



# REGIONAL MUNICIPALITY OF WATERLOO LIBRARY COMMITTEE AGENDA

Note: Time  
Change



Tuesday, March 20, 2012  
(Immediately following Planning & Works Committee;  
approx. **12:30 p.m.**)  
Waterloo County Room  
150 Frederick Street, Kitchener, Ontario

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1. **DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL  
CONFLICT OF INTEREST ACT**
  2. **DELEGATIONS**
  3. **REPORTS**
    - a) [P-LIB-12-001](#) - Region of Waterloo Library 2012 Budget Follow-up 1
  4. **INFORMATION/CORRESPONDENCE**
    - a) [Memo](#) - Region of Waterloo Library Operations Highlights: December 2011 to  
February 2012 6
    - b) [Information Updates](#) from Federation of Ontario Public Libraries (FOPL) 9
  5. **OTHER BUSINESS**
  6. **NEXT MEETING – May 29, 2012**
  7. **ADJOURN**



**REGION OF WATERLOO**

**PLANNING, HOUSING AND COMMUNITY SERVICES**  
**Community Services**

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**TO:** Chair Todd Cowan and Members of the Library Committee

**DATE:** March 20, 2012 **FILE CODE:** R09-00

**SUBJECT:** **REGION OF WATERLOO LIBRARY 2012 BUDGET FOLLOW-UP**

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**RECOMMENDATION:**

For information and direction.

**SUMMARY:**

During its' consideration of the Region of Waterloo Library Proposed 2012 Budget Report (P-LIB-11-007) Library Committee directed staff to follow up and provide further detail on three items:

- i. A survey of staff regarding new items for branches that could improve services provided to patrons. Funding for such improvements could be taken from the Library Capital Reserve Fund, to which the 2010 budget surplus of \$120,823 has been added.
- ii. Proposed use of a \$30,000 operating budget increase (now included in the approved 2012 operating budget), for program enhancements or expansion, with particular consideration to the on-going provision of computer literacy training.
- iii. The cost of the proposed review of branch hours and services, including potential involvement of university students (such as through the business program at Wilfrid Laurier University).

This report presents the information gathered to date on these items, and requests further direction from the Committee.

**REPORT:**

**Branch Improvements**

At the direction of the Library Committee, all branch staff were asked in January to submit suggestions for branch upgrades to materials, program supplies, and furnishings. The focus was on one-time expenditures with the recommended primary funding source being the 2010 operating surplus of \$120,823.

The submitted requests were compiled into tables organized by branch and Township. Items that were requested by several branches, such as digital cameras, were grouped into the Headquarters table. Some requests submitted by staff, such as exterior electronic signs and facilities improvements, had already been included in the 2012 budget report, and was noted. The complete list was then circulated to all staff for their further review. The itemized list will be circulated to Library Committee members in advance of the meeting, for information.

Using rough cost estimates, the total of the requested items is \$38,400. There is sufficient funding in the Library Capital Reserve Fund to finance all of the requests. However, Library Committee may wish to establish a smaller overall amount (or amount per branch or Township) to be allocated to this initiative, or provide additional guidelines for prioritizing types of items to be acquired. If the Library Committee decides to approve some or all of this funding, an adjustment to the 2012 Capital Budget is needed. The form of the recommendation to Regional Council would be: That the Regional Municipality of Waterloo approve an increase to Other Branch Furnishings in the Region of Waterloo Library Capital Budget, to include an additional (specified amount) in 2012, to be funded from the Library Capital Reserve Fund.

### **Sustainable Computer Literacy Training**

In 1999, the Region of Waterloo Library received its first Community Access Program (CAP) grant, which provided funding for public internet access computers in the branches, and two trainer/coordinator staff positions for about two years. Since then, RWL has responded to the public need for computer training in a variety of ways, always dependent on the funding available at the time. The patchwork of programs has included RWL staff, third party organizations on a charge-back basis, and students hired by RWL funded by grants. The cost to the public has ranged from free, to nominal, to \$125 for a multi-week course.

A recent CAP grant enabled RWL to hire short term contract staff to run one-on-one computer teaching sessions. Based on the quantity and nature of requests for coaching assistance received both from participants and others, recommendations concerning types of programs, subject content and delivery options are being developed.

At its meeting on December 6, 2011, Library Committee noted that computer literacy training appeared to be a significant need in the community, and that the type of training programs offered last fall were important to the community. Following this discussion, Library Committee added an amount of \$30,000 to the Operating Budget for 2012. It is the understanding of RWL staff that this amount is to be primarily directed toward implementing an on-going computer literacy program to serve Township residents.

From the evaluation of user needs to date, it is clear that a multi-tiered approach would best serve resident needs. For the newest users, one-on-one instruction is the preferred method, while for more advanced users, or those interested in very specific topics, small group training, or computer clubs could be more effective. Course delivery could be by means of specifically-hired instructors, volunteers (which would require RWL to have a volunteer coordinator position), or existing staff (with sufficient backfilling). Topics that could be covered include basic computer use, Internet safety, searching for information on the Internet, using databases for research, social media and using E-readers.

As a rough estimate, the 2012 Operating Budget increase of \$30,000 could fund about 1,000 hours of training if provided through library staff, or a part-time position of about 2.5 days per week.

It is anticipated that a recommendation concerning the preferred computer training delivery model and related costs would be available for the May 29, 2012 Library Committee Meeting. It is possible that a pilot project could be undertaken before then to test out some aspects of the recommended program.

### **Library Branch Hours and Services Review**

The hours of branch operation, and the services offered by RWL are highly sensitive customer service issues, and demand exists for increasing both. Any decisions about branch hours and services will affect staffing costs, the largest item in the RWL budget, as well as staff workload.

Staffing costs are about \$1.6 million, or 70% of the RWL budget. Ensuring that these resources are used effectively will provide a large return on the cost of the study. Providing new services in the community should increase membership numbers, which have remained almost constant for several years; this could increase the visibility and value of the library to the community as well.

This review is needed to provide a 'road map' to guide future decisions around hours and services, so that RWL has a model of service delivery that is consistent, explainable, effectively addresses changing demands, meets community needs, and results in increased library use.

The current situation presents many challenges:

- growing demand for adult programs such as computer training, book clubs, and small business seminars which have not traditionally been offered by RWL;
- full day kindergarten, changing the availability and ages of children for traditional programming;
- requests, expectations and many great ideas for new programs, for example, "workout at the library" - a program to share resources about physical and mental well being, in conjunction with the community health centres;
- requests for programs to be delivered outside of existing branches, such as in Breslau;
- consistent programming for specific sectors (for example teens and seniors) which are now being inconsistently served across the system, often with one-off programs developed in one branch;
- making use of the demographic data collected by staff to tailor services to the community;
- some individual branch hours have been 'tweaked' to accommodate increased or changed services but the overall system has not been reviewed since 1998.

The branch hours and services review would address the following questions:

- What model of branch hours is most effective for patron needs and the delivery of programs? Should hours be changed, transferred among branches or increased? Should there be a different hierarchy of branch hours?
- Should programs be offered outside of branches? If so, on what basis?
- How will new program demands be balanced against staff workload? What new skill sets might be required?
- What are the gaps in existing RWL programs and services? How should they be addressed? What are the priorities?

There is existing base demographic data available to inform this review, but it will also require some community consultation, staff input, and direction from Library Committee. A dedicated time commitment, professional knowledge of library systems, an ability to facilitate community input, and excellent communication skills will be key success factors.

RWL does not have the capacity to undertake such a study in-house, even with the assistance of hiring students to support the work. Conversely, for this type of review there is a need to ensure objectivity, and broad understanding of other library systems, that would be brought by an external resource.

There may be a consultant-type practice available through a University that would combine professional oversight with student involvement. Staff has had initial discussions with the Laurier School of Business which has a project course for MBA students, and may have a professor with research interest in this area, and with the University of Western Ontario Library and Information Systems program which may also have a professor interested in this type of project.

Another potential opportunity for consulting assistance and funding is available through an initiative of Corporate Resources – Citizen Service. The Citizen Service team works with service areas across the organization to improve client satisfaction with Regional services, ensuring that our services are citizen-centred, meeting the needs and expectations of our clients and citizens.



Citizen Service is planning to pilot Service Reviews in two areas of the corporation, one of which could be the library. Citizen Service utilizes a process designed to measure and improve citizen-service satisfaction, called the Service Improvement, Planning and Implementation (SIPI) Methodology, which is displayed to the left.

Citizen Service also uses the Common Measurement Tool (CMT) for surveying. The CMT is an easy-to-use survey framework with a broad choice of client satisfaction questions including ‘core questions’ that measure overall drivers of citizen satisfaction with government services, including libraries. By using CMT questions, we would not only ensure that we gather directional information that is necessary to guide service improvements, but using the CMT would also allow us to compare our performance against other municipal libraries that have used these questions and a similar process for improving their services.

Through this SIPI process, citizen service would be able to identify the “Drivers of Satisfaction” for the library, or the factors that have the greatest influence on library-users’ satisfaction. Citizen Service would also measure citizen expectations (e.g. library hours) versus performance, and they would be able to gather specific client feedback on library services, which would naturally lead to implementing improvements based on citizen priorities and expectations; these improvements would be designed to make library services even more citizen-centered, resulting in increased citizen satisfaction, and increased library use.

By agreeing to work with Citizen Service for our Library Review, staff and funding resources would be available to support a portion of our project (up to \$30 000 for external consulting and the support of a Full-Time Service Improvement Specialist within Citizen Service).

The proposed next steps are for staff to work with Citizen Service to develop a Terms of reference reflecting the above questions, and to put out a call for proposals. The cost to the Library would be less than the \$25 000 estimated in the Proposed 2012 Budget. A recommendation concerning the budget, project deliverables, and proposed consultant would be brought to the Library Committee for approval.

**CORPORATE STRATEGIC PLAN:**

The RWL Budget supports the Vision of the Strategic Plan, that “Waterloo Region will be an inclusive, thriving and sustainable community committed to maintaining harmony between rural and urban areas and fostering opportunities for current and future generations.”

**FINANCIAL IMPLICATIONS:**

There are sufficient funds available in the Library Capital Reserve Fund to proceed with all of the branch improvement items. Based on direction provided by Library Committee in response to this report, funding for the branch improvements could be added to the 2012 RWL budget. Recommendations concerning a sustainable computer literacy training approach can be funded through the approved 2012 budget.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

This report has been reviewed by staff in Finance and Corporate Resources-Citizen Service.

**ATTACHMENTS**

NIL

**PREPARED BY:** *Lucille Bish*, Director, Community Services

**APPROVED BY:** *Rob Horne*, Commissioner of Planning, Housing and Community Services



Region of Waterloo

Date: March 20, 2012

## MEMORANDUM

To: Chair Todd Cowan and Members of the Library Committee

From: Kae Elgie, Manager, Information Services  
Katherine Seredynska, Manager, Public Services

Subject: Region of Waterloo Library Operations Highlights: December 2011 to February 2012

File No: R09-00

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### Programs

- The Let's Read family skate with members of the New Hamburg Firebirds and over 170 community members was a great success. They read **The Farm Team** to enthusiastic families at the Wilmot Recreation Centre, then skated with them. It was a wonderful connection between sports and reading for players and families. It modelled reading for children, parents, grandparents and other caregivers. There may be future cooperation between RWL and sports teams due to the success of Let's Read initiatives.
- Family Literacy Day at Conestoga Mall brought together libraries, literacy agencies and families as they explored great reading resources and activities. The RWL booth with puppet-making and parent resources on encouraging reading was extremely popular.
- A very successful series of Small Business workshops have been held at the Elmira Branch library, in collaboration with Woolwich Township Economic Development and Tourism, and the Waterloo Region Small Business Centre. The first event, Ten Steps to Starting a Small Business, on November 29, was a sellout. January 24 was Writing a Business Plan. March 20 is about Getting Financing, and May 15 will be Communication and Marketing using Social Media.
- The E-Services Coordinator, assisted by Community Access Program Youth Interns, presented seven workshops on eBooks and eReaders to enthusiastic crowds at Ayr, Elmira and New Hamburg.

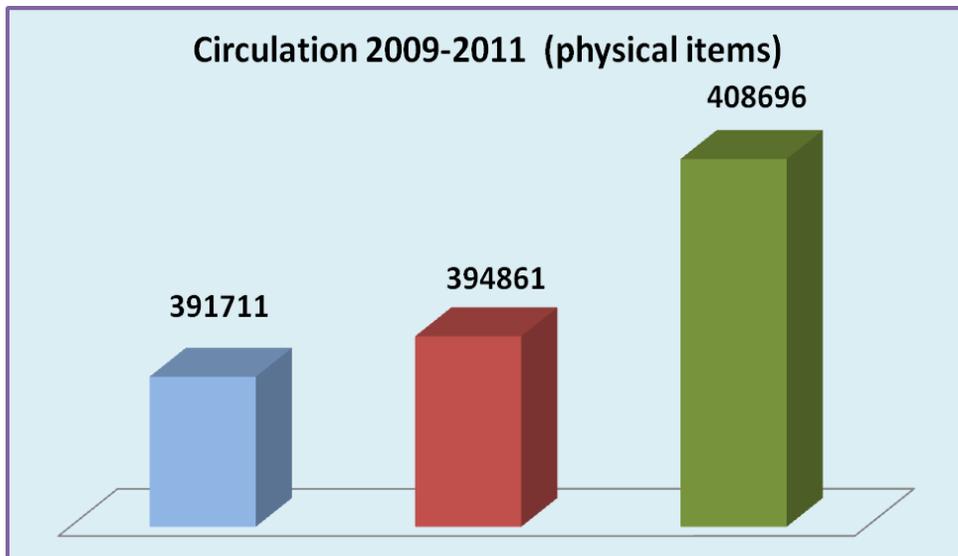
- Community Lit at Ayr branch focused this winter on the Gender Gap in literature. Taught by UW English Professor Andrew Deman, it has become a popular and well attended evening program for adults, and places the library as a cultural hub for the community.
- Planning is underway for **Imagine!** the 2012 TD Summer Reading Club. Free kits of activity booklets, posters and stickers, as well as bookmark invitations have been ordered. A summer student has been hired who will promote summer reading club and offer creative programs in all ten branches. A children's services meeting will be held in April to share program ideas. Over 1500 children participated in 2011.
- Plans are underway for a series of teen programs in Ayr, supported by funds from the Friends of the Library.

### E-Services

- RWL received a grant from the Internet Connectivity Fund, administered by Southern Ontario Library Service (SOLS) for installation and ongoing costs of installing WiFi at the Wellesley Branch library.
- In February, two CAP sites (Elmira and St. Jacobs) received a monitoring visit from an Industry Canada official and the CAP network coordinator from WIL Employment Connections, London. Staff shared moving stories of the value of the Community Access Program computers and CAP Site staff. CAP site users are emailing their MPs to ask that this invaluable service continues.

### Collections and Buildings

- Library branch staff were busier last year! Use of library materials increased by 3.5% over 2011, almost 14,000 additional checkouts (and checkins, transports, shelvings etc.) Downloads of electronic books, audiobooks and videos increased by 35.7%. Overall usage increase was 4.2%.



- As the chart below shows, the biggest increase was in downloaded ebooks. Number of children's materials taken home also increased substantially, most notably during the summer months when the Summer Reading Program was on.

Type of Item	Per cent increase in use in 2011 over 2010
eBooks downloaded direct to personal device	55.5%
Large Print	28.4%
Easy Readers (books for beginning readers)	18.8%
Children's Picture Books	12.7%
DVDs	11.2%
Teen Novels	10.8%
Children's Nonfiction books	8.5%

- Keeping these trends in mind, RWL plans to shift collections spending to more electronic resources (more eBooks, two new children's online subscriptions: Cybersmarts (on Internet safety) and Powerkids (Earth and Space). To make sure users aren't blocked from information because of the format of the item, we also plan to introduce Daisy Readers for persons with print disabilities, pre-loaded eReaders, adult literacy kits, and more preloaded audiobooks (Playaways). Correspondingly less will be spent on adult nonfiction books and a couple of other underused categories.

## Update on Recent Projects

Presentation to  
AMPLO and ARUPLO

*December 2, 2011*



## Accomplishments since June

- Secured 15 face-to-face meetings with MPPs and senior bureaucrats
- Exhibitor and presenter (D. Allen) at AMCTO conference
- Exhibitor and presenter (B. Clubb) at AMO conference; plus Ice Cream in the Garden at London PL
- Launched OPLW at Whitby PL, which Minister Chan attended

## **Accomplishments since June**

- Organized a tour of three libraries for DM and ADM
- Launched a new website, which can be easily updated and allows integration of social media.
- Evaluated the use of the Provincial Election Toolkit.
- Moved the reception at Queen's Park for MPPs to 2013

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## **Our Priority Issues**

1. **Fixing the Provincial Operating Grants Situation**
2. **Increasing Provincial Support for Library Infrastructure**
3. **Including Public Libraries in Provincial Literacy Strategies and Funding Streams**

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## Promotion of FOPL's Model for PLOGs

- Continue to push our original proposal.
- Schedule meetings with several MPPs, including opposition critics.
- Communicate to MTC why and how we should be consulted during the provincial budgeting process.
- Met with Ted Chudleigh, PC Culture Critic on Nov 24.
- Meeting with Minister Chan on Dec 14.

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## Capital Needs Analysis

- Monteith Brown was retained to quantify the infrastructure obligation for public libraries.
- The survey generated a 74% response rate representing 98% of Ontario's population.
- FOPL Board discussed findings on Nov 25.
- Current capital infrastructure obligation is \$1.2 billion, rising to \$1.9 billion by 2021.
- Study results will be presented at the OLA Super Conference.

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## Research of Preschool Literacy Programs

- OISE (U of Toronto) is conducting an Outcomes Measurement Study of Preschool Literacy Programs to demonstrate to the education sector the value of public library programs.
- This study is partly funded by MTC through its Cultural Strategic Investment Fund.
- Study participants: Ajax PL, Chatham-Kent County L, Clarington PL, Markham PL, Niagara PL, Ottawa PL, Thunder Bay PL, Toronto PL, Whitby PL, Whitchurch-Stouffville PL.
- OISE's report is due in June 2012.

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## Advocacy for First Nations PLs

- Met with COO, Assembly of First Nations on Sep 13.
- Met with AANDC on Oct 19.
- Met with Chiefs of Ontario on Nov 24.
- Meeting with Union of Ontario Indians on Dec 14.
- Drafted a resolution for Special Chiefs Assembly on Dec 6-8.
- Drafted a letter of support from Chief Shawn Atleo, AFN.
- Drafted a submission to National Panel on First Nation Elementary and Secondary Education.

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## Member Recruitment/ Retention

- Guelph PL is joining the Federation!
- Presented to Mississauga PL Board - Sep 21
- Presented to Hamilton PL Board – Nov 23
- Sent solicitation letters to non-members
- Sent renewal invoices to members
- Issued 1<sup>st</sup> Notice of 2012 AGM
- Presented to Trustee Councils (#6 - Nov 5; #1- Nov 12)

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## Questions?

 Federation of  
**ONTARIO PUBLIC LIBRARIES**  
[www.fopl.ca](http://www.fopl.ca)

David Allen, CEO  
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## **NEWS RELEASE**

**For Immediate Release**

### **Ontario's Public Library Infrastructure Obligation to be \$2.1 billion by 2021**

**Toronto, Ontario, February 10, 2012**– Safe, accessible, and vibrant public libraries are at the heart of strong communities. However, a recent study of Ontario public libraries identified a significant funding gap which impacts the ability of local libraries to keep up with population growth, technological advances, as well as accessibility requirements under provincial legislation.

Results of a capital needs analysis of Ontario public library facilities, conducted by Monteith Brown Planning Consultants, on behalf of the Federation of Ontario Public Libraries, were released last week at the Ontario Library Association's 2012 Superconference. "The goal of this study was to capture the condition of existing Ontario public library facilities, and to clarify requirements to ensure those facilities meet community needs," said Federation CEO David Allen.

Monteith Brown concluded that:

- Ontario's public library infrastructure is in crisis and needs immediate attention. Half of all libraries across the province were built prior to 1976 and many are deteriorating, unable to keep pace with changing consumer needs, technological advances, and accessibility requirements.
- The estimated public library capital infrastructure obligation in Ontario is \$1.4 billion at present.
- If not properly addressed, this obligation will grow to \$2.1 billion by 2021.

The Federation of Ontario Public Libraries is advocating for the creation of an ongoing sustainable senior government funding program designated exclusively for proper maintenance, renewal, renovation, rehabilitation and expansion of Ontario public libraries. Monteith Brown's report has been forwarded to the Ministry of Tourism, Culture and Sport for consideration in the development of the 2012 Ontario Budget.

The Federation of Ontario Public Libraries is a not-for-profit membership association that provides a single, strong voice for public libraries in Ontario to enhance library policies and programs. Its services focus on four strategic pillars: advocacy, marketing, research and consortia purchasing. The Federation's 215 member libraries are responsible for serving 80% of Ontario's population.

For additional information, please contact:  
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