

# Appendix 1

## **West Grey Public Library 2020 Organization Review**

**Public Summary Report  
Marianne Love, ML Consulting  
November 24, 2020**

# Background and Current State

- The Library positions have been included in the municipality's 2020 Compensation Review (see Municipal website for the public report).
- West Grey Public Library provides library services to the residents of West Grey in a mix of rural and settlement areas over a vast geographic area of 880 sq km at 4 Library Branch locations: Durham (Main Branch), Neustadt, Ayton and Elmwood, with a total of 66 hours of operation weekly
  - Durham—38 hours
  - Neustadt—12 hours
  - Ayton—12 hours
  - Elmwood—4 hours (previously 9 hours)
- In past few months, a 12-month Programming Plan, a 15-month rolling Marketing Calendar and a promotion package have been developed. A recent Survey Report shows responding residents are in support of programs being offered and participation in programming increased in 2019 over 2017.
- Overall the library system has seen an increase in circulation and visits in 2019 over 2018. However, Elmwood Resource Centre has experienced a decline.
- Currently the library is staffed with one full time staff and 8 part time staff.
- The Library is seeking to undertake an accreditation process pursuant to the Ontario Public Library Guidelines Monitoring and Accreditation Council.
- ARUPLO (Administrators of Rural and Urban Public Libraries of Ontario) provides targets for a library to provide an appropriate level of service for its community.

# Key Objectives

- ▶ Ensure that the Library is ‘right sized’ to deliver key library services to the West Grey Community:
  - ▶ benchmarking other Libraries of similar size/population;
  - ▶ assessing existing staffing structure, staffing levels, compensation levels, job titles, job descriptions
- ▶ Ensure that the Staffing and Service Delivery model aligns with West Grey Public Library’s stated priorities of providing relevant resources for current needs, follows relevant organization design principles and best practices in the Sector, and addresses key challenges faced by the Library
  - ▶ **Review of service areas and staffing will include considerations of:**
    - ▶ **Strategy:** aligns with West Grey Public Library’s strategic priorities and directions
    - ▶ **Structure:** organizational design aligns ‘like’ functions to foster the cross-pollination of ideas
    - ▶ **Process:** Structure facilitates improved process efficiencies and streamlining of services
    - ▶ **People:** Optimal use of each staff member, ensuring they are contributing to the objectives of the Library
    - ▶ **Culture:** Structure fosters a culture of dedication to service excellence across the organization
    - ▶ **Cost effectiveness and Ability to pay**

# Approach

- ▶ The Consultant interviewed the Library CEO and probed the following:
  - ▶ Key challenges in staffing
  - ▶ Key challenges in servicing
  - ▶ Accomplishments; what's working well
  - ▶ Challenges; areas to improve in staffing and service delivery
- ▶ The Consultant also interviewed the Library Board Chair and the three municipal Councillors that serve as Library Board members.
- ▶ **Attachment 1** shows West Grey Public Library Service Metrics for the 4 Branches for 2017, 2018 and 2019.
- ▶ Other source documents for the Library include:
  - ▶ Library Comparator Service Metrics
  - ▶ Circulation and User Residency for the Elmwood Resource Centre
  - ▶ Strategic Plan 2020-2023
  - ▶ ARUPLO Guidelines for Rural/Urban Public Library Systems (2017)
  - ▶ Ontario Public Library Guidelines for Accreditation (2017)
  - ▶ WGPL Survey Results (2020)
- ▶ Library comparators identified for benchmark comparison include Grey Highlands, Hanover, Meaford and North Perth
- ▶ Interviews, source documents and comparator information have provided context and information to provide recommended solutions

# Gap Identified—Service Levels, Effective Resourcing

- ▶ The Library is challenged to attract and retain competent/technically qualified staff with so few hours available; the CEO will often fill the ‘service gap’.
- ▶ ARUPLO guidelines indicate for a sustainable library it should service a minimum of 1000 people in the surrounding area, someone should not have to drive more than 30 minutes to reach a library and the library should have a minimum of 8,000 circulations a year.
- ▶ OPLG guidelines recommend public library service outlets be located for the maximum convenience of residents of the community, with no specific guideline indicated for minimum population or circulation; and suggests that someone should not have to drive more than 45 minutes to the nearest library.
- ▶ WGPL Full Time Equivalent Staff (FTE’s) = 4.3 is lowest among the 4 Library Comparators and serves the second highest community population (ranks second highest to North Perth in population).
- ▶ The Elmwood Resource Centre fails to meet any of the benchmark measures in the ARUPLO Guidelines relating to Facility Size, Hours of Operation, Staffing, Collections, Seating and Public Computers for Small Branches (serving up to 5,000 population). Ayton and Neustadt Branches are closer to meeting the benchmark measures. The Durham branch meets some of the benchmark measures for a Medium Branch (serving up to 10,000 population).
- ▶ Elmwood Circulation and Branch visits have declined year over year, 2017 to 2019. Based on available date, more Elmwood Resource Centre users from 2016 to 2019 resided in Brockton (60%) as compared to West Grey (40%); circulation has decreased by 70% since 2014.
- ▶ Currently, curbside service is offered at the Elmwood Resource Centre (1 hour/week).

# Conclusions

- ▶ WGPL is challenged with providing Library services to residents in West Grey over a vast geographic area with the current service and resourcing arrangement.
- ▶ Library Program participants increased in 2019 as compared to the two years previous. A focused Programming Strategy and Work Plan with continued collaboration with Municipal Recreation Staff will advance the Strategic Priorities of the Library (i.e., Community Hub, Community Connections and Resources)
- ▶ Service levels were reduced at the Elmwood Resource Centre in 2018 to 4 hours weekly, which puts into question whether a meaningful service is being offered. 2019 circulation decreased by 70% since 2014; the majority of identified users/patrons of the Elmwood Resource Centre from 2016 to 2019 reside in Brockton.

# Identified Options

► The following options have been presented to the Library Board for consideration:

1. Investigate the feasibility of accessing adjacent library systems (e.g., Hanover Public Library.)
2. Utilize services already offered by the Bruce County Library (with no cost). The closest library branches to Elmwood are Chesley and Walkerton. Chesley Library is open 6 days a week, a 8-minute drive from Elmwood; Walkerton Library is also open 6 days a week, and 16-minute drive from Elmwood.
3. Investigate the feasibility of accessing the Bruce County Bookmobile—At this point the initiative has been deferred.
4. Introduce a Locker System at the Elmwood Resource Centre—A locker system can extend coverage and accessibility of the library service, offers patrons self-service at a convenient time for them and can be placed at any indoor location. It allows patrons to place holds on materials in the usual way and collect them at the locker system and returning previously borrowed items. Life cycle: 7-10 years; Locker Cost: to be determined; staffing requirements: deliver books each week and pick-up returns, 3 hours of staff time/week plus mileage

# Recommendations

- ▶ It is recommended that the Board give consideration to the following:
  - ▶ The CEO/Chief Librarian develop a Programming Strategy and annual work plan.
  - ▶ The Board direct the CEO/Chief Librarian to
    - ▶ Investigate a service delivery option with adjacent libraries for Elmwood residents;
    - ▶ Discuss with the County of Bruce that Elmwood residents are being provided an option to use Chesley and Walkerton; and
    - ▶ Engage with the Elmwood residents to inform them of new service delivery model.
  - ▶ Circulation, Branch Visits and New Member metrics continue to be monitored and reported to the Board for all Branches.



## Attachment 1

# West Grey Public Library Service Metrics

West Grey Library	Circulation			# of visits to branch			# of new patrons			Weekly Operating Hours		
	2017	2018	2019	2017	2018	2019	2017	2018	2019	2017	2018	2019
<b>Ayton</b>	1,974	1,940	2,402	1,272	1,447	1,525	16	35	17	12	12	12
<b>Durham</b>	35,926.	35,465.	34,327.	20,731.	19,679.	20,049.	339	291	247	40	38	38
<b>Elmwood</b>	882	733	560	629	573	538	3	8	8	9	4	4
<b>Neustadt</b>	4,319	4,422	4,783	2,573	2,231	2,136	33	38	18	12	12	12
<b>E-Resources</b>	7,301	9,676.	10,702				82	83	80			

West Grey Library	Adult Programming			Children's Programming		
	2017	2018	2019	2017	2018	2019
<b>Participants</b>	215	138	232	227	197	261