1. DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

2. PRESENTATIONS
   a) Lori Sims, Kestrel Info Services, Re: Service Review and Implementation Plan

3. REPORTS
   a) P-LIB-13-001, Service Review and Implementation Plan for Region of Waterloo Library, Final Consultant Report (Attachment distributed to Regional Councillors and Senior Staff only)
   b) P-LIB-13-002, Region of Waterloo Library – 2012 Periodic Report

4. INFORMATION/CORRESPONDENCE
   a) Region of Waterloo Library Operations Update: January – March 2013
   b) Block Three Brewing Company, Re: Proposed Microbrewery and Retail Store in Vicinity of St. Jacobs Library

5. OTHER BUSINESS

6. NEXT MEETING – May 28, 2013

7. ADJOURN
TO: Chair Todd Cowan and Members of the Library Committee

DATE: April 9, 2013

FILE CODE: R09-01

SUBJECT: SERVICE REVIEW AND IMPLEMENTATION PLAN FOR REGION OF WATERLOO LIBRARY, FINAL CONSULTANT REPORT

RECOMMENDATION:

THAT the Regional Municipality of Waterloo receive the “Service Review and Implementation Plan for Region of Waterloo Library, Final Consultant Report” for information, and direct staff to report back on specific elements for prioritization and implementation at the May meeting of the Library Committee, as described in Report P-LIB-13-001, dated April 9, 2013.

SUMMARY:

Although the research conducted in 2012 shows that the Region of Waterloo Library (RWL) scored 9.0 out of 10 in overall citizen satisfaction, there were some functions that received lower satisfaction ratings, and several priorities for action identified. The Service Review and Implementation Plan found in Attachment 1 provides both strategic frameworks and detailed actions to ensure that service improvements undertaken by RWL achieve even higher levels of satisfaction. It is intended that the four strategic frameworks – RWL Vision and Service Priorities, Service Delivery, Programming Statement of Purpose, and Hours of Operation – be considered for endorsement at the next Library Committee meeting.

Detailed actions or “how we will get to where our residents want us to be” are found in Section 5 of the Report. It must be noted that the timelines and financial requirements suggested in the document need to be carefully assessed in the context of on-going operational priorities and available resources. A prioritized Implementation Plan for 2013, taking into account actions already underway and the approved budget, will be proposed for approval at the next Library Committee meeting. A Communications Plan, Monitoring Plan, and Staff Development and Recognition Plan are also being developed by library staff.

REPORT:

Background

To undertake a service review for the Region of Waterloo Library (RWL), RWL collaborated with Corporate Resources-Citizen Service, as described in Report P-LIB-12-001, March 20, 2012. As a result of this collaboration, the Service Improvement, Planning and Implementation (SIPI) methodology was used and an extensive household survey was undertaken to develop the Drivers of Satisfaction for library service. Update memos were provided to Library Committee on August 14 and September 25, 2012. On November 6, 2012, ERIN Research presented the results of the user and non-user surveys, which showed exceptionally high levels of satisfaction with RWL services and staff.
The research also showed areas where the public would like to see specific service improvements. Library consultant Kestrel Info Services has analyzed this information and has developed the Report included in Attachment 1. Consultant Lori Sims will present the report highlights at the Library Committee meeting.

Service Review and Implementation Plan Report

The Service Review and Implementation Plan Report by Kestrel Info Services provides both strategic frameworks for planning service delivery, and detailed action items. It reflects the research data collected through the citizen satisfaction survey of over 1,200 households, analysis of demographic forecasts, library usage data, and technological trends, and comparison with other library systems. Initial ideas were further refined and confirmed through interviews with key audiences, and a survey of library patrons.

All of the research shows that RWL is doing many things well, and citizens are very satisfied with their library’s services. There are, however, several future challenges facing RWL, as well as changing expectations of library users, and these provide many opportunities to increase customer satisfaction.

The four strategic planning frameworks proposed in the report provide guidance to selecting service and programming improvement priorities. They are:

- Refreshed RWL Vision and Service Priorities statement
- Service Delivery Framework
- Statement of Purpose for Library Programming, and
- Hours of Operation Framework

These frameworks will be used to create a common understanding among residents, stakeholders and library staff about where RWL will focus specific resources, and why.

Section 5 of the Report contains the detailed Improvement Plan. It is organized according to the Drivers of Satisfaction identified through the Household Survey. One or more Actions, along with Outcomes and Targets, are proposed for each of the Objectives listed below.

<table>
<thead>
<tr>
<th>Drivers of Satisfaction</th>
<th>Objectives: Where our residents want us to be</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Services that meet my needs</td>
<td>a) Consistent, easy to remember hours of operation *&lt;br&gt;b) Wireless access in every branch *&lt;br&gt;c) Consistent and reliable technology *&lt;br&gt;d) More access to eBooks and easier borrowing *&lt;br&gt;e) More books, more variety, including ESL and adult literacy</td>
</tr>
<tr>
<td>2. Programs that meet my needs</td>
<td>a) Continue to deliver quality programs for all ages and interests *&lt;br&gt;b) Continue quality programs for children *&lt;br&gt;c) Develop family and teen programs&lt;br&gt;d) Provide interesting experiences for adults *&lt;br&gt;e) Increase and broaden promotions to the public (multiple media, signage, awareness) *</td>
</tr>
<tr>
<td>3. Attractive and Accessible Physical Structure</td>
<td>a) Create more space for our growing community&lt;br&gt;b) Maximize current spaces *&lt;br&gt;c) Meet accessibility standards wherever possible *</td>
</tr>
<tr>
<td>4. Online Experience and Digital Resources</td>
<td>a) Make catalogue searching easier *&lt;br&gt;b) Raise awareness of website and its features *&lt;br&gt;c) Make RWL’s website as welcoming as the branches&lt;br&gt;d) Deliver digital resources that patrons want&lt;br&gt;e) Support digital literacy in the community *</td>
</tr>
</tbody>
</table>
5. Efficient and Effective Business Practices

- a) Clear rules and policies
- b) Easy to check out and return materials *
- c) Easy to register *
- d) Investigate online payments

6. Friendly and Knowledgeable Staff

- a) Engaged and well-informed staff members *
- b) Increase staff confidence and knowledge of new technologies *
- c) Empower staff to help the public with any information needs

7. Sense of Community

- a) Tell the community’s story through library resources
- b) Provide welcoming atmosphere and information, particularly for newcomers
- c) Celebrate and connect with the community

The Report concludes with a section on Moving Forward, including recommendations for preparing a Staff Development Plan, a Communication Plan, and a plan for Ongoing Evaluation.

The Appendices to the Report include a Plan Implementation Timeline and a Financial Resources Proposal. It is important to note that these reflect the Consultant’s best estimates and recommendations concerning priorities and costs, without full knowledge of available resources and other considerations.

While RWL staff are very supportive of all of the recommended actions, the proposed timelines must be carefully assessed in the context of on-going operational priorities and available budget. In particular, there are many actions already in progress or planned, that support the Objectives noted with an * in the table above. These are considered the library’s priorities for 2013, which will be reflected in the Implementation Plan proposed below.

Proposed Next Steps

The Service Review and Improvement Plan by Kestrel Info Services is a well-researched document that uses the RWL Drivers of Satisfaction to develop an action plan that will directly improve overall satisfaction with Library services. It is recommended that the Plan be received for information and used as the basis for implementing service improvements.

At the next meeting of Library Committee, staff propose to bring forward the following:

- Four strategic planning frameworks, for endorsement: the RWL Vision and Service Priorities; the Service Delivery Framework; the Statement of Purpose for Library Programming; and an Hours of Operation Framework.
- A schedule for branch hours of operation, for approval, along with a plan for implementing the changes, taking into consideration staffing, program delivery and budget implications
- A prioritized Implementation Plan for 2013, taking into consideration available budget and staff resources, for approval, and a longer-term (2014-2016) plan that would be subject to future budget considerations.

A Communications Plan, a Monitoring Plan, and a Staff Development and Recognition Plan are also being developed by staff. While the full report will be available to read, library staff intend to develop a more visual document to convey key information in a more accessible format to both the public and staff. The Vision and Values Statements, Service Delivery Framework, and Statement of Purpose for Library Programming will be discussed in depth with staff, and posted in branches and on the website. Significant changes, such as branch hours or technology improvements, will be celebrated through media advisories and special launches.
CORPORATE STRATEGIC PLAN:

The RWL Service Review and Improvement Plan supports many of the objectives under Focus Area 5: Service Excellence, including (5.1) Improve the accessibility of Regional programs and services to support our diverse community, (5.2) Improve satisfaction with Regional programs and services, and (5.5) Improve awareness of Regional services and facilitate processes for public input and involvement.

FINANCIAL IMPLICATIONS:

The approved 2013 RWL Budget includes $18,000 for 6 additional branch hours per week (12 staff hours) for Wellesley, plus $32,000 to implement key recommendations of the Service Review. Staff propose to bring an implementation plan for 2013 to the next Library Committee meeting.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Corporate Resources: Citizen Service staff has been directly involved with this project.

ATTACHMENTS

Attachment 1: Service Review and Improvement Plan for the Region of Waterloo Library (Distributed separately)

PREPARED BY: Lucille Bish, Director, Community Services

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

SERVICE REVIEW AND IMPROVEMENT PLAN
FOR THE
REGION OF WATERLOO LIBRARY

Respectfully submitted by
KESTREL INFO SERVICES

March 4, 2013

FRANCES STOCKER, BA, MCLIP
Principal
LORI SIMS, BA, MLS
Associate

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EXECUTIVE SUMMARY

From August through November 2012, the Region of Waterloo Libraries (RWL) conducted a comprehensive study of its services and programs with the goal to improve citizen satisfaction and to plan responsively for a changing community. Two consulting firms were involved in this project; Erin Research Inc. who conducted the citizen satisfaction survey and analysis, and Kestrel Information Services who provided the expertise on public library planning. Guided by the Region of Waterloo’s citizen service specialists, the project team used the rigorous methodology of the Canadian Institute for Citizen Centred Service (ICCS) to consult with residents about their needs and then enact improvements to meet those needs.

Research was undertaken to inform the development of the Service Delivery plan. The research comprised of: a citizen satisfaction telephone survey of over 1,000 residents, including both library users and non-users; an analysis of Regional demographic forecasts; library usage data and comparisons with other similar library systems; a survey distributed online and in the library branches; interviews with key audiences; and research of societal and technological trends. The reports of the research are detailed in Appendix 6.

The research found that citizens are very satisfied with their library’s services. RWL is highly valued for its role in building literacy skills in young children, and for its support of the reading and life-long learning needs of all residents. RWL is efficient and well run when compared to other rural library

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systems of its size. Although the research identified several challenges facing the Library, such as the townships’ population growth of 43% by 2031 and the constantly evolving information technology environment, these challenges also offer exceptional opportunities for RWL to develop the library to reflect contemporary public library standards as well as township residents’ needs.

Having received feedback from more than 1,400 residents, the ICCS Common Measurement Tool was used to objectively identify the major drivers of citizen satisfaction for the library service. From this rigorous analysis, the following service improvement priorities were determined:

Service Improvement Priorities

1) Services that meet my needs: focus on hours of operation, technology, collections.
2) Programs that meet my needs: focus on programs for older adults, and other opportunities for engaging teens, while maintaining strong children’s programs.
3) Physical Structure: focus on providing branches with more space, accessibility, parking/
4) Online functions and experience: focus on website and catalogue navigation, downloadable collections, and new applications.
5) Communication of services and programs: focus on electronic communications, local newspapers, and branch signage.
6) Efficient and effective business processes: focus on library card policies and overdue fines.
7) Friendly and knowledgeable staff: focus on maintain staff training and knowledge of their community.
8) Sense of community: focus on helping residents better connect with their community.

Service Delivery Framework:

Informed of where and what the township residents want their library service to be, the project team turned to the development of a framework to support service planning decisions. To provide fundamental and ongoing direction upon which to assess service improvement options, a refreshed statement of the organization’s purpose and its desired future position was established (See Figure 2).

In addition to the refreshed vision, mission and priorities for the service, the project team also defined the RWL Service Delivery Model, a Statement of Purpose for Library Programs and a Rationale for Hours of Service. These documents, included in full in Section 4 and the appendices of this report, constitute a planning and communication tool aimed at creating a common understanding among residents, stakeholders and library staff about where RWL will focus specific resources and why.
**REGION OF WATERLOO LIBRARY VISION**
To engage, empower and inspire a creative and literate rural community

**MISSION**
Creating opportunities for all residents, the Region of Waterloo Library helps rural communities thrive by providing resources for learning, enjoyment and discovery, and by offering every child literacy support that lasts a lifetime

**VALUES**
The Region of Waterloo Library demonstrates the Region of Waterloo’s values of Service, Integrity, Respect, Innovation and Collaboration

**SERVICE PRIORITIES:**
Services that meet resident’s needs
Be at the heart of the community
Expert and responsive staff
Welcoming to all

**RWL Service Review and Improvement Plan**
The specific improvements suggested in the resident consultations and the planning priorities identified by the project team have been translated into over 30 objectives and 70 specific actions, each defined by the benefits realized and the targets to be reached. Presented in Section 5 of the report by priority satisfaction driver, recommended initiatives include:

- New consistent and easy to remember hours of operation
- Further study and a subsequent plan to ensure consistent and reliable technology access
- Long range facility infrastructure study and subsequent plan to increase space and improve functionality of the library branches
- Increase e-book and other digital collections
- Promote early childhood and family literacy
- Increase programs for teens and adults
- Maximize use of e-mail and social media to raise awareness of the library’s services
- Enhance usability of the online library catalogue and the website
- Provide continuing opportunities for digital literacy through instructional programs
- Maintain program of ongoing training for staff
Foster role of connecting new residents to their community.

Next Steps
The report concludes with initiatives to move the Service Delivery Plan forward, and include recommendations for a staff development strategy, for communicating the plan to the public, and the means for on-going evaluation of the Plan’s implementation.

The Plan Implementation Timeline in Appendix Three presents initiatives that, as priorities, also demonstrate responsiveness to the citizen feedback received during the Project. The plan will be a catalyst to immediate discussion with Township and Region stakeholders to plan for the essential physical and technology infrastructure improvements that will ensure the continued relevance and success of the Region of Waterloo Library.

Conclusion
The Region of Waterloo Library’s Service Delivery Plan is the result of a diligent project initiated by the Library Committee, and Regional Council, and undertaken by Library and Regional staff and their consultants. Based on in-depth analysis of the Library operational environment, short and long term trends, and residents’ needs, the implemented Plan will provide a major pillar of success for the enduring relevance, effectiveness and continued high satisfaction ratings for the Region of Waterloo Library.
1. **INTRODUCTION**

**BACKGROUND**

The Region of Waterloo Library (RWL) serves a rural population of 63,800 through 10 branches located in the townships of North Dumfries, Wellesley, Wilmot and Woolwich, and a library headquarters. In 2012 Library leadership recognized that changing expectations of library services, an expanding population and aging infrastructure made planning imperative. In August 2012 RWL, in partnership with the Citizen Service Department of the Region of Waterloo (RoW), embarked upon a major and transformative process of community engagement and organizational renewal.

The Region of Waterloo completed an extensive strategic planning process in 2011\(^2\), and has committed to an ongoing practice of reviewing and improving its services with “Citizens First” as its guiding principle. The Region has adopted the Service Improvement Priority Initiative (SIPI) methodology, a rigorously tested and widely adopted process developed by the Canadian Institute for Citizen Centred Services (ICCS)\(^3\). RWL, recognizing the program’s potential for achieving the Library’s service delivery transformation, was selected as a willing partner to pilot the new planning process and a project team comprising the Director of Community Services, Library Managers and Citizen Service Specialists was set up. The team recruited research consultant ERIN Research Inc. and library consultant Kestrel Info Services to support their work\(^4\).

The purpose of this project is to improve library service delivery, leading to increased use of resources, and increased satisfaction.

**RESEARCH**

The research\(^5\) informing this plan was carried out as follows:

- **ERIN Research** conducted a citizen satisfaction survey and analysis, conducting phone interview with 870 RWL users, and 400 residents who had not used the library in the past year.

- **Kestrel Info Services**:
  - Visited all RWL branches and interviewed RWL Managers.
  - Compiled a data review that included: a report of social, economic, and technological trends relevant to rural libraries in Ontario; an analysis of township demographics and RWL usage statistics; and a comparison of key performance indicators to those of similar library systems in Southern Ontario.
  - Conducted focus groups and a supplementary survey of library users to gain additional insight to some of the ERIN Research survey findings.

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\(^2\) Region of Waterloo Strategic Focus 2011 – 2014, August 2011, p.20

\(^3\) Region of Waterloo Library Service Review. Library Consultant Terms of Reference June 2012 p. 2

\(^4\) The Project Team is listed in Appendix 5

\(^5\) The project documents resulting from the research are listed in Appendix 6
The assembled community feedback, research and analysis identified that the Region of Waterloo library service is highly valued and deeply relevant to its communities. It also confirmed that the way of life in the communities and library use is each undergoing change. The research and dialogue identified key issues that must be addressed in the Service Review and Improvement Plan if the Library is to maintain and extend its place in the hearts and futures of the townships’ residents.
2. The Region of Waterloo Library in 2012

By the end of 2012 the Region of Waterloo Library had compiled an extensive resource with which to assess current trends, satisfaction levels, perceptions and needs. The result of this research, detailed in the ERIN Research and Phase 1 and 2 reports, enabled the Project Team to establish the major themes to guide RWL’s planning:

RWL delivers a community service that is highly valued by the community.

The Library is responsive to the community and the individual user, achieving an almost unprecedented nine out of ten score in overall satisfaction from its citizens.

The quality of customer service delivered by Library staff is the single largest driver of satisfaction.

RWL is efficient and well run.

Operating costs are lower than for most of the comparator libraries chosen for this project, and among these libraries RWL performs in the mid-range for output indicators such as membership, visitors, program attendance and circulation.

Just 25% of township residents are members of the library.

This level of membership reflects the average level for the comparator group of libraries. 36% of the non-users group surveyed report that they use the neighboring city libraries, likely reflecting work and commuting patterns. The biggest reason for not using is that they get all of the information they need from the Internet and that they prefer to purchase their books.

Non-users as a group nevertheless believe in the value of the public library, ranking its importance at between 7.3 and 9 out of ten, almost the same level as users.

Library programs for pre-kindergarteners are very important to library users.

They provide excellent creative experiences for children and valuable social connection experiences for their parents.

Residents care deeply about youth in the community.

The under 25 demographic will grow by 20% in the townships by 2031, and residents look to the library to provide teens with opportunities to engage in community life.

Adults over the age of 55 are a core audience for the library.

Most townships will see sharp growth in this cohort over the coming decade. These older adults are committed to life-long learning and to keeping active. They enjoy opportunities to socialize, and many would like to become more confident in using the Library’s online and digital services.
Only 18% of library members are male.

The population served by RWL is evenly divided between males and females and, although it is commonplace for there to be more female than male library members, the imbalance in RWL calls for treating males as a target demographic: for discovering their needs and interests, and for increasing male awareness and use of the Library.

The community is growing and changing.

26,695 new residents will move into the townships by 2031, increasing the population by 43%. New residents are likely expecting the conveniences and service levels of urban life, and are looking for ways to meet people and become engaged in their community.

All townships are significantly below contemporary requirements for library space.

Many of the branches have a clear deficit in space and are no longer merely “cramped” but are inadequate for delivering a sustainable, contemporary library service. Noticeably, Wilmot and Woolwich have less than half the one square foot per capita of space set out in the ARUPLO Guidelines\(^6\).

The ways in which people read and access information is changing.

With e-books, mobile devices, and digital content ubiquitous, the Region’s residents are high adopters. RWL is recognized by users for being forward thinking and innovative, and a vibrant web presence enabling 24/7 library interaction provides exceptional opportunities for future service delivery and communication alike.

Summary

The Region of Waterloo Library is on a solid foundation for planning to meet the needs of its changing community, and is to be congratulated for its determination to maintain the confidence of the community and actively pursue enhancements that will provide value and enrich community life well into the future.

3. Service Improvement Priorities

Drivers of Satisfaction and Priority Areas for Review and Improvement

The citizen satisfaction telephone survey conducted by ERIN Research in August and September 2012 is the primary source of data for this study. The survey was designed using the ICCS’s rigorously tested Common Measurement Tool (CMT), and the key feature of which is the analysis and identification of the drivers of satisfaction for the service. Further citizen feedback on drivers and residents’ attitudes was gained through the additional survey and focus groups conducted by Kestrel Info Services.

The drivers of satisfaction provide the foundation for the service improvement priorities to be recommended in this Report. The drivers identified by the township residents are listed below in order of their strength and influence. They can be considered as touchstones for organizational success in enhancing performance: the more successful the improvements made in the selected areas, the greater the overall customer satisfaction with the service will be.

The project team identified drivers (1) through (5) in the research data as priority areas. Drivers (6) through (8) were identified as having a strong indirect impact on satisfaction, and as major pillars of the Library’s efficiency and effectiveness in the community.

1. Services that meet my needs

   The strongest driver of user satisfaction is the user’s perception that the library meets his or her needs, and RWL scored a high of more than eight out of ten for this driver.

   Services where scores are lower reflect uneven availability (e.g. hours of operation, Wi-Fi) or high popular demand (more books!).

   Residents know that their communities are changing and that the library needs to change with it. Residents clearly stated their “priorities for the future” include more books and programs for serving a growing population, and further development of digital collections.

2. Programs that meet my needs

   The library is recognized as an important resource for children by over 90% of users and non-users alike, and RWL’s provision for children is rated highly.

   The strong demand for expanded programming for older adults is a likely indication that this core audience wants to stay young and involved, keep learning and attend to their brain health. Many topics were suggested for future programs, and books and reading were the most mentioned theme.

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7 A detailed explanation of the drivers and the supporting data can be found in the ERIN report (op. cit.) pp. 35 - 37
3. **Physical structure**

The library branches are highly recognized as civic institutions that give definition to their towns and villages. RWL has done a great deal of work over the past decade to improve its facilities, and this reflects in the survey respondents’ perception that their branches are accessible, well laid out, and attractive. Space is a concern, however, and size, location, parking and accessibility of branches received the highest percentage of comments when respondents were asked to state their vision for the future.

4. **Improve online functions and experience**

Access to digital information is a core service of the modern public library, and its website the major channel of access. 30% of online users indicated that navigation can be improved. In conversation, a number of older adults admit to feeling challenged by the automated catalogue and the internet and that they desire to learn more. ERIN Research recommends continual enhancement and promotion of library web-based services as a means of attracting new users and retaining high satisfaction. Downloadable collections plus up-to-the-minute applications and mobile functionality are strategies that will establish RWL’s website in the top tier of service access.

5. **Communication of Services and Programs**

Preferred means of communication was explored in the research, and while not a driver of satisfaction as defined by the CMT, raising awareness of the libraries services is a strategic priority for the organization. The survey results showed that 50% of respondents would like to learn about the library through e-mail channels. Many residents stated that they trust the local newspaper as their source for information about their community. In the physical environment, residents are looking for better library signage and communication of the hours of operation.

6. **Efficient and effective business processes**

Clear rules and policies, and ease of use have an impact on satisfaction. This component received high ratings. Nevertheless, there were sufficient comments to require action about two business practices: the annoyance of having to carry the library card for every visit; and the negative impact overdue fines have on teens’ experience of the library.

7. **Friendly and knowledgeable staff**

Library staff are trusted enablers and the research showed that clients consider RWL staff to be exceptional, receiving extremely high ratings: their performance proved to be the single largest driver of customer satisfaction. The research showed that staff members are where residents turn first to learn about the Library’s services and to get help in using the computers.
8. Sense of Community

A welcoming community hub that is in touch with the needs of the community is the characteristic defining this driver, and residents reported that RWL is performing well on this driver. Helping new residents connect to their community was often mentioned as an important role for the library. Each branch reflects its community in multiple ways: displays of work by local artists, historical maps and documents, and acknowledgements of contributions by individuals and service clubs.

Summary:

The feedback from the consultations, and its categorization under these drivers, answers the question, “Where do our residents want us to be?” RWL’s service improvement plan found in section 5 of this report is organized according the drivers, and recommends the objectives, actions and measures to achieve improved performance in each.

Prior to enacting the plan, a framework or service parameters are need to provide a high level vision and establish the purpose of the library in its community, and also define how resources will be allocated to achieve the vision. This framework is presented in the following section.
4. A Service Delivery Framework for the Library

Introduction

The preceding sections of this Plan presented an “outside in” perspective of Library users and non-users, and reported that RWL has a very positive presence and relationship with the community, strongly based on residents’ frontline experiences in all ten library branches. The Report now turns to focus on the development of frameworks that will promote and sustain the Library’s well-deserved standards of satisfaction, and assist RWL develop strong practices to support emerging demands and service targets.

The impetus for this study comes in large part from an understandable desire to address multiple expectations from residents for a wide variety of library provision. Responsiveness to residents is one of RWL’s greatest strengths, and the attempt to respond to every aspiration can also frustrate and dissipate the sound plans and strategic allocation of finite resources, especially in a dispersed rural library system.

As the public library’s role in residents’ lives expands from book repository to encompass wider expectations for learning experiences and community engagement, it is essential for management to achieve consensus among its many audiences on the best allocation of available resources. This is particularly true in two key areas of library operation: opening hours and programming.

The required outcomes of this Service Review therefore include the development of a statement of purpose for library programming, and a framework for hours of service. The foundational statements presented in this section provide:

- A refreshed vision and service principles that will assist prioritization of goals and support planning decisions once made;
- A service delivery model and communication tool to create common understanding among residents, stakeholders and staff about where the Library will focus specific resources, and why;
- A programming statement of purpose that will provide a framework for responding to proposed programming initiatives and prioritizing use of programming resources.

Vision for the Service and Service Priorities

A statement of the organization’s purpose and its desired future position is fundamental to service planning. This vision and values statement enables the organization to assess all proposals for service improvement within the same framework, and against agreed concepts that promote day-to-day advancement towards the vision.

The research has provided a strong message from residents about what they want their Library to be. Their statements have been incorporated with the Region’s core values and strategic goals, and with concepts from the public library mandate to draft RWL’s Vision and Principles of Service. If adopted by
the Library Committee, all proposals for service improvements will be assessed within this vision framework.

USER FEEDBACK TELLS US THAT THE REGION OF WATERLOO LIBRARY IS VALUED AND ENRICHES COMMUNITY LIFE:

- It’s friendly, knowledgeable, and respectful of all persons, welcoming, interesting and up-to-date.
- You’re always sure to get a smile, something interesting to read, and help with the computer.
- It’s convenient and reliable.
- It celebrates reading and helps our children get a good start in life, and helps adults keep engaged in learning.

FIGURE 3. RWL VISION AND PRINCIPLES OF SERVICE

<table>
<thead>
<tr>
<th>REGION OF WATERLOO LIBRARY</th>
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<tbody>
<tr>
<td>VISION</td>
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<td>Creating opportunities for all residents, the Library helps rural communities thrive by providing resources for learning, enjoyment and discovery, and by offering every child literacy support that lasts a lifetime.</td>
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<td>VALUES</td>
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<td>The Region of Waterloo Library demonstrates the Region’s values of Service, Integrity, Respect, Innovation and Collaboration:</td>
</tr>
<tr>
<td>SERVICE PRIORITIES</td>
</tr>
<tr>
<td>SERVICES THAT MEET RESIDENTS’ NEEDS</td>
</tr>
<tr>
<td>The Library is a trusted community service, providing residents with up-to-date resources for reading and information, as well as cultural and creative opportunities.</td>
</tr>
<tr>
<td>AT THE HEART OF THE COMMUNITY</td>
</tr>
<tr>
<td>The Library provides a welcoming and supportive environment for every resident and assists individuals of all ages to discover the resources of their library and their community. The Library is an important cultural centre and provides local opportunities for learning and citizen participation, and partners with others to expand access to resources and programs.</td>
</tr>
</tbody>
</table>

(Statement continued on next page)
EXPERT AND RESPONSIVE STAFF

The Library strives to deliver high satisfaction through providing the best possible customer service. Staff are knowledgeable and helpful in accessing the broad menu of Library services, and are committed to continuous improvement. Their skills include:

- Book knowledge and recommendations for readers
- Technical knowledge and support in using computers and other devices
- Discovery and research skills that assist users to locate and evaluate resources
- Child literacy, story-telling and the presentation of programs for children
- Community knowledge and referrals to local service and cultural organizations

WELCOMING TO ALL

The Library is inclusive of all individuals, providing services through branch, electronic and outreach services to identified audiences, and in spaces and formats that meet the diverse needs of all ages, backgrounds, abilities and means. The Library provides all residents with access to computers and digital resources and assistance in using current technologies.

SERVICE DELIVERY MODEL

With a Vision and Service Priorities to give direction, RWL needs to confirm how it will align its resources to serve its residents. At this point in time, RWL has the extraordinary opportunity to deliver more and more of its services through its website, including downloadable e-books, databases, music and audio content, offering 24/7 convenience straight to residents’ device of choice. A re-articulated Service Delivery Model shows how RWL will organize its branch, technology, collection and staff resources to provide various windows of access, and define the characteristics of the service available for each level.

SEE P.15, FIGURE 4. RWL SERVICE DELIVERY MODEL

STATEMENT OF PURPOSE FOR PROGRAMMING

RWL’s programs strive to meet residents’ need for opportunities to come together in the interest of literacy development and lifelong learning. The library is a catalyst for community involvement, inviting diverse groups of people to explore the library, and also to utilize this civic space for their own events and meetings. The Library provides limitless scope and so, in the interests of framing programming decisions within the Values and Principles, core audiences and priorities have been defined within a draft Statement of Purpose for Library Programming.
A detailed program planning document including a program delivery model is included in Appendix 1 of this report.

See p.16, Figure 4. RWL Statement of Purpose for Programming

Figure 2. RWL Service Delivery Model

**REGION OF WATERLOO LIBRARY SERVICE DELIVERY MODEL**

**eBranch**

Access to the entire Library collection through the online catalogue, reserves and branch delivery service. Access to online databases and other digital collections, including downloadable e-books and audiobooks and music. RWL’s eBranch offers homework help, reading suggestions, details on upcoming programs, and information about RWL services. Patrons can connect with us via Facebook, Twitter and Google+. RWL’s eBranch will play an important role in future online programming and communications.

**Large**

**Elmira – New Hamburg – Ayr**

Located in centers of population of over 5,000 that are destinations for residents from across the township. Characterized by large commercial areas and branch locations on the main street. Open five days a week, with generous morning, afternoon, evening and Saturday hours. Offer large collections that include popular reading, non-fiction, children, teen, and local history resources. Locations have a number of computer access stations. Regular programming for all stages of child development, school age children and teens. Day time and evening event programs for adults. Separate children’s section and ample seating areas.

**Medium**

**Wellesley – Baden**

Located in centers of populations of 4,000 – 5,000 that are more than ten kilometers from regional cities. Characterized by smaller commercial centres. Open four days a week with daytime and evening hours and part day Saturday. Primary audience is young families and older adults. Collections of popular materials for children and adults. Two or more computer access stations. Programming for young children at different stages of development, day time adult program and an afterschool program. Family reading spaces.

**Small**

**Bloomingdale – Linwood – New Dundee**

**St. Clements – St. Jacobs**

Located in centres of population of under 4,000. Characterized by very small commercial areas, the exception being St. Jacobs. Priority audiences are families with young children and older adults. Open four days a week, with daytime and evening hours and part day Saturday. Popular collections for adults and young children. Young children story time program, access to a computer. Family reading spaces.
**Figure 5: RWL Statement of Purpose for Programming**

<table>
<thead>
<tr>
<th>Region of Waterloo Library</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statement of Purpose for Programming</td>
</tr>
</tbody>
</table>

The Region of Waterloo Library is committed to promoting literacy and lifelong learning, and to supporting a diverse, engaged and vibrant community life: programming is an integral part of how the Library fulfills this commitment.

The Library offers programs that attract regular and new users and:
- Promote interest in reading and culture
- Promote early childhood and family literacy
- Promote essential life skills including information literacy and technology proficiency
- Promote an awareness of contemporary issues and information required to engage in society
- Provide entertaining, enjoyable and educational experiences and shared family activities for all ages
- Promote the use of the Library and its resources
- Forge partnerships with a wide variety of groups and individuals

**Program Priorities**

Based on the needs of township residents heard during extensive public consultations held in 2012, the Library will excel at:
- Introducing young children to books and reading
- Celebrating books and reading for school aged children
- Providing youth with opportunities to engage with the library
- Providing adults and seniors with opportunities to interact through discussions on literature and topics of interest

**Hours of Operation Rationale**

Access to library service is predominantly defined by hours of operation. With half of the ten RWL locations offering less than 20 hours per week, more hours of operation was a frequent request that came up in the research. Resident feedback also revealed a regular pattern of irritation with hard to remember opening hours, leading to often finding the library closed upon arrival, and even staff have trouble remembering which location is open when. The data review found that RWL has fewer open hours/capita than most of its comparator rural library systems.

A new allocation of hours that is consistently applied for each access window of the delivery model, is described in detail in Appendix 2. In summary, the large centres have been allocated generous
schedules in keeping with their role as resource locations and their bigger populations. Hours in the
towns and villages are scaled to their smaller populations with a mix of weekday, evening and weekend
hours. This topic received a good deal of deliberation by the project team and generated numerous
options for the medium and small libraries. RWL has a sincere desire to “get the hours right”, but again
and again hitting on an arrangement that fits the schedules of young children, working families, farm
families, school aged children and older adults proves difficult.

For this reason, two scenarios are presented, one meeting the priority for consistent, easy to
remember schedules and defining older adults and young children as the primary audience for the
medium and small centres, and a variation providing one morning and primarily after school, evening
and weekend options to accommodate working families. A detailed rational for these scenarios are
contained in working documents held by RWL staff.

A WORD ABOUT INFRASTRUCTURE

The four guiding statements and principles above were identified as outcomes for the Service Review,
and have been developed in consultation with the Project Team. In working on the project, and hearing
residents’ desire for more opportunities to gather and learn, and their expectation that their library
offers more and more of its services via the web, it became clear that the future approach to library
facilities and technology will have a profound impact on the success of any Service Improvement Plan
that the Library implements.

The citizen feedback that forms the foundation of this Project gave clear indication that users expect
their library to be a place that adds vibrancy to the community, serving many audiences. They envision
their library as fulfilling a very different role in their lives to the traditional concept of a free-standing
library branch dedicated solely to the lending of books. Contemporary libraries are ever-more complex
services, and depend equally on four pillars: reading and information resources, staff, facilities and
technology.

It is in this context that the Service Improvement Plan makes broad recommendations for addressing
long term facilities and technology needs. Although this is not an explicit part of the current brief, and
the Library no doubt is considering these issues, the consultants believe that long term and sustainable
citizen satisfaction will depend significantly on infrastructure as well as on the deliverables of this
project. The buildings provided by the townships have long served as community hubs and have served
their communities well in past decades. In 2013, we find that the majority of these facilities are used to
their maximum capacity and all townships are significantly below the ARUPLO guidelines for space per
capita. Looking to the future, crowding and space deficiencies need to be addressed.
Recommendations for specific buildings are in Section 5, Objective 3a on page 36 of this report. In
some cases decommissioning and consolidation of some branches to achieve greater efficiencies and
economies of scale needs to be explored before the full impact of population growth is felt by 2031.

It is recognized that facility renewal is a long term and challenging, and that issues impacting the
delivery of quality e-services are often beyond the control of local governments (such as the
withdrawal of CAP funding in 2012\(^8\), and the current challenges of the emerging ebook market\(^9\). However, in order for the Library to be confident of maintaining a citizen-centred and responsive service in the long term, the consultants urge that the Library is also given the confidence that it will succeed supported by a planned and sustainable technology and facility infrastructure.

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\(^8\) In 2012 the federal government announced that it was ceasing funding of the Community Access Program (CAP) a program started in 1994 to provide computer and internet access in libraries and other community locations. RWL has been a recipient of this funding. A [CLA Media Release](#) commented on the impact of the program’s cancellation.

5. **RWL Service Review and Improvement Plan: Objectives, Actions, Outcomes and Measures**

1. **Drivers of Satisfaction: Services that meet my needs.**

<table>
<thead>
<tr>
<th>Objectives: Where our residents want us to be</th>
<th>Actions: How we will get there</th>
<th>Outcomes and benefits</th>
<th>Measures and Targets</th>
<th>Target reached by:</th>
</tr>
</thead>
</table>
| a) Consistent, easy to remember hours of operation | ▪ Adopt a service delivery model for the library system  
▪ Establish hours of operation that are the same for each node of a access (large, medium, small) | ▪ Clear, easy to explain rationale for opening hours  
▪ Consistent, easy to remember hours of operation  
▪ Increase in visits per hour and in overall use | ▪ 80% in all townships state hours meet needs (increase from 73% and 74% in Wellesley and Woolwich in 2012)  
▪ 3,600 visits per week (increase from 3,300 in 2011) | ▪ Citizen Satisfaction Survey (CSS) 2014  
▪ Ministry Survey 2015 |
<table>
<thead>
<tr>
<th>b) Wireless access in every location and consistent, reliable technology access</th>
<th>In discussion with ROW, develop and implement a multi-year Library Technology Plan, which includes full RWL connectivity and current hard ware and software that reflects Region of Waterloo’s “leaders in technology” brand and supports the up-to-date functionality that residents expect.</th>
<th>Strategy for providing residents with appropriate, up-to-date and sustainable infrastructure and resources for delivering the electronic public library</th>
<th>Plan is developed, including targets for implementation and outcome measures Every library location has wireless access Performance meets requirements of Technology Plan 9 satisfaction ranking with use of library computers (8.6 in 2012)</th>
<th>Q2 2015 Ongoing CCS 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>c) More access to e-books, and easier borrowing processes</td>
<td>Establish /adjust strategy for allocating collection budget between print /digital resources to meet developing needs, expectations, and resource availability. Monitor progress in Canadian public library access to full range of published e-books Monitor progress in solutions that simplify e-book borrowing Be prepared to adopt solutions promptly (e.g. include in the RWL Technology Plan and</td>
<td>Clear rationale for e-book collection development and growth targets Increased user awareness of issues and progress Increased circulation of e-format</td>
<td>Library communications include updates on e-book access and processes as they take place Significant increases in e-book circulation following enhancements to system /e-book access and communicating to residents</td>
<td>Ongoing Circulation Statistics 2014</td>
</tr>
</tbody>
</table>
### Collections Development Plan
- Communicate with residents about ongoing challenges, and activities to resolve them
- Communicate with users/residents whenever new processes/practices simplify or enhance availability of e-books

### d) More books, more variety
- Establish and maintain RWL standard for items per capita in line with ARUPLO Guidelines
- Maintain and increase high satisfaction rankings for collection
- Set targets for circulation statistics to reflect changing reader preferences
- 9.5% citizen satisfaction

### e) Increase ESL and adult literacy materials
- Work with local literacy agencies to determine needs
- Increased availability of materials
- Revised definition and objectives in collection policy
- Targets for collection development met
- Q4 2014

| Set targets for collection size and regularly refresh resources | Increased availability of materials | Volumes targets for language learning reached | Q4 2014 |
### 2. Drivers of Satisfaction: Programs that Meet My Needs
#### a. Program Rationale and Priority Audiences

<table>
<thead>
<tr>
<th>Objectives: Where our residents want us to be</th>
<th>Actions: How we will get there</th>
<th>Outcomes and benefits</th>
<th>Measures and Targets</th>
<th>Target Reached by:</th>
</tr>
</thead>
<tbody>
<tr>
<td>a (i) Continue to deliver quality programs for all ages and interests</td>
<td>▪ Implement Programming Statement of Purpose that sets out how RWL prioritizes resources for programming to meet residents’ needs and Library goals</td>
<td>▪ Programs reflecting priority needs and interests of community, result in good attendance, and make best use of available resources ▪ Clear practices to assist staff in assessing program proposals and outcomes, and to communicate Library rationale to residents and stakeholders</td>
<td>▪ Programs meet requirements of the Statement of Purpose and the ROI Guidelines ▪ Program evaluations are carried out for each program or series ▪ Program attendance matches ROI ▪ Reduced waiting lists</td>
<td>▪ Q2 2013</td>
</tr>
<tr>
<td></td>
<td>▪ Establish Return on Investment (ROI) Guidelines to determine success factors for programming e.g. attendances compared with hours/resources invested in program development</td>
<td></td>
<td></td>
<td>▪ Ongoing</td>
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<td>▪ Ongoing</td>
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<td>▪ Ongoing</td>
</tr>
<tr>
<td>a (ii) Continue quality programs for children</td>
<td>▪ Every Child Ready to Read (ECR2R) emphasis in program design and messaging to community</td>
<td>▪ Program evaluations show high recognition of ECR2R</td>
<td>▪ 80% state child’s reading level improved as a result of attendance</td>
<td>▪ Ongoing</td>
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<tr>
<td>Increase hours for Family Literacy Coordinator from part time to full time</td>
<td>▪ FL Coordinator input to ensure top quality programming for this key Library service</td>
<td>▪ Family Literacy Coordinator in place and priority objectives set</td>
<td>▪ Q2 2014</td>
<td></td>
</tr>
<tr>
<td>Develop and define concept of family programs</td>
<td>▪ Parents and children have learning/social activity as a family at a time they can all attend</td>
<td>▪ “Library as Place” concept reinforced in community</td>
<td>▪ Programs meet ROI Guidelines</td>
<td>▪ Q4 2014</td>
</tr>
<tr>
<td>Provide evening and weekend programs for working families</td>
<td>▪ Programs show most attendees say the program is a good/excellent event for the family</td>
<td>▪ Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a (iii) Provide more programs for teens</td>
<td>▪ Involve pages and student contract staff with RWL staff in planning teens services</td>
<td>▪ Highly engaged student employees who feel ownership in their library and spread the word about library services for teens</td>
<td>▪ Majority of student staff retained for 18 months or longer (anecdotal)</td>
<td>▪ Ongoing</td>
</tr>
<tr>
<td>Action</td>
<td>Expected Outcomes</td>
<td>Timeline</td>
<td></td>
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</table>
| **Expand volunteer opportunities for youth through library advisory groups, website evaluation and program ideas** | - A strong cohort of teens that have a positive and enjoyable experience of library volunteering  
- Community recognition that RWL has a successful focus on teens and their needs | **Q3 2015** |
| **In consultation with teens, develop RWL’s social media presence**    | - More teens enjoy participating regularly in the library and feel ownership in teen services  
- Consultation takes place and its outcomes evaluated  
- Teen electronic presence established in line with consultation outcomes and library goals | **Ongoing** |

*Service Development Plan 2013*

*Region of Waterloo Library*
<table>
<thead>
<tr>
<th></th>
<th>Continue to ensure teen needs are considered in space planning and library publicity and promotions, creating a welcoming presence through teen collection displays and comfortable spaces</th>
<th>Teens recognize the library has services, programs and resources they want</th>
<th>Teens have opportunities to contribute to their space in the library</th>
<th>Ongoing</th>
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<tbody>
<tr>
<td></td>
<td>Teens are more attracted to the library’s collections and programs</td>
<td>Attendance meets ROI Guidelines requirements</td>
<td>Participation and borrowing increases according to set targets</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Teens have opportunities to contribute to their space in the library</td>
<td>Community comments more positive about library services for teens</td>
<td></td>
<td>Ongoing</td>
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<tr>
<td></td>
<td>Attendance meets ROI Guidelines requirements</td>
<td>Participation and borrowing increases according to set targets</td>
<td>Community comments more positive about library services for teens</td>
<td>CCS 2014</td>
</tr>
<tr>
<td><strong>a (iv) Provide interesting experiences for adults</strong></td>
<td><strong>Plan a selection of events that will draw a large audience and media notice</strong></td>
<td><strong>Residents have opportunities to enjoy stimulating programs on library or community-related topics</strong></td>
<td><strong>Attendance meets or exceeds ROI Guidelines requirements</strong></td>
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<tr>
<td>- Explore delivering in partnership with community groups to expand audience and share costs</td>
<td>- Programs are anticipated events for learning, entertainment and socializing</td>
<td>- Programs attract large audiences that justify investment of library time and resources</td>
<td>- Program evaluations demonstrate residents’ growing awareness and appreciation of the Library’s programs for adults</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Programs attract strong coverage in local news, and contribute to RWL profile as a key community resource</td>
<td>- Media, potential partners and residents are proactive in their interest in the programs (anecdotal evidence)</td>
<td>- Media, potential partners and residents are proactive in their interest in the programs (anecdotal evidence)</td>
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|  |  |  | **Q1 2015** |
|  |  |  | **Ongoing** |
|  |  |  | **Ongoing** |
| Continue to make the One Book, One Community program an celebration of books and reading (working in partnership with the tri-city libraries and other organizations) | One Book, One Community is recognized as a hallmark part of the community’s year  
Residents’ interest and familiarity with talking about books and reading increases  
The program continues to offer opportunities for socializing and developing new contacts (e.g. 2012 day out to the lakes) | 10% adults participate (up from 6%)  
Circulation of the chosen book increases in each community each year  
One Book, One Community is on local event calendars  
Evaluations demonstrate the program increases interest in reading and the library, and is valued as a community social event  
Attendance/participation meets ROI Guidelines requirement | Q4 2014  
Ongoing  
Ongoing  
Ongoing  
Ongoing |
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</thead>
<tbody>
<tr>
<td></td>
<td>Engage male residents in identifying their needs and interests and how the library can support them</td>
<td>More men benefit from library membership and participation</td>
<td>Collections have up-to-date, relevant, and highly visible selections for males</td>
</tr>
<tr>
<td></td>
<td>Develop RWL focus or good practice for programs, promotions and resources that interest men</td>
<td>The imbalance of male/female membership is reduced</td>
<td>An established proportion of programming focuses on attracting male audiences</td>
</tr>
<tr>
<td></td>
<td>Review collections to adjust balance of male/female interests</td>
<td>Overall membership increases</td>
<td>An established annual number of reading/resource promotions focus on male audiences</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Attendance/participation meets ROI Guidelines requirement</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Attendance meets requirements of the ROI Guidelines</td>
</tr>
<tr>
<td>Q4 2014</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
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</table>

- Facilitate a regular book discussion group in the medium and larger branches
- Adults have an opportunity to share their reading experiences, and learn about the books they read
- The book club adds to the social and cultural vitality of the community – providing an regular community activity and stimulating discussion about books and reading
- Promotes the Library’s role as a central place in the community
- Attendance meets requirements of the ROI Guidelines
- Ongoing
| ▪ Provide regular opportunities for older adults to socialize | ▪ Meets demand of retirees for opportunities to learn, socialize and participate in the community | ▪ Helps break down isolation that seniors may be experiencing | ▪ Maintains and develops library use of a major cohort of users who are often the library’s greatest advocates | ▪ Programs in keeping with RWL Statement and ROI Guidelines requirements | ▪ Q4 2014 |
2. Driver of Satisfaction: Programs that Meet My Needs  
   b. Raise awareness of RWL Programs and Services

<table>
<thead>
<tr>
<th>Objectives: Where our residents want us to be</th>
<th>Actions: How we will get there</th>
<th>Outcomes and benefits</th>
<th>Measures and Targets</th>
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</tr>
</thead>
</table>
| b (i) Reach out to users via e-mail          | Design and distribute a regular e-newsletter featuring reading recommendations, program alerts, and event promotion | Users and residents are kept informed about RWL in the way they prefer  
Reduced investment in printed promotions  
Provides data on use that isn't available with printed promotions  
Library can also communicate directly with user base as need demands (e.g. emergency closures) | E-mail subscription rates consistently meet pre-set targets  
E-mail opening and click through rates demonstrate content is of interest | Ongoing  
Ongoing |
| b (ii) Promote RWL on popular online sites  | Promote events and programs on online sites  
Continue developing social media presence to engage and inform users and residents  
Work with Townships to raise profile and communicate about the Library through Townships’ e-mail, social media and websites | Better informed residents  
Stronger links with other community services and organizations  
Increased attendance and participation in the Library | Evidence of impact in user evaluations /surveys, e.g. “how did you learn about the library /this program”  
Evidence of growing strength of library’s e-network with users and community organizations | Ongoing  
Q1 2014 |
| b (iii) The community newspaper is a reliable source of community information | ▪ Audit current print media communication partners and explore where impact might be strengthened  
▪ Develop strategy to maximize community newspaper as efficient and regular means of communicating with residents  
▪ Include newspaper in assessment of efficient and effective RWL promotional tools  
▪ Assess community radio as a promotional tool | ▪ Increased coverage in local media  
▪ Residents know what information about the library they can get in the newspaper and when e.g. programs always included in weekly newspaper What’s On section  
▪ Media recognizes residents’ consult newspaper for library information  
▪ RWL is more efficient in communicating with residents | ▪ Evidence of impact in user evaluations/surveys e.g. “how did you learn about the library/this program” | ▪ Q3 2014 |
### b (iv) Make the hours of operation and the wheelchair accessible entrance more visible

<table>
<thead>
<tr>
<th>Actions</th>
<th>Benefits</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Install “open” signs in all libraries that can be read from a distance</td>
<td>Stronger awareness of library hours</td>
<td>CSS 2014</td>
</tr>
<tr>
<td>Post hours to be visible from outside of each location.</td>
<td>Where parking is an issue, large signage showing library is open encourages people to park</td>
<td>CSS 2014</td>
</tr>
<tr>
<td>Review directional signage to accessible entrances to libraries to ensure it is clearly visible (e.g. Wellesley)</td>
<td>Increased drop-ins</td>
<td>CSS 2014</td>
</tr>
<tr>
<td></td>
<td>Better service for people with disabilities</td>
<td>CSS 2014</td>
</tr>
<tr>
<td></td>
<td>Fewer negative comments about library hours</td>
<td>CSS 2014</td>
</tr>
<tr>
<td></td>
<td>Greater awareness of when branches are open</td>
<td>CSS 2014</td>
</tr>
<tr>
<td></td>
<td>Fewer negative comments about accessibility, and more use of accessible entrances</td>
<td>CSS 2014</td>
</tr>
</tbody>
</table>

### b (v) Make families and teens more aware of RWL’s services

<table>
<thead>
<tr>
<th>Actions</th>
<th>Benefits</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue annual class visits to promote the summer reading club</td>
<td>Increased enrolment and completion of summer reading club</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Staff “influence the influencers” by meeting regularly with teacher-librarians and other community youth and family leaders to promote library use and explore needs and interests of families and teens</td>
<td>Stronger interaction with other community organizations and increased awareness of family and teen interests</td>
<td>Q3 2014</td>
</tr>
<tr>
<td></td>
<td>Library staff visits have direct link with significant levels of enrolment for summer reading</td>
<td></td>
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<tr>
<td></td>
<td>Library staff develop and implement plan to extend regular meetings with teacher-librarians and other community leaders</td>
<td></td>
</tr>
</tbody>
</table>
### 3. Driver of Satisfaction: Physical Structure: Attractive, Well Laid-out, Accessible

<table>
<thead>
<tr>
<th>Objectives: Where our residents want us to be</th>
<th>Actions: How we will get there</th>
<th>Outcomes and benefits</th>
<th>Measures and Targets</th>
<th>Target reached by:</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) More space for our growing community</td>
<td>• Prioritize instigating discussions with the Townships and the Region for developing a long term facility development plan that will ensure buildings specifically designed for library purposes, and that this infrastructure is achieved in appropriate stages in the Townships</td>
<td>• Importance and urgency of developing “fit for purpose” library space recognized, and the process initiated&lt;br&gt;• Residents appreciation of firm intent to provide up-to-date and appropriate level of service&lt;br&gt;• Instigation of crucial enhancement of major community asset that contributes significantly to the culture, quality of life, and sustainability of rural areas</td>
<td>• Development of long term library facility plan underway with firm timeframe and with participation of RWL, Region and Townships&lt;br&gt;• Townships meet ARUPLO 1 sq. foot space per capita guideline</td>
<td>• Q3 2013&lt;br&gt;• by 2031</td>
</tr>
<tr>
<td></td>
<td>• Establish library as potential partner in facility development in communities</td>
<td>• The library is a known potential partner in realizing facilities that maximize synergies, and that deliver multiple services to a convenient “one stop” hub that is centrally located</td>
<td>• Potential partners know the benefits of co-locating with RWL and are aware of the Library’s long term outlook for renewal</td>
<td>• 2015</td>
</tr>
</tbody>
</table>
### b) Maximize space and features of current facilities

<table>
<thead>
<tr>
<th></th>
<th>Match public service counters / desks to reflect contemporary patterns of service</th>
<th>Additional branch space released for collections, computers, etc.</th>
<th>All branches’ storage practices have been reviewed, and practices for in-branch storage revised</th>
<th>Q3 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Review storage practices and locations and reduce branch storage to immediate short-term needs, relocating all other stores, e.g. program supplies, seasonal collections</td>
<td>In branch service points reflect current patterns of service and user needs</td>
<td>Release of space for other purposes including better storage of essential on-site supplies etc.</td>
<td>Q3 2013</td>
</tr>
<tr>
<td></td>
<td>Removal of excess stored items improves storage of essentials, enhances branch features and maximizes sense of space</td>
<td>Overall appearance of branch enhanced</td>
<td></td>
<td>Q4 2014</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>With staff, develop Good Practice Guidelines to establish standards for presentation / appearance of work areas and public spaces</th>
<th>All branches present welcoming appearance and confirms that the space and organization is in good shape</th>
<th>Agreed Good Practice Guidelines are in place, and all branches meet them, e.g. limited and well-maintained information displays; absence of paperwork, supplies; all visible supplies tidy, etc.</th>
<th>Q4 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Staff has Guidelines and support to help achieve sense of control over their work environment</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Take action to resolve known issues that may have independent solutions

<table>
<thead>
<tr>
<th>Action</th>
<th>Outcome</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work with Woolwich Township to reduce parking frustrations at the Elmira branch</td>
<td>Elmira residents more confident that a visit to the library will be a pleasure, as time needed for parking will be reasonable</td>
<td>7 + ranking of adequate parking by Woolwich users</td>
</tr>
<tr>
<td></td>
<td>Fewer negative user comments about parking</td>
<td>Increased use of Elmira branch during busy hours</td>
</tr>
<tr>
<td>Investigate a more visible location for the Wellesley Branch</td>
<td>Higher use</td>
<td>30% increase in visits and circulation</td>
</tr>
<tr>
<td>Investigate updated and enlarged buildings for St. Clements, Baden and New Dundee</td>
<td>Higher use</td>
<td>30% increase in visits and circulation</td>
</tr>
<tr>
<td>Relocate Woolwich southeast branch from Bloomingdale to more populous Breslau</td>
<td>Higher use</td>
<td>30% increase in visits and circulation</td>
</tr>
</tbody>
</table>

**CSS 2014**

**Q4 2014**

**2031**

**2031**

**2015**
4. **Driver of Satisfaction: Improve Online Functions and Experience so that the search works well, it is easy to find what I’m looking for, and the library has the digital resources that I need**

<table>
<thead>
<tr>
<th>Objectives: Where our residents want us to be</th>
<th>Actions: How we will get there</th>
<th>Outcomes and benefits</th>
<th>Measures and Targets</th>
<th>Target reached by:</th>
</tr>
</thead>
</table>
| a) Make searching the catalogue easier | ▪ Continue to work closely with the integrated library system (ILS) vendor to provide up-to-the-minute functionality | ▪ One log in, multiple searches  
▪ Specificity in results | ▪ 90% users agree search capabilities work well (82% in 2012) | ▪ CSS 2014 |
| b) Raise awareness of the website and its features | ▪ Install large digital screens/displays in the larger branches | ▪ Higher use | ▪ 70% of users visit site (52% in 2012) | ▪ Q1 2015 |
| | ▪ Promote the availability of e-books and other digital content through the website, social media sites, print media releases, and other measures | ▪ Higher use | ▪ 30% increase in e-book downloads (19% in 2012)  
▪ 15% increase in use of databases | ▪ Q4 2014 |
| c) Make RWL’s web presence as welcoming and attractive as the physical branches | ▪ Continue “best practice” web design to deliver a visually exciting, accessible, easy to navigate site | ▪ Visually interesting and great functionality  
▪ Increased hits on all pages | ▪ 80%+ agree it is easy to find what I’m looking for and visually appealing | ▪ CCS 2014 |
| d) Support digital literacy in the community | ▪ Revise, test, deliver and evaluate computer use instruction programs for library users and offer on an ongoing basis | ▪ % of content by staff increases  
▪ Positive comments by users | ▪ 90% “very helpful” rating of staff training program | ▪ Q4 2014 |
5. Driver of Satisfaction: Efficient and Effective Business Practices; clear rules and policies, easy to check out and return, easy to register

<table>
<thead>
<tr>
<th>Objectives: Where our residents want us to be</th>
<th>Actions: How we will get there</th>
<th>Outcomes and benefits</th>
<th>Measures and Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relax some of the library rules to encourage use</td>
<td>▪ Explore waiving overdue fines, card replacement fees for users under the age of 18</td>
<td>▪ Revised policy ▪ Reduced revenues offset by higher use overall</td>
<td>▪ 15% increase in membership by 12 – 18 age group</td>
</tr>
<tr>
<td></td>
<td>▪ Allow users to pick up holds for family members</td>
<td>▪ Revised policy ▪ Fewer complaints</td>
<td>▪ 5% increase in holds placed</td>
</tr>
<tr>
<td></td>
<td>▪ Evaluate requirement for users to carry library card. ▪ Offer additional methods of carrying library cards; keytag cards, mobile app</td>
<td>▪ Revised policy and clear rational ▪ Fewer complaints</td>
<td>▪ 9.5 satisfaction ranking for borrowing library materials (9.5 in 2012)</td>
</tr>
</tbody>
</table>
6. Driver of Satisfaction: Friendly and Knowledgeable Staff

<table>
<thead>
<tr>
<th>Objectives: Where our residents want us to be</th>
<th>Actions: How we will get there</th>
<th>Outcomes and benefits</th>
<th>Measures and Targets</th>
<th>Target reached by:</th>
</tr>
</thead>
</table>
| a) Staff members familiar with the full menu of library services | ▪ Regularly revise the staff orientation program and provide refresher training at least annually | ▪ Well-informed staff and higher levels of confidence | ▪ 9.5 ranking of “staff is knowledgeable and competent (currently 9.5)  
▪ 90% staff members give training “very helpful” | ▪ CSS 2014  
▪ Q2 2014 and ongoing |
| b) Staff ready to assistance with searching the web, downloading digital content, using e-readers and devices | ▪ Emphasize every staff member’s role in providing point-of-use and one-to-one support in using the website, databases, downloadable content, devices and all online resources  
▪ Develop and deliver a technology training program and revise regularly | ▪ Staff technical competencies increase  
▪ Staff express greater confidence in using technology | ▪ 9.5 ranking of “staff is knowledgeable and competent (currently 9.5)  
▪ 90% staff members give training “very helpful” | ▪ CSS 2014  
▪ Q2 2014 |
7. Sense of Community: The Library is an important hub in our community, in touch with community needs and has a welcoming atmosphere

<table>
<thead>
<tr>
<th>Objectives: Where our residents want us to be</th>
<th>Actions: How we will get there</th>
<th>Outcomes and benefits</th>
<th>Measures and Targets</th>
<th>Target reached by:</th>
</tr>
</thead>
</table>
| a) Tell the community’s story               | In partnership with the Region’s Community Services Division, explore ways of making local history assets more discoverable through digitization | ▪ A strategy for the discovery of local history resources  
▪ Increased use of the library’s local history collection | ▪ Targeted quantity/range of local history materials (e.g. photos) have been incorporated into the library catalogue, and number of visits increased | Q2 2015 |
|                                             | Encourage volunteer involvement in community memory projects such as the digitization of records | ▪ Regular volunteers who renew term commitment to project  
▪ Increased use of the library’s local history collection | ▪ Targeted quantity/range of local history materials (e.g. photos) have been incorporated into the library catalogue, and number of visits increased | Q2 2015 |
<table>
<thead>
<tr>
<th></th>
<th>Make information about the community more accessible, especially for newcomers</th>
<th>Add “welcome” page for newcomers with links to community information sites</th>
<th>Add links to the Community Information of Waterloo Region database and to the Waterloo Region Official Tourism website</th>
<th>Hits on RWL and linked websites</th>
<th>9 ranking of “the library is in touch with the needs of our community”</th>
<th>80% of staff rank “highly effective” as reference tool</th>
<th>CSS 2014</th>
<th>Ongoing</th>
</tr>
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<tbody>
<tr>
<td>b)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>c)</td>
<td>Celebrate with the community</td>
<td>Sponsor children’s activities at fairs and festivals as a way of promoting RWL services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>CSS 2014</td>
<td></td>
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<tr>
<td></td>
<td>Celebrate the achievements of citizens of note, hosting launch parties for authors, displaying the work of local authors, inviting as guest speakers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Ongoing</td>
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<tr>
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</tbody>
</table>

**Service Development Plan 2013**

Region of Waterloo Library
The consultant’s recommended timeline for implementing the new initiatives in this plan accompanies this plan and can be found in Appendix 3 of this report.

The consultant’s estimates of the additional financial resources required to implement this plan are presented in Appendix 4 of this report.

The timeline and financial estimates are acknowledged to be aspirational, with encouragement for quick action to respond to the feedback from residents. It is understood that the RWL staff will need time to work through an implementation plan which allows time for the re-alignment of workloads while also attending to the regular operations and standing priorities of the library.
6. Moving Forward

1. Staff Development Plan

A strong customer service culture, demonstrated through the high praise of staff in the feedback, is RWL’s greatest asset as it proceeds to enact service improvements. An essential pre-requisite for good service is an effective staff training and development program, and RWL has a range of resources through which it supports staff excellence in the branches. The Library has a team of professional librarians who deliver training on research, advising readers, program planning and delivery, using the automated library catalogue and other operational processes. The Library has also made progress in adding positions with skills in early literacy and digital technology. The Region of Waterloo supports employees’ professional development with annual allowances for formal education, training events and conferences. Going forward, it is recommended that RWL coordinate these resources and apply them to the following priority topics in support of the service improvement plan:

Enabling Digital Literacy

Staff have been experiencing the shift in the ways residents access information and reading for some time, and are aware that to provide a contemporary service they need to be consistently enhancing their own skills on an ongoing basis to keep in line with users’ expectations. When staff is confident and up-to-date in using information technology they can offer users a broader landscape to experience, and introduce them to an expanding range of resources and connections. As interactive technology becomes a standard form of daily communication, certain staff will have the skills to participate effectively as content creators, regularly sharing their book knowledge, literacy tips and program information to communicate with users through the website and social media.

It is therefore recommended that RWL continue its digital training program to reinforce and extend digital competencies. Topics should include downloading content, using devices, and utilizing databases, with attention to emerging formats. The program should strive to accommodate different learning styles, offering both group and individual instruction. Self-assessment and self-directed learning should be encouraged, along with regular program evaluation and revision by staff.

Advocating Early Literacy

RWL has obtained exceptional ratings for its work with children, and frontline staff are clearly delighting in this audience. The American Library Association’s Every Child Ready to Read early literacy program is an excellent template for both training and promotion. All staff should continue to receive this training and emphasize its message in their daily encounters with users. It is also recommended that RWL should consider offering support to parents’ role in developing a literate, creative and book-loving citizen.
WELCOMING YOUTH

Support for teens and opportunities for meaningful involvement in the community is a priority for township residents. However, it is acknowledged that this audience can be hard to reach and that skills in communication and respect for their interests are required. RWL has experimented with programming for teens and a number of the current staff are keen to work with youth.

Various avenues for developing skills for working with teens are available, such as workshops offered by the professional library community, while seeking mentoring arrangements with high school teachers and other leaders should be encouraged. All staff should receive awareness training in the importance of building trust and being flexible when implementing library policies, procedures and other expectations with this audience. Each front line staff member needs to become familiar with the popular authors and topics for this age group, and this can be simply achieved by making a youth services update a regular agenda item in staff meetings. The Ontario Library Association’s Teen Rights in the Public Library\(^1\) is an excellent guide to the professional principles guiding library services to this age group, and the Library Committee may wish to consider formally adopting it as RWL policy.

COMMUNITY CONCIERGE

There is strong evidence that the public library is often the first place that new residents visit when they arrive in the community, and library staff can play an important role in introducing them to the services of their community.

Staff members who are long-time residents have excellent knowledge of their local area, but it behooves the Library to ensure staff has the means to stay aware of changes in their community, new services being offered and those which have been moved or eliminated. New front line staff should receive training in local knowledge: the location of local schools, Early Years’ Centres, parks, post offices and recreations centres in the immediate area. They should also be familiar with the township and regional government centres and their services, as well as know local landmarks, festivals and celebrations. Training in the use of the Community Information of Waterloo Region database should be included in reference training and orientation.

2. Communication Plan

The Region of Waterloo Library and RoW Citizen Service have been diligent in promoting this service improvement project and in encouraging over 1,400 residents to have their say through the surveys, interviews and conversations. Once the service plan has been adopted, similar commitment is necessary for informing residents how their input has been used, and what they can expect to see as the Plan is rolled out.

It is recommended that the plan be announced to citizens as follows:

- Local media coverage of the adoption of the Service Improvement Plan by the Library Committee in April 2013, and provide highlights to all community newspapers

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- RWL website announces the adoption of the plan and the highlights with links to the plan and supporting documents. Announcement leads with a thank you to all who participated and who gave RWL a 9 out of 10 satisfaction rating. Suggest a “You Told Us” and “Here’s How We’ll Get There” structure.

- Print copy of the Plan available in all locations for reference

- Vision and Values Statements, Service Delivery Model, Program Statement of Purpose added to the website and displayed in all branches for a designated time

- Vision and Values signage at each service point, vision added to letterhead, all media releases, e-newsletters and other communication pieces

- Announce new hours of operation and rationale three months in advance. Launch at each location with a celebration. Communicate that the new hours will be evaluated after eighteen months and invite feedback through library signage, website mini-surveys and social media conversations

3. Ongoing Evaluation

The citizen satisfaction survey 2012 was an extensive and scientifically rigorous process which has set the bar for ongoing evaluation. While surveying to this extent on a regular basis may be cost prohibitive, a modified, shortened process would be helpful in assessing progress for the key areas of hours of operation, digital access, and program satisfaction for teens and adults. It is recommended that a full scale follow-up survey be conducted within three to five years.

The Plan includes a number of performance measures, many of which are already a requirement of provincial reporting (e.g. number of weekly visits, circulation of materials) and others that are helpful planning tools (e.g. program evaluations, collection development targets). It is recommended that results be measured annually against the targets for agreed performance indicators.

Finally, RWL has been diligent in its collection and analysis of township demographics and user data to create of community profiles for each of its libraries, and much of what has been gathered is presented in the Data Review document for this project. The detail presented in the document will serve the Library well for some years to come as an indicator of how each library and community varies. We suggest that RWL update the demographic data with the 5 year Statistics Canada census cycle, and update the data comparing RWL to similar sized library systems on this same schedule.

Usage at each location needs to continue to be monitored and service levels justified. We suggest that the new four tier Service Delivery Model be adopted as the rational for location specific planning, and that detailed reviews be triggered only when the defined population thresholds drop or are exceeded. RWL should feel confident for its data collection be confined to the measures specified in the Plan and it is recommended that ongoing performance indicators target essential data only.
APPENDIX ONE

PROGRAM STATEMENT OF PURPOSE
JANUARY 2013

STATEMENT OF PURPOSE FOR PROGRAMMING

The Region of Waterloo Library is committed to promoting literacy and lifelong learning, and to supporting a diverse, engaged and vibrant community life. Programming is an integral part of how the Library fulfills this commitment.

The Library offers programs that attract regular and new users and:

- Promote interest in reading and culture
- Promote early childhood literacy and family literacy
- Promote essential life skills including information literacy and technology proficiency
- Promote an awareness of contemporary issues and information required to engage in society.
- Provide entertaining, enjoyable and educational experiences and shared family activities
- Promote the use of the Library and its resources
- Forge partnerships with a wide variety of groups and individuals

PROGRAM PRIORITIES

Based on the needs of township residents heard during extensive public consultations held in 2012, the Library will excel at:

- Introducing children to books and reading
- Celebrating books and reading for school aged children
- Providing youth with opportunities to engage with the library
- Providing adults and seniors with opportunities to interact through discussions on literature and topics of interest
THE REGION OF WATERLOO LIBRARY PROGRAM DELIVERY MODEL

RWL strives to make programs available to the widest possible audience and on topics that reflect contemporary interests and needs.

The Region of Waterloo Library

- Delivers its services via a network of ten branches, a web site, and centres in the community where key audiences congregate such as schools and community centres.
- Is mindful of delivering quality experiences that reflect a reasonable return on investment of staff time and resources, measured by size of audience.
- Is part of a wide network of cultural, educational and information agencies in the Region of Waterloo, and will work with others to promote community knowledge, while avoiding duplication.

Recognizing that each library branch differs in size of population, levels of interest, space available, and adjacency to other community agencies, the Library is committed to providing programs within the following delivery model.

AT EVERY BRANCH, the Library regularly offers:

- An early literacy program for young children
- The summer reading club
- Point of use support in using technology

IN MEDIUM SIZED BRANCHES WITH POPULATION CENTRES OF OVER 4,000, the Library also regularly offers:

- Programs that recognize the stages of child development (baby, toddler, reading child)
- Special events for children eg. Seasonal programs, author visits
- An after school, or evening or weekend family program convenient for school aged children and working parents
- Facilitation of adult book discussion group
- One-to-one demonstrations on technology use
- Youth book discussion groups

IN LARGE BRANCHES WITH POPULATION CENTRES OF OVER 5,000, and where audiences can be anticipated, the Library offers:

- Event programs on lifestyle topics for adults
- Event programs on community issues for adults and seniors
- Group technology demonstrations and instruction
- Opportunities for teens to build their resumes through youth committees advising on the Library on services for their age group, and volunteer opportunities
- Youth book discussion groups

To support this delivery framework, the Library centrally guides and coordinates:
- *Every Child Ready to Read*, the American Library Association trademarked early literacy training for all staff
- Book discussion group facilitation guidelines for all staff
- Community-wide celebrations and reading promotions, such as *One Book, Let’s Read, Summer Reading Club*
- Event, feature and one-time programs
- Technology instruction design, testing and staff training
- Partnerships with community agencies that can help the Library reach new audiences through co-sponsorship and delivery of events to extend the reach of the libraries message
- Partnerships with other organizations for programming space
- Online environments where all residents can participate such as use of social media, podcasts, discussion forums, etc.

**PROCEDURES TO BE DEVELOPED BY RWL:**
- Program selection and return on investment (ROI) guidelines
- Responding to requests
- Co-sponsoring guidelines
- Meeting room policy for outside groups delivering programs
## APPENDIX TWO

### PROPOSED SERVICE HOURS FOR THE REGION OF WATERLOO LIBRARY 2013

**CURRENT BRANCH HOURS OF OPERATION, EXCLUDING HEADQUARTERS: 261**

**SCENARIO ONE: Consistent, Easy to Remember Hours.** Primary medium/small audience young children and older adults with one evening for working family access

<table>
<thead>
<tr>
<th>Branches</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LARGE BRANCHES: 44 hours per week</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elmira</td>
<td>Closed</td>
<td>10.00 – 8.00</td>
<td>10.00 – 8.00</td>
<td>10.00 – 8.00</td>
<td>10.00 – 6.00</td>
<td>10.00 – 4.00</td>
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<tr>
<td>New Hamburg Ayr</td>
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<tr>
<td><strong>MEDIUM BRANCHES: 26 hours per week</strong></td>
<td></td>
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</tr>
<tr>
<td>Baden Wellesley</td>
<td>Closed</td>
<td>10.00 – 6.00</td>
<td>3.00 – 7.00 Family Night</td>
<td>10.00 – 6.00</td>
<td>Closed</td>
<td>10.00 – 4.00</td>
</tr>
<tr>
<td><strong>SMALL BRANCHES: 18 hours per week</strong></td>
<td></td>
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</tr>
<tr>
<td>Bloomingdale Linwood New Dundee St. Clements St. Jacobs</td>
<td>Closed</td>
<td>10.00 – 3.00</td>
<td>10.00 – 3.00</td>
<td>10.00 – 3.00</td>
<td>3.00 – 6.00 Family Night</td>
<td>Closed</td>
</tr>
</tbody>
</table>

**SCENARIO ONE: 13 ADDITIONAL HOURS = 274 HOURS**

**SCENARIO TWO: Hours to meet needs of working families and school aged children.**

<table>
<thead>
<tr>
<th>Branches</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LARGE BRANCHES: 44 hours per week</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elmira</td>
<td>Closed</td>
<td>10.00 – 8.00</td>
<td>10.00 – 8.00</td>
<td>10.00 – 8.00</td>
<td>10.00 – 6.00</td>
<td>10.00 – 4.00</td>
</tr>
<tr>
<td>New Hamburg Ayr</td>
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<tr>
<td><strong>MEDIUM BRANCHES: 30 hours per week</strong></td>
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<td></td>
</tr>
<tr>
<td>Baden Wellesley</td>
<td>Closed</td>
<td>10.00 – 8.00</td>
<td>2.00 – 8.00</td>
<td>10.00 – 8.00</td>
<td>Closed</td>
<td>10.00 – 2.00</td>
</tr>
<tr>
<td><strong>SMALL BRANCHES: 17 hours per week</strong></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Bloomingdale Linwood New Dundee St. Clements St. Jacobs</td>
<td>Closed</td>
<td>3.00 – 8.00</td>
<td>10.00 – 2.00</td>
<td>3.00 – 8.00</td>
<td>Closed</td>
<td>10.00 – 2.00</td>
</tr>
</tbody>
</table>

**SCENARIO TWO: 21 ADDITIONAL HOURS = 282 HOURS**
### APPENDIX THREE

## PLAN IMPLEMENTATION TIMELINE

This time line is the consultant’s recommendation of how the service improvements might be prioritized and phased in. It is ambitious and demonstrates a quick response to the many residents who were consulted for this study in 2012. The staff team will need to refine these recommendations to align with existing priorities, and will devise detailed implementation plans in the weeks following the approval of the Service Development Plan. Generally the evaluation and measurement of new initiatives should only take place after a sufficient period is allowed for start-up, promotion and observation.

*Facilities Plan: Kestrel suggests that this will be a separate study, with Region or third party consultants undertaking a comprehensive assessment, investigation of potential sites, facility partnerships, building standards and capital budgets. Kestrel proposes that discussions with RoW begin in 2013, with an RFP and project scope be drafted in Q2 2014, and plan completed in 2015.

<table>
<thead>
<tr>
<th>PLAN REF #</th>
<th>INITIATIVE</th>
<th>TASKS</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
</tr>
<tr>
<td>2a i</td>
<td>Programming Statement of Purpose - Revised</td>
<td>Implement</td>
<td>M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3c</td>
<td>Parking for Elmira</td>
<td>Initiate discussions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2bi,ii</td>
<td>E-newsletter, social media promotions</td>
<td>Implement</td>
<td>M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1c,d,e</td>
<td>E-books – Collection Development Policy</td>
<td>Implement</td>
<td>M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Revise library rules</td>
<td>Implement</td>
<td>M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7b</td>
<td>New resident welcome links</td>
<td>Implement</td>
<td>M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PLAN REF #</td>
<td>INITIATIVE</td>
<td>TASKS</td>
<td>2013</td>
<td>2014</td>
<td>2015</td>
</tr>
<tr>
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</tr>
<tr>
<td>1a</td>
<td>Hours of Operation – New Schedule</td>
<td>Implement</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>3a</td>
<td>Infrastructure Improvement Plan (1)*</td>
<td>Initiate discussions</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>1b</td>
<td>Technology Infrastructure Plan (1)**</td>
<td>Initiate discussions</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>2aii</td>
<td>Family Literacy Programs on evenings and weekends</td>
<td>Implement</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>2biii</td>
<td>Media audit, regular newspaper feature</td>
<td>Implement</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>2bv</td>
<td>Youth influencers consultation plan</td>
<td>Implement</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>3b</td>
<td>Branch appearance principles</td>
<td>Implement</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>6a, c</td>
<td>Staff orientation training revised</td>
<td>Implement</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>2aiii</td>
<td>Student staff development/involvement plan</td>
<td>Implement</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>2aii</td>
<td>Teen volunteer program revised</td>
<td>Implement</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>2aiv</td>
<td>Boys and Men planning guidelines</td>
<td>Initiate</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>2aiv</td>
<td>Seniors program guidelines</td>
<td>Implement</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>6b</td>
<td>Staff technology training plan revised</td>
<td>Implement</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>4d</td>
<td>Public technology training modules revised</td>
<td>Implement</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>PLAN REF #</td>
<td>INITIATIVE</td>
<td>TASKS</td>
<td>2013</td>
<td>2014</td>
<td>2015</td>
</tr>
<tr>
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<tr>
<td>1b</td>
<td>Technology Infrastructure Plan (2)**</td>
<td>Implement</td>
<td>M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2aiv</td>
<td>Adult event programs launched</td>
<td>Implement</td>
<td>M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4b</td>
<td>Digital screens, interior</td>
<td>Implement</td>
<td>M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2aii</td>
<td>Early Childhood Literacy Specialist FT</td>
<td>Implement</td>
<td>M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2biv</td>
<td>Signage on buildings improved</td>
<td>Implement</td>
<td>M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7a</td>
<td>Local History Strategy</td>
<td>Study complete</td>
<td>M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3a</td>
<td>Infrastructure Improvement Plan (2)*</td>
<td>Study RFP Issued</td>
<td>M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3a</td>
<td>Infrastructure Improvement Plan (3)*</td>
<td>Implementation begins</td>
<td>M</td>
<td></td>
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</tr>
</tbody>
</table>
The research conducted for this study found that RWL is operated at considerably less cost than other Ontario rural library systems of its size, at $33 per capita². Achieving the objectives of the Service Development Plan and improving RWL services will require some realignment of current operational dollars, and also a commitment of new resources. It is recommended that the funding of the service improvement initiatives be phased in over the next 3 – 5 budget cycles so that the library system is able to serve its growing community and retain its high satisfaction levels.

The table below presents the Plan’s initiatives in three categories:

Low Cost, Primarily achieved with existing staff resources (less than $2,000 per initiative)
Tasks may need some dollar input but are capable of being accommodated in the ebb and flow of operational tasks and projects. In some cases, staff may need to be assigned to project work and this is shown where applicable.

Moderate Cost (less than $10,000 per initiative)
Items significantly enhance service offerings in line with customer feedback and therefore may have operational budget implications.

Significant Costs ($10,000+ per initiative)
Strategic enhancements of infrastructure and service delivery with significant quality of service outcomes, and for the most part requiring further study and/or capital investment

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>ASSUMPTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Low Cost (less than $2,000 per initiative)</strong></td>
<td></td>
</tr>
<tr>
<td>E-newsletter production, distribution, testing</td>
<td>80 staff hours for start-up, then input compensated through reduction in current print promotions</td>
</tr>
<tr>
<td>Social media promotions</td>
<td>Absorb into current responsibilities for posting/publicizing programs</td>
</tr>
<tr>
<td>Website and catalogue enhancements</td>
<td>Website enhancements within ongoing tasks for maintaining web presence Upgrades to catalogue part of software contract with vendor</td>
</tr>
</tbody>
</table>

² Kestrel Review and Analysis of Data Sept. 2012 pp. 42
<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>ASSUMPTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Low Cost (less than $2,000 per initiative) - continued</strong></td>
<td></td>
</tr>
<tr>
<td>Revision of Library rules</td>
<td>Tasks fit within library operational program of revising, updating and communicating policies and circulation functions</td>
</tr>
<tr>
<td>Public technology training</td>
<td>Approximately 40 staff hours to revise and test training</td>
</tr>
<tr>
<td>News media strategy audited and adjusted</td>
<td>Approximately 40 staff hours</td>
</tr>
<tr>
<td>Branch appearance guidelines</td>
<td>May require centralized off-site storage of to maximize potential of space presentation in branches</td>
</tr>
<tr>
<td>Adult events program</td>
<td>Approximately 40 staff hours to develop sponsorship and advertising</td>
</tr>
<tr>
<td>Local history strategy</td>
<td>120 hours to carry out study, consultations and partnership development</td>
</tr>
<tr>
<td>Staff orientation, technology training revised</td>
<td>Approximately 80 staff hours planning and testing</td>
</tr>
<tr>
<td>Teen programs designed and promoted</td>
<td>Approximately 80 staff hours</td>
</tr>
<tr>
<td>Boys and men service planning guidelines</td>
<td>Approximately 40 staff hours</td>
</tr>
<tr>
<td>Seniors’ program guidelines</td>
<td>Approximately 20 staff hours</td>
</tr>
<tr>
<td><strong>Moderate Cost (less than $10,000 per initiative)</strong></td>
<td></td>
</tr>
<tr>
<td>Evening/weekend programs for working families</td>
<td>Ongoing staff time to plan and deliver</td>
</tr>
<tr>
<td>Teen programming, advisory committees</td>
<td>Ongoing staff time to deliver</td>
</tr>
<tr>
<td>E-book and ESL collections expanded</td>
<td>Start-up funds to provide breadth of selection</td>
</tr>
<tr>
<td>Digital screens in branches</td>
<td>Equipment, installation and on-going software</td>
</tr>
<tr>
<td>Outdoor building signage improvements</td>
<td>Electronic “open” signs, directions to accessible entrance</td>
</tr>
<tr>
<td><strong>Significant Costs ($10,000+ per initiative)</strong></td>
<td></td>
</tr>
<tr>
<td>Additional hours of operation</td>
<td>Costs include employment costs for staff hours needed and utility costs for additional hours</td>
</tr>
<tr>
<td>Early Literacy position to become full-time</td>
<td>Employment costs for increasing hours from 24 hrs p.w. to 35 hrs. p.w.</td>
</tr>
<tr>
<td>Parking solution for Elmira</td>
<td>Capital investment to purchase or lease</td>
</tr>
<tr>
<td>Built infrastructure development study</td>
<td>Facility, building design expertise contracted and perhaps in conjunction with other RoW studies</td>
</tr>
<tr>
<td>Technology infrastructure plan</td>
<td>Information technology expertise contracted, and perhaps with other RoW studies</td>
</tr>
</tbody>
</table>
APPENDIX FIVE

LIBRARY SERVICE REVIEW PROJECT TEAM

REGION OF WATERLOO

Project Manager
Heidi Newton
Service Improvement Specialist

Project Co-Sponsor
Lucille Bish
Director, Community Services

Project Co-Sponsor
Kris Fletcher
Director, Council & Administrative Services/
Regional Clerk

Project Advisor
Charlotte Gravlev
Interim Manager, Citizen Service

REGION OF WATERLOO LIBRARY

Subject Matter Expert/Team Member
Katherine Seredynska
Manager, Public Services

Subject Matter Expert/Team Member
Kelly Bernstein
Manager, Information Services

KESTREL INFO SERVICES – LIBRARY CONSULTANTS

Project Manager
Lori Sims
Associate

Project Sponsor
Frances Stocker
Principal

ERIN RESEARCH – RESEARCH CONSULTANTS

Project Manager
George Spears
President

Associate Project Manager
Kasia Sydegart
Vice-President

Senior Manager
Pat Zulinov
Director

Research Consultant
Brenda Nicholson
Business Manager
Appendix Six

Supporting Documentation and Reports


TO: Chair Todd Cowen and Members of the Library Committee

DATE: April 9, 2013

FILE CODE: F05-30

SUBJECT: REGION OF WATERLOO LIBRARY - 2012 FINANCIAL REPORT

RECOMMENDATION:

THAT the Regional Municipality of Waterloo approve the transfer of the 2012 Region of Waterloo Library operating surplus in the amount of $34,342.68 to the Library Capital Reserve Fund to support future funding of capital and one-time projects.

SUMMARY:

NIL

REPORT:

The attached financial summary provides the final 2012 year end operating results for the Region of Waterloo Library. Total expenditures were within 0.2% of budget, while revenues from unanticipated grants and program fees were 21% higher than budget.

It is recommended that the net surplus of $34,342.68 be transferred to the Library Capital Reserve Fund.

CORPORATE STRATEGIC PLAN:

The Periodic Financial Report ensures Regional programs and services are efficient, and demonstrate accountability to the public.

FINANCIAL IMPLICATIONS:

The 2012 operating surplus, once transferred to the Library Capital Reserve Fund, will begin earning interest. These funds will be used to finance future Council approved Library capital and one-time spending.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

This Report has been prepared jointly by Finance and Community Services staff.

ATTACHMENTS:

Attachment 1: 2012 Year End Operating Summary - Region of Waterloo Library

PREPARED BY: Lucille Bish, Director, Community Services

APPROVED BY: Rob Horne, Commissioner of Planning, Housing and Community Services
Attachment 1: 2012 Year End Operating Summary - Region of Waterloo Library

<table>
<thead>
<tr>
<th></th>
<th>Annual</th>
<th>2012</th>
<th>Variance</th>
<th>% Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXPENDITURES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Staffing Costs</td>
<td>1,654,598</td>
<td>1,636,658</td>
<td>17,940</td>
<td>1.08</td>
</tr>
<tr>
<td>Total Operating Costs</td>
<td>497,430</td>
<td>487,270</td>
<td>10,160</td>
<td>2.04</td>
</tr>
<tr>
<td>Total Inter-Departmental / Transfers</td>
<td>179,253</td>
<td>202,724</td>
<td>-23,471</td>
<td>-13.09</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURES</strong></td>
<td>2,331,281</td>
<td>2,326,652</td>
<td>4,629</td>
<td>0.20</td>
</tr>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Township Property Tax Levy</td>
<td>2,190,207</td>
<td>2,190,207</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>101,574</td>
<td>119,189</td>
<td>17,615</td>
<td>17.34</td>
</tr>
<tr>
<td>Fines and Damages</td>
<td>26,750</td>
<td>28,386</td>
<td>1,636</td>
<td>6.12</td>
</tr>
<tr>
<td>Desk Receipts</td>
<td>4,000</td>
<td>4,188</td>
<td>188</td>
<td>4.70</td>
</tr>
<tr>
<td>Programs and Events</td>
<td>2,000</td>
<td>2,767</td>
<td>767</td>
<td>38.35</td>
</tr>
<tr>
<td>Other Operating Revenues</td>
<td>6,750</td>
<td>16,258</td>
<td>9,508</td>
<td>140.86</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>2,331,281</td>
<td>2,360,995</td>
<td>29,714</td>
<td>21.06</td>
</tr>
<tr>
<td><strong>NET REGIONAL LIBRARY</strong></td>
<td></td>
<td></td>
<td>-34,343</td>
<td>34,343</td>
</tr>
</tbody>
</table>
To: Chair Todd Cowan and Members of the Library Committee  
From: Lucille Bish, Director, Community Services  
Subject: REGION OF WATERLOO LIBRARY OPERATIONS UPDATE: JANUARY – MARCH 2013  
File No: R09-01

Programs and Services

Programs for young children continue to be popular, and registration procedures were introduced for new and returning children to ensure new families have an opportunity to join a program. This helps provide equity, particularly in high growth communities like Baden and Wellesley.

March Break featured ten shows – one in each branch - with entertainers including a pirate magician, reptiles, musician Erick Traplin and children’s performer Cindy Cook. They were very well received in all branches with 578 community members in attendance. RWL received excellent local media coverage.

Afterschool programs based on Lego and Fear Factor drew in many enthusiastic children in Ayr, particularly boys. Teen programs which featured creative themes like Teen Cookie Cake Boss are popular too. These are funded by the Friends of the Ayr library.

Summer Reading Club planning is underway, with the theme GO! A grant application was submitted Summer Career Placements (HRDC) to help fund a summer student to deliver programs in all ten branches.

One Book, One Community 2013 title will be announced on April 18. RWL will host an author reading in September.

Communications and Marketing

New display units, banners and tablecloths with the library logo have been created. They are being effectively used to highlight RWL services wherever the library goes in the community.
Buildings

Library headquarters - renovations are complete with a new carpet, paint, and furnishings/cabinetry for staff room, board room and better storage. It looks very professional and staff are pleased with the outcome.

Ayr - North Dumfries township staff are assessing the roof after leaks near the entrance were reported this winter.

Bloomingdale – in cooperation with the property owner (Bloomingdale United Church) designated parking spots for library users will be created. Signage will be installed to ensure parking spots for library use, as it is shared lot.

Elmira - Woolwich township staff will replace roofing this year and build a fire-resistant bookdrop.

New Dundee - Wilmot Township advises that the architect has been contacted regarding the new branch location for New Dundee library, and that he has begun work on the design based on the lay-out provided by library staff. He will also undertake the tendering for the contract/ construction administration process. Library staff will be contacted when the draft architectural design is completed.

New Hamburg – RWL staff are in discussion with the Region and Wilmot Township about opening up a wall section in the children’s area to create better visibility and entranceway into the program area.

All branches – Electric OPEN and Hours signs have been delivered and will be installed at all libraries.

Staff

A Staff Development Day was held on Monday, March 25 at New Hamburg where staff gathered to learn about collections, employee and citizen survey results, tech devices, and interesting “spotlights” on new ideas.

RWL staff have been nominated for a Regional RAVE (Recognize, Appreciate & Value Employees) award for service excellence, based on the positive responses and high satisfaction rates in the citizen survey.

Website and Online Communications

RWL launched a Facebook page, a Twitter feed and a Google+ page to broaden communications coverage and attract a new audience. Response has been very positive.

Plans are underway to open a Pinterest page that will direct readers to library programs, family literacy activities and reading recommendations.

Library Computers and Technology

RWL went live on the union database on February 14th. Some unforeseen glitches on the vendor’s part caused temporary issues with new book cataloguing and item holds, but these have been resolved.
Also on February 14th our new online catalogue went live. Built on a platform called Enterprise, the new catalogue is much more attractive and will allow better integration of digital resources.

New public and staff computers are expected this spring. To date Wellesley has had one new machine installed. All public computers will have 3 pieces of new software loaded: PC Reservation, LPT: One and Deep Freeze.

PC Reservation, which is computer booking software, will be implemented this spring, with Elmira as a test site. PC Reservation will greatly reduce the amount of staff time needed to manage computer sessions, and will help ensure patron privacy and safety by directing people to an age-appropriate workstation (eg. children to children’s computers, and adults to adult computers)

LPT: One is print management software that will eliminate wasted paper and printing.

Deep Freeze is hard drive protection software, and will remove patron information from the computer after each use. It also provides excellent protection from viruses and computer tampering.

Statistics /Reporting

Circulation to date is up more than 3% compared to 2012. eBook circulation continues to rise. Data collection for the Annual Survey of Public Libraries and OMBI has begun.

Collections

All branches recently conducted inventories to identify missing items and clean up old database records. This will make searching and finding materials easier for patrons and staff. To date the oldest book found still in circulation is from 1919.

RWL introduced a digital magazine service called Zinio. Zinio provides free, unlimited access to over 100 popular magazines and can be read on any Internet computer or mobile device.

Computer Training

RWL’s new Coordinator of Computer Training, Emily McLaughlin, started work on February 11th. Emily has already conducted over 30 one-on-one computer help sessions, and is developing a series of training courses. Emily will also coordinate training sessions to be delivered by existing RWL staff members.
March 28, 2013

Schaner Park
150 Frederick St. Floor 4
Kitchener Ontario, N2G 4J3
Canada

To: Schaner Park,

Hello! We are a group of four partners who would like to open a microbrewery this summer in The Village of St. Jacobs. We have been working with the Township of Woolwich, Councillor Bauman, and other people for a few months now to make sure that we are doing everything properly. The location of our microbrewery, Block Three Brewing Company Limited, will be at 1430 King Street North, Unit 2, St. Jacobs, Ontario (the white building between Benjamin’s and Quarry Communications). In addition to the microbrewery, we will have a small retail store open to the public.

We are not new to Woolwich; all four partners have lived in the Region for over 7 years. We are also not new to this business. We have an experienced Head Brewer, and three experienced entrepreneurs. Below is a general introduction of each of our business partners.

<table>
<thead>
<tr>
<th>Partners</th>
<th>Background</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bryan Maher (Head Brewer)</td>
<td>Born and raised in Elmira, Bryan has been working in the beer industry for 5 years. Bryan’s recipes have won both a Gold Medal and People’s Choice Award at The Canadian Brewing Awards in 2012. Bryan is known for small batch brews in a variety of classic and modern brew styles.</td>
</tr>
<tr>
<td>Derek Lebert (Finance)</td>
<td>Derek attended Wilfrid Laurier University and obtained his designation as a Chartered Accountant while working at PwC in Waterloo. Derek has lived in Waterloo for 10 years and is co-founder of a monthly beer club.</td>
</tr>
<tr>
<td>Graham Spence (Operations)</td>
<td>Graham Spence is a graduate from Acadia University, but later moved to Kitchener to obtain his Chartered Accountant designation. As a beer connoisseur, Graham has visited over 60 breweries across the world.</td>
</tr>
<tr>
<td>Phil Hipkiss (Sales and Marketing)</td>
<td>Phil graduated from the University of Waterloo while living in Elmira. Phil has his Chartered Accountant designation and is currently living in Kitchener. Phil is passionate about the industry, and is co-founder of a monthly beer club.</td>
</tr>
</tbody>
</table>
Part of the Alcohol and Gaming Commission of Ontario's (AGCO) process is to inform any places of religious assembly, schools, public parks, playgrounds, community centers and/or libraries located within 1 kilometer radius to the proposed retail store.

We kindly ask that you notify the registrar in writing of any objections that you may have within fifteen days of the date of this notification letter. We also encourage you to contact us directly at 519-897-6903 (Phil Hipkiss' direct line), or via email at info@blockthreebrewing.com with any questions or concerns that you may have.

We are looking forward to becoming part of the St. Jacobs community!

Sincerely,

[Signature]

Phil Hipkiss, President
Block Three Brewing Company

cc: Alcohol and Gaming Commission of Ontario

cc: Laurel Davies Snyder, Economic Development & Tourism Officer, Township of Woolwich
Councillor Mark Bauman, Township of Woolwich