Regional Municipality of Waterloo

Library Committee

Agenda

Tuesday, March 22, 2016

Approximately 2:00 p.m. (Immediately following Community Services Committee)

Room 217

150 Frederick Street, Kitchener

1. **Declarations of Pecuniary Interest under the “Municipal Conflict Of Interest Act”**

2. **Reports**


   **Recommendation:**

   That the Regional Municipality of Waterloo approve the transfer of the 2015 Region of Waterloo Library operating surplus in the amount of $144,953 to the Library Capital Reserve Fund to support future funding of capital and one-time projects, as outlined in Report No. PDL-LIB-16-01, dated March 22, 2016.

2.2 **PDL-LIB-16-02**, Region of Waterloo Library 2015 Statistics (For Information)

2.3 **PDL-LIB-16-03**, Region of Waterloo Library Operations Update - January to March, 2016 (For Information)

3. **Other Business**

4. **Next Meeting – May 24, 2016**

5. **Adjourn**
Region of Waterloo
Planning, Development and Legislative Services
Cultural Services

To: Chair Les Armstrong and Members of the Library Committee
Date: March 22, 2016  File Code: F05-30
Subject: Region of Waterloo Library Financial Report Year End 2015

Recommendation:
That the Regional Municipality of Waterloo approve the transfer of the 2015 Region of Waterloo Library operating surplus in the amount of $144,953 to the Library Capital Reserve Fund to support future funding of capital and one-time projects, as outlined in Report No. PDL-LIB-16-01, dated March 22, 2016.

Summary:
Nil.

Report:
Attachment 1 provides the 2015 year end operating results for the Region of Waterloo Library. Total expenditures were approximately 93% of budget with savings resulting from staffing costs, partially offset by over-expenditure in operating. Operating revenues were lower than budget by $46k, primarily as a result of monies not being transferred from Taylor reserve. These monies were to be utilized towards programming salaries, which due to delayed hiring in late 2015, will now be incurred in 2016.

It is recommended that the net surplus of $144,953 be transferred to the Library Capital Reserve Fund to support future funding of capital and one-time projects.

Attachment 2 provides the current periodic financial report for the period January to February 2016. Revenue is slightly below budget. The under expenditure in staffing is due to gapping. As noted in the Operations Report PDL-LIB-16-003 dated March 22,
2016, the Library reorganization and related hiring will be fully implemented by this June. The over expenditure in operating is due to the timing of ordering new materials and electronic subscriptions during the year.

**Corporate Strategic Plan:**

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

**Financial Implications:**

The 2015 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 with Finance staff.

**Attachments:**

Attachment 1 - 2015 Year End Operating Summary – Region of Waterloo Library


**Prepared By:** Lucille Bish, Director, Cultural Services

**Approved By:** Rob Horne, Commissioner, Planning, Development and Legislative Services
### Attachment 1 - 2015 Year End Operating Summary – Region of Waterloo Library

<table>
<thead>
<tr>
<th></th>
<th>Annual</th>
<th>2015</th>
<th>Variance</th>
<th>% Variance</th>
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</thead>
<tbody>
<tr>
<td><strong>REGIONAL LIBRARY</strong></td>
<td></td>
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<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Township Property Tax Levy</td>
<td>(2,496,509)</td>
<td>(2,496,509)</td>
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<td></td>
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<tr>
<td>Grants</td>
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<td>(122,242)</td>
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<td>0.27</td>
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<td>Fines and Damages</td>
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<td>(22,361)</td>
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<td>Desk Receipts</td>
<td>(4,500)</td>
<td>(4,288)</td>
<td>(212)</td>
<td>4.71</td>
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<tr>
<td>Programs and Events</td>
<td>(2,000)</td>
<td>(1,790)</td>
<td>(210)</td>
<td>10.50</td>
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<tr>
<td>Other Operating Revenues</td>
<td>(9,750)</td>
<td>(14,057)</td>
<td>4,307</td>
<td>(44.17)</td>
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<tr>
<td>Transfer from Reserve</td>
<td>(60,000)</td>
<td>(16,000)</td>
<td>(44,000)</td>
<td>73.33</td>
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<td><strong>TOTAL REVENUES</strong></td>
<td>(2,723,083)</td>
<td>(2,677,247)</td>
<td>(45,836)</td>
<td>1.68</td>
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<td><strong>EXPENDITURES</strong></td>
<td></td>
<td></td>
<td></td>
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<td>Total Staffing Costs</td>
<td>2,030,569</td>
<td>1,816,962</td>
<td>213,607</td>
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<td>Total Operating Costs</td>
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<td>389,856</td>
<td>(21,174)</td>
<td>(5.74)</td>
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<td>Total Inter-Departmental / Transfers</td>
<td>323,832</td>
<td>325,476</td>
<td>(1,644)</td>
<td>(0.51)</td>
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<td><strong>TOTAL EXPENDITURES</strong></td>
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<td>2,532,294</td>
<td>190,789</td>
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<td><strong>NET REGIONAL LIBRARY</strong></td>
<td>(144,953)</td>
<td>144,953</td>
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<table>
<thead>
<tr>
<th></th>
<th>Annual Budget</th>
<th>Budget Variance</th>
<th>% Variance</th>
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<tbody>
<tr>
<td><strong>REGIONAL LIBRARY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Township Property Tax Levy</td>
<td>(2,613,777)</td>
<td>(435,630)</td>
<td>(435,630)</td>
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<td>Grants</td>
<td>(119,919)</td>
<td>(19,987)</td>
<td>(19,987)</td>
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<td>Fines and Damages</td>
<td>(27,750)</td>
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<td>(3,055)</td>
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<td>Desk Receipts</td>
<td>(4,500)</td>
<td>(750)</td>
<td>(484)</td>
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<td>Programs and Events</td>
<td>(1,000)</td>
<td>(167)</td>
<td>0</td>
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<tr>
<td>Other Operating Revenues</td>
<td>(9,750)</td>
<td>(1,625)</td>
<td>(692)</td>
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<tr>
<td>Transfer from Reserve</td>
<td>(44,500)</td>
<td>(7,417)</td>
<td>(7,417)</td>
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<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>(2,821,196)</td>
<td>(470,200)</td>
<td>(467,265)</td>
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<tr>
<td><strong>EXPENDITURES</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Total Staffing Costs</td>
<td>2,136,265</td>
<td>356,046</td>
<td>298,783</td>
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<tr>
<td>Total Operating Costs</td>
<td>393,653</td>
<td>65,608</td>
<td>72,155</td>
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<tr>
<td>Total Inter-Departmental / Transfers</td>
<td>291,278</td>
<td>48,546</td>
<td>43,167</td>
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<td><strong>TOTAL EXPENDITURES</strong></td>
<td>2,821,196</td>
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<td>414,105</td>
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<td><strong>NET REGIONAL LIBRARY</strong></td>
<td>(0)</td>
<td>(53,160)</td>
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Region of Waterloo
Planning, Development and Legislative Services
Cultural Services

To: Chair Les Armstrong and Members of the Library Committee

Date: March 22, 2016  File Code: F05-30

Subject: Region of Waterloo Library 2015 Statistics

Recommendation:
For information.

Summary:
2015 was a successful year for the Region of Waterloo Library (RWL). Program attendance increased once again (5%), and overall circulation dropped only very slightly. Electronic visits increased, as did in-person visits. While this is similar to the experiences of many other rural library systems, RWL’s increase in in-person visits is considerably higher than it has been in the past several years.

The statistics inspire several areas of focus for 2016, including encouraging our patrons to continue enjoying library spaces through programming and events, and considering ways to promote both physical and electronic resources.

The cost per capita for the Region of Waterloo Library, at $38.49 in 2014, continued to be one of the lowest of the comparable, rural library systems in Ontario.

Report:

Total circulation in 2015 was 409,914, or 1% lower than 2014 (Figure 1). Electronic circulation rose approximately 17% (Figure 2), while print circulation decreased by 3% (Figure 3). Since print circulation accounted for 88% of our total transactions, this relatively small decrease caused a net loss overall. However, the number of print items circulated averaged 27 per branch operating hour, which was consistent with 2014, and our branches and staff continued to busy.
Figure 1 - Total Annual Circulation 2010-2015

Figure 2 - Electronic Circulation 2010-2015
Among RWL’s 10 branches, the 2015 circulation leader was, once again, New Hamburg, with 96,246 items checked out or renewed. Elmira followed close behind with 91,300 items (Figure 4).

![Figure 3: Print Circulation 2010-2015](image)

<table>
<thead>
<tr>
<th>Year</th>
<th>Items Checked Out or Renewed</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>394,861</td>
</tr>
<tr>
<td>2011</td>
<td>408,696</td>
</tr>
<tr>
<td>2012</td>
<td>401,292</td>
</tr>
<tr>
<td>2013</td>
<td>396,787</td>
</tr>
<tr>
<td>2014</td>
<td>375,065</td>
</tr>
<tr>
<td>2015</td>
<td>362,968</td>
</tr>
</tbody>
</table>
Figure 4 - Circulation Trends 2011-2015
In-person visits rose by 9% in 2015 (Figure 5). This is an impressive increase compared to the 2013-2014 increase of just 1%, which illustrates that RWL patrons are enjoying the physical spaces and services of their local branches. While overall electronic visits increased by 1%, downloadLibrary usage increased by 10%, showing that eBooks and eAudiobooks remain an increasingly popular option (Figure 6).

**Figure 5 - In-Person Library Visits 2011-2015**

![Bar chart showing in-person library visits from 2011 to 2015](chart_1.png)

**Figure 6 - Electronic Library Visits 2013 vs. 2015**

![Bar chart showing electronic library visits for 2013, 2014, and 2015](chart_2.png)

Program attendance continued to rise in 2015, showing a 5% increase over 2014. The total number of programs offered increased by 20%. RWL patrons of all ages are enjoying program options. Our technology programs for adults were, once again, extremely popular, as attendance nearly doubled from 2014, and class instruction
programs (e.g., daycare and school visits) also saw an 85% increase (Figure 7).

### Figure 7 - Program Attendance in 2014 vs. 2015

<table>
<thead>
<tr>
<th>Program Type</th>
<th>2014</th>
<th>2015</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summer Reading</td>
<td>7771</td>
<td>7799</td>
<td>0%</td>
</tr>
<tr>
<td>Adult Programs</td>
<td>460</td>
<td>817</td>
<td>78%</td>
</tr>
<tr>
<td>Other Children's Programs</td>
<td>1380</td>
<td>1484</td>
<td>8%</td>
</tr>
<tr>
<td>Technology Programs</td>
<td>156</td>
<td>309</td>
<td>98%</td>
</tr>
<tr>
<td>Book Club</td>
<td>331</td>
<td>489</td>
<td>48%</td>
</tr>
<tr>
<td>Early Literacy Program</td>
<td>10396</td>
<td>10,325</td>
<td>-1%</td>
</tr>
<tr>
<td>Class Instruction</td>
<td>486</td>
<td>900</td>
<td>85%</td>
</tr>
<tr>
<td>Teen Program</td>
<td>142</td>
<td>133</td>
<td>-6%</td>
</tr>
<tr>
<td>Total Attendance</td>
<td>21122</td>
<td>22,256</td>
<td>5%</td>
</tr>
</tbody>
</table>

For comparison with similar library systems, the annual statistics collected by the Ministry of Culture, Sport and Tourism are available for 2014. Figure 8 illustrates the cost per capita for the four other library systems that serve rural areas with similar populations to RWL. The RWL cost per capita ($38.49) is lower than three of the four comparators.
Figure 8 - Cost per Capita in Comparative Library Systems (2014 data)

Corporate Strategic Plan:

This annual assessment of library usage statistics and comparison with similar systems supports the Corporate Strategic Objective 5.4: “Ensure Regional programs and services are efficient, effective and provide value for money”.

Financial Implications:

Library operations were fully funded through the 2015 Library Operating Budget.

Other Department Consultations/Concurrence:

Nil.

Attachments:

Nil.

Prepared By: Heather Woodley, Acting Manager Information Services

Approved By: Rob Horne, Commissioner, Planning, Development and Legislative Services
Region of Waterloo
Planning, Development and Legislative Services
Cultural Services

To: Chair Les Armstrong and Members of the Library Committee
Date: March 22, 2016  File Code: F05-30

Recommendation:
For information.

Summary:
Digitization of the local history collection in Ayr is proceeding well, and winter programs have been well attended. The Library structure reorganization, which began in November 2015, has resulted in a number of staff taking on new roles and some new hires; it will be fully implemented by this June.

Report:

Collections and Use
The 2015-2016 Ontario Library Capacity Fund Grant was used to support the electronic database collection for this year. Through this grant, we were able to maintain access to popular online resources such as Ancestry Library Edition, Literature Resource Centre and Canadian Periodical Index (CPI.Q).

The project to digitize the local history collection in Ayr is progressing well. The first batch of material (North and Central Dumfries Tweedsmuir scrapbooks) has been digitized and the files have been received back. Online development is underway and the files are being prepared for upload. We expect them to be available online for the public later this year. Plans are in place to digitize additional batches of material, and research into copyright and digitization permissions is ongoing.
A joint project with Region of Waterloo Public Health has begun, which will see the addition of Public Health resources, such as teaching kits, to the library catalogue. This project will increase awareness of Public Health resources and make them more accessible to rural citizens by allowing patrons to borrow them directly from their local library branches.

Cost of eBooks

The Federation of Canadian Municipalities has approved a resolution calling for the federal government to examine restrictive eBook prices for public libraries. The Department of Canadian Heritage and the Department of Innovation, Science and Economic Development will investigate why libraries might pay three to five times more for eBooks than the consumer price, or face caps and time limits on use. Public libraries have recently sent a public letter to publishers calling for them to develop a hybrid solution to this matter, which allows flexibility for long- and short-term library eBook purchases. Penguin Random House has already taken a step in the right direction by announcing a plan to reduce library eBook pricing.

Facilities

Ayr – Three quiet study spaces were finished and made available to the public. They have been very popular and well-used by the public.

New Hamburg – The main floor accessible washroom recently installed by Wilmot Township is fully operational. Patrons have been very appreciative of the upgrade.

Breslau - Following a decision by Woolwich Township Council, the proposed Catholic school with a joint-use library will not be proceeding. There are no plans at this time for an alternate library branch location in Breslau.

All branches will have display monitors installed this spring. Equipment is currently on order.

Library Technology

Earlier in March, Library Headquarters staff was trained on “Mobile Circ”, a new module in our library software that will allow us to provide public service, and perform a variety of staff functions, away from the circulation desk. Training will be rolled out to all staff later in 2016, and an iPad and Bluetooth scanner will be issued to each branch. The Supervisor, Community Outreach is looking forward to using this new technology to sign up new patrons and check out material at festivals and events this year.

Library software updates are underway. Both the staff interface and the public catalogue have been migrated to a new server, which is providing improved functionality and
speed. At the end of March, the public catalogue will be upgraded to a new version, which will offer patrons new features to enhance their online experience, such as the option to reset a forgotten PIN and the ability to make online requests for new material directly to the Coordinator, Library Collections. An upgrade to the newest version of the staff software is planned for later in 2016.

**Programs and Services**

Winter programs were very well attended, with most programs being full or with short waiting lists.

Ayr branch’s 2016 Artist in Residence, Susan Coolen, was announced in December and began programs in January. Masterclasses and community events are scheduled throughout the spring. Ms. Coolen’s artwork will be on display in the branch until June.

**Outreach**

The new role of Community Outreach, implemented at the beginning of this year, has already done a significant amount to raise RWL’s profile, and build new connections to the community. Community events and speaking invitations to date have included the Community Building Breakfast in Ayr, Wilmot Heritage Fair, and the Senior’s Information and Active Living Fair in Breslau, with plans for more throughout the year. RWL is also chairing the region-wide One Book, One Community program for 2016.

**Staff**

Two staff started new positions at the end of November. Funded through the Taylor bequest, Jodi Jerome joined RWL in the temporary, full-time position of Assistant, Cataloguing (Local History), and is making excellent progress on the Ayr digitization project. Rebecca Wager started in the full-time position of Coordinator, Library Technologies (approved in the 2015 budget). Previously, she had been with RWL for several years in the former position of Coordinator, Library Communications and E-services.

Veronica Naas, formerly of Facilities, was hired as RWL’s new Coordinator, Library Communications, and began work in February.

The changes to the Library organization structure have been implemented in a phased approach and are nearing completion. The three Branch Supervisor positions were filled by incumbents as follows: North Dumfries and Wilmot – Twyla Knight; Wellesley and Woolwich – Sheryl Tilley; and Community Outreach (part-time) – Michele Hopkins. The Supervisor Programming position will be filled in April by a new hire, Nancy Duncan, currently a Branch Supervisor with the Vancouver Island Regional Library. The Supervisor Technical Services position will be filled by the end of May. Two new Assistant Supervisor Branch positions were created as a result of the re-structuring.
plan, and both have been filled internally. Robin Holmes was appointed to the Wellesley branch, and Lee Puddephat was hired for Ayr branch.

After 19 years of service, Library Clerk Ewa Rewkowska will be retiring at the end of April. The hiring process is currently underway.

Corporate Strategic Plan:

The Operations Report demonstrates how the Library achieves Corporate Strategic Objective 5.2: “Provide excellent citizen-centred service”.

Financial Implications:

Nil.

Other Department Consultations/Concurrence:

Nil.

Attachments:

Nil.

Prepared By:  Kelly Bernstein, Acting Manager Public Service
Heather Woodley, Acting Manager Information Services

Approved By: Rob Horne, Commissioner, Planning, Development and Legislative Services