas – Contribution to Outcomes

Social Space.

While the proportion of User Space has not significantly changed in the recommended functional space program (from 17.8% to 20% or about 2700 sq.ft to 5200 sq.ft), much greater emphasis has been placed on patron's social space relative to their workspaces. This is consistent with residents':

- growing tendency to use their personal devices versus Library fixed computer workstations, and
- desire to work, socialize, network and read for longer periods of time in an open, comfortable environment.

These User Spaces are critical to support WPL's outcomes of community social inclusion and newcomer capacity and inclusion.

Creative Space.

Dedicated space for creative programming does not exist in WPL today. The recommended program allocates 400NSF for this purpose. The exact composition and outfitting of the space requires further discussion but a digital media and innovation lab are envisioned. These types of spaces are regarded as incubators for 21st century learning skills such as teamwork, creativity, imagination, innovation, and are integrated into contemporary libraries which share WPL's outcomes of learning and education and digital

literacy. The activities and programs in these spaces in other libraries have drawn many residents who have not traditionally used a public library.

Learning Lab.

With priority outcomes of learning, education and digital literacy, WPL needs a learning lab. This is envisioned as a dedicated, flexible space accommodating about 30 individuals in modern workshops and learning programs. The lab is not a classroom with fixed workstations or seating; it should be equipped with adaptable furnishings, storage, acoustics, lighting and technologies to support hybrid (virtual and in-person) programs and accommodate a variety of learning styles. This type of environment cannot be achieved in a multi-purpose room.

Presentation Space.

This is a dedicated area for author talks, films, lectures, community presentations, speakers and performances with fixed, tiered seating for about 100 people. Although the space should have upgraded acoustics and audio-visual equipment, it is not a theatre and has no stage or back-stage areas. This space is recommended to provide Woodstock with a unique venue for large audiences in support of WPL's priority outcomes of community and newcomers inclusion and learning and literacy. It is also a space that could be used for community events focused on newcomer inclusion.

Food Service Area.

Offering residents the opportunity to purchase a coffee and snacks without leaving the Library will enhance social networking and interaction, extend the length of stay, and generally contribute to a more positive community experience— all of which support WPL outcomes.

Staff opposed to a dedicated food service area raised concerns related to management and the market. The recommendation for this small space of 100NSF (enough to accommodate a food cart connected with the User Space lounge area but no permanent seating) is based on the Library contracting this service to an existing business in Woodstock. The service will only be provided if it is financially viable for a private operator and the market will determine the type of service – products offered, hours of operation, pricing, etc. This can best be determined through discussions with potential operators. Flexibility to expand or repurpose the space should be a consideration in the design and location.

Dedicated Boardroom Meeting Room.

While this space is labeled "boardroom" it serves the Board, staff and community. In the recommended space program this meeting room is included as a component of the staff and administrative area. However, it should be situated within the Library so that it is also available for community use. This would

be a typical boardroom, able to accommodate as many as 20 individuals, with conference equipment and furnishings. It would be used daily for staff requiring private, dedicated meeting space as well as for Library Board meetings, external rentals, and programs suitable for this venue.

Staff and Administrative Areas.

The proportionate allocation of staff space has decreased marginally in the expanded Library despite the assumption that only 3-4 additional full-time equivalents may be added to the staff complement. The rationale for this recommended space is:

- to address serious limitations with existing staff space
- create a productive work environment necessary to achieve WPL outcomes
- based on the work areas other libraries have found effective for collaborative, open work areas with a few private areas for small meetings or concentrated individual work.

However, the specifics of the staff space requires more detailed investigation in Part Two of the study. Further discussion is necessary to understand workflow as physical inventory continues to decrease, the requirements for private offices and collaborative areas, and an appropriate allocation for technical tasks, processing and storage.

On to Part Two

The architects will now work with WPL, using these recommendations, to answer the next question:

How can the existing building be expanded cost-effectively, respecting the existing building's heritage qualities and addressing the challenges of the current site and location?

In Part Two of the study, WPL staff will work closely with the architects to refine the specific sizes of the functional space program as the details of the expansion become clearer. While this work may result in changes to the size of the recommended spaces, any changes should be consistent with the four objectives outlined on pages 13-14.

Appendix A: Library Trends

Service Area Trends

Most libraries, both new builds and renovations, increase their programming spaces as much as possible. Rooms of differing sizes are constructed to be multi-purpose for:

- Community, group or small business meetings
- Study halls or tutoring spaces
- Library staff meetings
- Specific programming, including youth sessions, technology workshops, makerspaces or repair café's, author talks, etc.

Large rooms usually have movable walls that allow the space to be sectioned into smaller rooms.

While some libraries have constructed makerspace areas, others store the makerspace equipment and bring it into the space as required. Libraries are very conscious of the need to keep spaces flexible to accommodate various – and future – requirements.

Depending on the City's demographics and the libraries targeted outcomes, ample space is often devoted to children and youth areas. Children's areas are arranged to:

- allow storytime and other early literacy programming to occur within the children's area,
- increase safety and security of children, and
- provide families with space to engage with each other.

Youth areas are also shaped to both their support youth collections, their own group interactivity, and programming.

Spaces use as much transparency or glass as possible for clear sightlines - both for library staff and library visitors; staff can quickly see if a room is becoming crowded or if there are any issues arising, and visitors can see the programming underway.

Staff are no longer separated from library visitors, and are available throughout the Library. Staff often wear headsets to communicate with each other, increasing customer service, response-time to visitors needing assistance, and safety for staff and visitors.

Factors influencing changes to libraries' services areas:

- An increase in digital materials has reduced the floor space devoted to physical inventory; libraries now allocate about 60% of their floor space to physical collections and expect this to continue to decrease.
- The predominance of self-service (payments, borrowing, returning, holds) eliminates the need for large customer service desks.
- Movable shelves that can be rolled out of the way to accommodate programming or services
- Supplier services that allow libraries to have more productive physical collections than in the past; including:
 - o leasing physical books (after the initial demand for borrowing of popular fiction titles subsides, the Library returns the books to the leasor and no longer needs to house titles with low borrowing rates)
 - o borrowing metrics indicating the titles that are being borrowed, merchandising methods that are working effectively – or not – and titles that need to be divested.

Staff Work Area Trends

Just as the floor space for the physical collection is shrinking and shifting to more open, flexible, customer-centric areas, so too are staff work areas. While the library CEO or branch manager may have an office, all other staff are in collaborative work areas. There may be small meeting rooms within the staff area for a staff member to work in when they need a quiet place for concentration or when a few staff members meet.

Factors influencing changes to libraries' staff work areas:

- With physical inventory shrinking, large sorter machines are being replaced with smaller machines, freeing up work process areas for staff cubicles or group work tables.
- Many libraries purchase or lease physical items that are shelf-ready; libraries can then allocate staff from processing to customer-facing services and program design and delivery in the branch or anywhere in the community.

The work for those in libraries involves working with people much more than with print inventories. This shift is reflected in the space allocated for services and staff work.

Appendix B: Stakeholder Interviews

Introduction

Interviews were conducted with key community stakeholders to explore how the Library's programs and services can serve the community and the type of library building required to positively impact the City, residents, and businesses. The following questions were addressed in the interviews:

1. Before we discuss the Library, we would appreciate hearing your perspective on community issues and opportunities, now and in the foreseeable future. What significant changes will Woodstock experience during the next 5+ years? Are there unique opportunities that the City can capitalize upon?
2. We are interviewing a wide range of community stakeholders. Are there particular issues or opportunities that fall within your area of responsibility or interest in the City that we didn't cover in Question 1? Are there initiatives, plans or projects that you feel will – or should – have a major influence on the City's future? Why – how could these change the community?
3. What organizations or agencies in Woodstock (businesses, service organizations, government agencies, etc.) will be most important in addressing the challenges and opportunities that you identified in Questions 1 and 2?
4. If you were the Library exploring how best it can support the residents, organizations and businesses and City Hall of Woodstock, including those that you have identified in the previous question, what would you see as essential for the Library's building and services? We are particularly interested in spaces that would support services and programs required by the community. (examples: Spaces in which people can complete their high-school education or upgrade their skills? Spaces in which pre-schoolers improve their school readiness? Study spaces, especially for those in online educational programs?) For the spaces that you have identified, are you aware of specific opportunities for the Library to share space with other agencies or organizations?

The following stakeholders were interviewed:

City of Woodstock

Trevor Birtch – Mayor; Library Board member

David Creery – Chief Administrative Officer

Brad Hammond –Development Officer

Brian Connors – Parks and Recreation Director

Woodstock Public Library

Ken Whiteford – Board Chair

Marlene Turkington (provided comments in writing) & Marian Baker – Friends of the Library

Community Agencies and Organizations

Louise Waldrop – Executive Director. Oxford Community Foundation

Stephanie Ellens-Clark. Executive Director. Social Planning Council

Kelly Gilson – Exec. Director. United Way

Mary Reid – Curator. Woodstock Art Gallery

Jenna Mitchell – Youth and Family Supervisor. Wellkin.

The results of the stakeholder interviews are summarized under the following three headings.

- Over-riding Issues
- Community Issues, Changes and Challenges and Implications for an Expanded Library
- Partnership Opportunities

Over-riding Issues

The Library's Role in the Community

The interviews suggest there is not a clear and consistent sense of the Library's role in the community or the key outcomes associated with library service. While all of those interviewed supported the WPL and generally had positive things to say about the Library, there was not a strong sense of the manner in which it currently contributes to the well-being and positive development of Woodstock, or the manner in which it should in the future.

Most of those interviewed envisioned a Library that was more involved in the community and worked more closely with other community agencies. They felt a larger library was justified and anticipated this would result in more and better services. These individuals, that were a substantial majority of those interviewed, supported a stronger presence of the Library in the community but the nature of this presence was very broadly defined. These individuals do not associate the Library with a specific role or priority outcomes.

A much smaller group of stakeholders appeared confused by the changing role of the Library. These individuals had a very traditional view of public libraries and were not yet convinced that many of the services (and accompanying spaces) associated with contemporary libraries were a priority in Woodstock.

Ultimately, these interviews highlighted the importance of the WPL clearly defining a service delivery model and outcomes as the foundation for the expansion and redevelopment of the library building.

A Community in Transition

All of those interviewed mentioned significant change associated with growth. The notion that Woodstock was a community in transition from small town to major urban centre was a consistent theme. Further, many felt the community had not yet come to terms with the transition. Some referred to an inherent conservatism and unwillingness to abandon traditional approaches while others suggested that a new, progressive Vision of Woodstock's future had yet to emerge as a guiding force for

community decision-making. It was suggested that this community Vision must be better defined to fully appreciate the role that the WPL should play in the community's future.

An Expanded Downtown Library

All of those interviewed supported an expanded library at the existing downtown location. While the challenges associated with expansion were acknowledged, it was agreed that a larger library at the current location will best serve the community while supporting the downtown and facilitating working relationships with other agencies.

The future of the WPL after the expansion of the Central Library was not addressed in the interviews. Nonetheless, some of those interviewed anticipated a second branch at some point in the future while others spoke of expanded community outreach and programming partnerships.

Community Issues, Changes and Challenges and Implications for an Expanded Library

Issues, Changes and Challenges	Possible Implications for the Library
<p>Population Growth – recent rapid and sustained population growth is expected to continue subject to the availability of land for development.</p>	<p>Overall increase in demand for library services Greater urgency to correct historic deficit in library space per capita Need for expanding existing areas in Library and providing new areas for programming, presentations and social networking. Need to correct the inadequacy of current staff space and challenges associated with limited storage and administrative space (e.g., to support the Friends).</p>
<p>Suburban Development – municipal growth has resulted in a significant expansion of the urban area with new commercial, retail and residential development on the edges of the community. This development may lead to new municipal services – such as a second community complex in the north end.</p>	<p>Possible need for a second branch library in the future. However, as discussed above, strong consensus that expanding the existing Library is the priority.</p>
<p>Increasing Diversity – newcomers represent a broader range of ethnic, cultural and lifestyle groups.</p>	<p>Currently, WPL has limited ability to serve a multi-cultural population; creates the need for new services. Promote diversity and inclusion with education, information and programs. Act as a meeting place to encourage residents to come together as a single community. Literacy for some newcomers. Expanded outreach and engagement for newcomers that can not or will not come to the Library.</p>

	Spaces for people to meet and network
Rising Expectations – newcomers are relocating from larger centres where they have been accustomed to higher levels of municipal services. Those from the GTA may bring a different mentality to Woodstock – less supportive of a "small town" and more aligned with a "big city".	Growing demand for improved and expanded services customary in contemporary libraries in GTA communities.
Growth in Assessment – an expanded tax base with increased residential and industrial development	Resources available for the expansion and improvement of municipal services including library services.
Less Community Cohesion – increased residential growth accompanied by greater diversity has created communities within the larger community. There is a growing attachment to neighbourhoods rather than the City as a whole. Newcomers don't use the entire City in the same way as long-time residents. Many of the new suburban neighbourhoods have limited services, few meeting places, and poor public transit etc.	Need spaces and services to bring people together in a central downtown location. Build a stronger community by establishing social networks, raising city-wide issues and promoting shared approaches to common problems. Places and spaces for connecting people, program and presentation areas, food service, etc. Create a comfortable, welcoming space for the entire community. Provide attractive, outdoor space with internet access and areas for programming
Challenges in the Downtown Core – population and assessment growth has not necessarily contributed to a stronger downtown, indeed highway commercial and retail growth may be an added challenge. The downtown has lost its role as the business, social or cultural centre of the community. While slow to emerge, there are some signs of a growing downtown residential market with higher density development. If this continues it will have a positive impact on the downtown.	Must play a stronger role in downtown revitalization (in association with other community agencies such as the Art Gallery and Museum and the downtown business community). Become a major attraction bringing people downtown.
Poverty, Affordable Housing, Emergency Shelter and Homeliness – these issues have been exacerbated by rapid growth fueling higher housing costs. Woodstock is a hub for social services in Oxford County and as such attracts people in need.	Improved outreach and engagement to serve affected populations; must take services, including digital and technology, into isolated and low-income neighbourhoods. Continued role as a safe space for homeless and individuals with mental health, substance abuse or other issues; creating a challenge for staff but also the need for additional, safe space and closer working relationships with agencies serving these populations.

	Pursue social goals in an expanded building (e.g., provide food service in partnership with a social agency).
Youth Engagement – a major issue is the absence of welcoming, safe places and spaces for youth, and particularly spaces where social support is available if needed.	Appropriately equipped and furnished, dedicated space for teens (and tweens). Attractive, outdoor space with internet access and programming would be well used by youth.
Training, Skill Development and Employment Support – A flexible, well trained, skilled labour force is required to support economic growth. Expanded educational resources supporting employment in an evolving digital economy are required. Fanshaw College's role is limited in this regard. Most young people leave Woodstock for post-secondary education and employment. Newcomers are looking for support (networking and technology training) to expand existing or start new businesses.	Spaces and equipment that are available to the community; including rental space. Social networking space – comfortable, accessible, with internet to foster entrepreneurship. Targetted support for small business – space to rent for meetings, access to technology and training, etc.
Technology, Innovation and Creativity – opportunities to explore new technologies, innovate and be creative are limited, especially for young people. Developing these interests and skills will support economic development.	Significantly improve programming and facilities in this area, similar to initiatives of other public libraries (maker space, media labs, robotics, digital training etc.). Create opportunities for interaction and collaboration, especially amongst youth.
Arts and Cultural Initiatives -despite recent improvements and the work of agencies such as the Art Gallery and Museum, too few art and cultural festivals, events and programming are held in Woodstock and arts and cultural organizations are under-represented. These initiatives are important to create community, develop social networks and support the local economy.	Reposition Library as a major contributor to arts and cultural life of the community with programming, assembly and presentation space Promote diversity and awareness of new cultures and lifestyles in Woodstock..

Partnership Opportunities

Those interviewed were asked about possible partnerships between the Library and other community organizations and agencies to address the issues opportunities and challenges noted above. The discussion covered both program partnerships (where the Library participates with another agency to offer a program or service) and facility partnerships (where the Library shares space with another agency).

The majority of the respondents supported both program and facility partnerships. However, a few respondents raised two significant qualifications. (1) partnerships should be consistent with the Library's

role; however as noted above, there was no consensus on the nature of that role, and (2) partnerships should not duplicate the mandate or services provided by other government agencies; however, the distinction between duplication and collaboration was unclear. Most felt that the Library could play a role in programs or services that addressed such issues as health, employment, training and education without duplicating the role of other agencies. A few of those interviewed had a narrower view feeling that the Library's primary function was to refer patrons to other service providers.

The majority who strongly supported partnerships placed few limits on the Library's potential partners. A wide range of agencies dealing with employment assistance, business development and retention, training, youth and senior services, mental health, addiction, diversity and inclusivity, community safety, arts, heritage and cultural events, and newcomer services were among those mentioned in the interviews. While the range of potential partners was considerable, three sectors appeared to be priorities. These were (1) STEM (science, technology, engineering and math); (2) Arts and Culture, and (3) Youth.

There was support for both programming and facility partnerships. Outreach and partnerships with other agencies to expand service delivery in Woodstock was widely supported. Facility partnerships that would see another agency occupying space in a larger library building were supported, but only after any additional space required by the Library was accommodated. While recognizing the challenges associated with sharing space outside of the Library, this was generally seen as a strategy worth investigating. Some stakeholders identified building that might have space for this purpose (such as the 4th floor of the Art Gallery).

Appendix C: WPL’s Priority Outcomes and Service Delivery Model

In 2014, the Woodstock Public Library (WPL) did an assessment that indicated that the Central Library building was too small to meet the needs of the community and recommended that the existing Library be expanded. This current study examines the options for the building's expansion by addressing three key questions:

1. How can the existing building be expanded cost-effectively, respecting the existing building's heritage qualities and addressing the challenges of the current site and location?
2. What type of library facility is required to meet the current and future needs of the community? Specifically, what physical spaces are needed to support the services and programs the Library will provide to residents?
3. Can the WPL share space, either in an expanded library building or elsewhere in the community, with other organizations and agencies to better offer services to residents?

The architects will address Question 1 on technical, structural issues. While Question 1 is important, especially because the building is an iconic city structure, it is Question 2 that informs both informs Question 1 and determines the allocation of building space. Question 2 asks how WPL's programs and services best serve Woodstock, and what type of physical structure is required for these programs and services to positively impact the City, residents, and businesses. Having determined the type of building needed, we can examine opportunities to provide physical spaces in partnership with others (Question 3).

This report has two objectives. First, to address Question 2 by documenting WPL's Service Delivery Model (SDM) and Outcomes as defined by the WPL's senior management. Given that "strategy drives structure," WPL's building design must enable the Library to fulfill its strategy to deliver services that most benefit its community. To clarify WPL's SDM and priority Outcomes, we:

- Completed confidential interviews with community influencers.
- Conducted a workshop with WPL's management team at which they discerned the community stakeholder's input and further refined the Library's priority Outcomes and SDM.

Second, this report keeps WPL staff and board informed of the study's progress and of the Library's SDM and Outcomes, which will ultimately shape the answer to Question 2: the type of building and the spaces required.

Library Outcomes

Outcomes describe how the community benefits from library services and programs. A library's outcome is what 'comes out' of their services and programs that aid the City, residents, businesses, and other organizations. Outcomes must be differentiated from outputs. Outputs describe activity levels such as borrowing, participation or attendance. All libraries gather and communicate outputs. Outcomes, however, are much more difficult to measure.

Outputs focus on what the Library has done.

Outcomes focus on the benefits of what the Library has done.

Outcomes directly impact our study because they directly impact the type and size of physical spaces in the Library. Specific areas are required in the library building to deliver the programs and services associated with the outcome. For example, community social inclusion outcomes – or benefits - would be challenging to achieve without spaces specifically designed to accommodate youth or marginalized populations. Similarly, digital literacy requires appropriately equipped training spaces. Perhaps more importantly, the emphasis placed on various outcomes directly affects the amount of space devoted to different areas where the Library's size will be constrained. Establishing priority outcomes, therefore, is a critical first step in the building design program.



PUBLIC LIBRARY OUTCOME AREAS

- VI. READING AND LITERACY
- VII. LEARNING AND EDUCATION
- VIII. COMMUNITY SOCIAL INCLUSION
- IX. DIGITAL LITERACY AND

Most libraries have services and/or programs that fall into the eight outcome areas, but very few libraries target outcomes for all areas. There is a big difference between providing two or three programs/year related to an outcome area and **targeting outcomes** in a specific area. To deliver outcomes – benefits – to the city in one of these outcome areas, a library must establish priorities for services and programs that will drive those benefits. Large, multi-branch, well-funded libraries have the resources and scale to successfully deliver programs and services through which their communities realize outcomes in several of these areas. But it is simply too resource-intensive for most libraries to invest in the types of services and results that produce tangible and intangible outcomes for all eight areas. With limited funding, spaces and resources, libraries cannot be all things to all people. Libraries comparable to WPL cannot generate specific benefits to aid their cities' many and varied challenges; like these similar libraries, WPL must focus on its priority outcomes. Many libraries focus their efforts on four or five outcome areas – maximum - and almost all libraries target the first four areas.

Senior management agreed that these are WPL's priority Outcomes:

- I. Reading and Literacy
- II. Learning and Education
- III. Community Social Inclusion
- IV. Digital Literacy and Engagement

I. Reading and Literacy

Many public libraries view this outcome area as a priority, with the specific benefits of improved school readiness, early literacy skills and life-long literacy skills. Research shows that literacy and reading at all ages is strongly linked to physical and mental health and economic and social well-being. The Aspen Institute deemed public libraries as literacy champions. "The 21st-century library is the champion of the literacies needed to navigate information abundance, create knowledge, bolster economic opportunity and make democracy dynamic."²¹ This may be one of WPL's outcome areas as *Love of Reading* is one of WPL's guiding principles.

II. Learning and Education

Learning and education are symbiotic with reading and literacy. Public libraries in North America were transformed from for-fee to free public institutions, mainly by Andrew Carnegie, as "temples of learning, ambition, aspiration" for towns and cities to "diffuse knowledge." Carnegie had used libraries for his education and viewed these institutions as a way for people to learn, improve their lives, employability, and, in turn, society and the economy. Some of leading public libraries, aligned with their cities' strategies to build educated, skilled, healthy communities, focus on those who have not completed formal education. These libraries provide classes, supports and tutoring for individuals to gain their General Education Development certificate (GED), with the outcome: A high-school education equipping residents with the basic skills to participate actively in society. Times have changed since Carnegie's philanthropy, but most public libraries see life-long learning as a key outcome, supporting education with study spaces, online courses, tutoring, etc.

²¹ [Aspen Institute, Renewed Vision of the Public Library, 2014](#)

III. Community Social Inclusion

There are a few aspects to this outcome area. The libraries that focus on this type of outcome tend to do so to aid in the social inclusion and community engagement of youth, seniors, or marginalized. The common element is to build a sense of community, access and equity for a demographic group. As we said above, it is complicated for a library with limited branches or librarymobile to deliver outcomes for more than one demographic group.

For youth: The targeted outcome for libraries focusing on youth is to ensure all youth have a safe, inclusive, environment in which they develop life skills such as creativity, collaboration and camaraderie. Some studies point to opportunities to engage youth at risk through mentoring programs in public libraries²².

For seniors: The targeted outcome for libraries focusing on seniors to feel a sense of connection and value to their community. During the pandemic, libraries spoke of circulating social cohesion instead of or in addition to circulating books. Personal calls to isolated seniors, virtual or phone book discussions, book delivery to seniors, and other types of online or mobile programs have replaced the in-person gathering spaces and programs customized for seniors by many libraries.

For marginalized: Many Canadian municipalities face worsening social and economic inequality, declining civic engagement, and related concerns. They view libraries as a part of the municipality's coordinated response to decrease social challenges and increase social inclusion. The Social Inclusion Audit, developed by the Canadian Urban Libraries Council (CULC) is cited and used internationally. It defines social inclusion as "the participatory, authentic, and accountable manner in which institutions uphold and reinforce the principles of access, equity and, as a result, social inclusion for all." Several public libraries partner with the municipality and social services to collectively serve the marginalized and ensure everyone has access to the information and services needed --- to strengthen the individuals and build the community.

IV. Digital Literacy and Engagement

Most aspects of life, work, learning and the economy are digital. To participate in the digital society, residents must have digital literacies. The digital divide is genuine, and most municipal governments see the public library as the bridge across this divide, particularly for those unable to afford the devices or access. Now that many education systems are online – from kindergarten through to post-graduate and upgrading – governments depend on public libraries to be a key connector in communities' digital solutions.

The degree to which libraries focus on the outcome areas V - VIII depends very much on their city's requirements and the Library's resourcing, expertise, and partnerships. Descriptions of these outcome areas are in [Appendix C](#).

²² Beaudry et al., "The Future Now," 121; Carlos B. Crockett, "[Urban Youth and Public Libraries](#)" (Public Libraries Online, January 5, 2015)

What's important about all of the outcome areas is that most rely on the interaction of library staff with residents to produce the desired benefits. While reading and some aspects of learning may be solitary activities, literacy, education, inclusion, culture identity, and small business support are not. Library outcomes that demonstrate the library's value to key stakeholders involve people-to-people engagement, interface, discussions, and collaboration.

Different types of facilities and spaces are required to support these complex, people-intensive outcomes and the growth in digital devices and resources. These outcomes depend on programs and social interactions rather than physical inventory.

WPL's Priority Outcomes

Senior management defined WPL's priority Outcomes:

Outcome Areas	WPL's Priority
Reading and Literacy Learning and Education Digital Literacy and Engagement	Highest These outcome areas are essential.
Community Social Inclusion Newcomer Capacity and Inclusion	Moderate – These outcome areas are important given specific needs in Woodstock.
Local Culture and Identity Workforce Readiness Small Business Support	Lowest – Given that resources will always be limited, these outcomes are a lower priority. While WPL may provide selected programs and resources within these outcome areas, other community agencies will play a much more significant role in addressing specific community benefits in these areas.

Library Service Delivery Model (SDM)

A library's service delivery model articulates the core principles that guide the design, delivery and management of services and programs. Keep in mind that these core principles are not the Guiding Principles or Values identified in WPL's strategic plan.

WPL's service delivery model articulates the Library's deliberate choices to determine how services and programs are designed, delivered, and managed to realize their priority outcomes. For this study, we are most interested in aspects of the SDM that affect the delivery of services in physical spaces.

Senior management endorsed these service delivery model principles for WPL's physical spaces:

- **Highly Centralized Facility Model:** WPL has one Central Library serving the entire service area with highly developed virtual services, outreach, librarymobile (program and service van), kiosk, self-service and community-based services throughout the community/city/county.
- **Commitment to Facility-Based Partnerships:** WPL delivers services from physical spaces controlled by other public or private agencies. These may complement spaces available at the Central Library, or if warranted, replace spaces that might otherwise be provided at the Central Library.
- **Commitment to Cooperative and Coordinated Services:** Woodstock service providers agree to avoid duplication and assign program priorities to the agency best able to meet the needs of the community.

These service delivery model principles directly affect this study. It confirms:

1. That the expansion of the existing Central Library is the immediate priority (as opposed to building new branches)
2. The validity of facility-based partnerships, including the possibility of physical service delivery that would typically be in the Library building may be within physical places operated by partner providers. This approach will be pursued to maximize cooperation and coordination with other service providers.

While the principles spelled out here deal only with physical spaces, they have implications for WPL's service delivery model. These implications are not within the scope of this study. However, its commitment to a highly centralized single facility means WPL must address community-based services through stronger virtual services, outreach, librarymobile (program and service van), kiosk, self-service, and formal partnerships for service delivery throughout the city.

Outcome Areas V - VIII

V. Workforce Readiness

It is somewhat difficult to define clear boundaries around some outcome areas. There is a blurring of lines between areas I. and II. (reading, literacy, learning, education) and between VI. And VII. (digital literacy and workforce readiness). Job skills are predominately digital skills. Digital skills are seen as 21st-century workforce skills. Public libraries often work with employment and social services to prepare and support job-seekers for the workforce through resume-writing, specific skill development educational activities, and interview coaching.

VI. Newcomer's Capacity and Inclusion

The Library's concentrated efforts on this outcome depend on the population growth of newcomers, particularly if those newcomers are immigrants. The libraries in municipalities such as Brampton, Markham, and Surrey who are experiencing exponential increases of those new to Canada, focus heavily on this outcome area. Many libraries share offices for newcomer social services, bringing newcomers to the Library where they attend ESL training, join in social inclusion groups, and read newspapers and books in their language.

VII. Local Culture And Identity

This outcome area is one of libraries in municipalities who treasure their unique arts, culture and the distinctiveness of the community. The library may complement museums or cultural organizations, or the library is capturing a particular niche for the city. Some libraries are publishers for local authors. Other libraries are producing the music of local musicians. Some libraries have established themselves as the new media for the community when local newspapers or radio stations have been shuttered.

VIII. Small Business Support

While many libraries have services and/or programs for entrepreneurs and small business development, few focus on this as an outcome area. Those libraries that do see small business support as a targeted outcome do so because they have a close working relationship with the BIA, Chamber of Commerce and/or the municipality's economic development. There are libraries in cities for which local business development is critical for the city; those libraries have established small business working spaces and supports – for which some libraries charge fees.