



Media Release: Friday, September 30, 2016, 4:30 p.m.

Regional Municipality of Waterloo

Library Committee

Agenda

Tuesday, October 4, 2016

Approximately 3:00 p.m. (Immediately following Planning and Works Committee)

Room 217

150 Frederick Street, Kitchener

-
- 1. Declarations of Pecuniary Interest under the “Municipal Conflict of Interest Act”**
 - 2. Reports**
 - 2.1 PDL-LIB-16-10**, Region of Waterloo Library: Operations Update July and August 2016 (Information) 2
 - 2.2 PDL-LIB-16-11**, Region of Waterloo Library Outreach Options for Underserved Communities (For Discussion) 6
 - 2.3 PDL-LIB-16-12**, Region of Waterloo Library Financial Report, January to August 2016 (Information) 18
 - 3. Information/Correspondence**
 - 4. Other Business**
 - 4.1 Meeting Dates for 2017**

That the Regional Library Committee approve the following meeting dates for the 2017 calendar year: April 4, 2017; June 20, 2017; October 3, 2017; and, December 5, 2017.
 - 5. Next Meeting – December 6, 2016**
 - 6. Adjourn**



Report: PDL-LIB-16-10

Region of Waterloo

Planning, Development and Legislative Services

Cultural Services

To: Chair Les Armstrong and Members of the Library Committee

Date: October 4, 2016

File Code: F05-30

Subject: Region of Waterloo Library: Operations Update July and August 2016

Recommendation:

For information.

Summary:

Summer Reading Club, which offers incentives and programs to keep kids reading all summer, experienced record-breaking attendance of 7,910 this past summer. Website and social media contacts continue to rise, and new mobile technology enables staff to sign up new members outside of library branches. The Museum Pass lending program loaned 33 passes this summer, and is being introduced at the end of October in the City Libraries.

Report:

Programs and Services

Summer Reading Club was very successful this year, with 1,515 children participating. The theme was *Wild!* (SRC) and 316 programs were offered, which attracted a record-breaking 7,910 attendees. In comparison, the 2015 SRC offered 285 programs with 4,080 attendees, although the number of children signed up was slightly higher at 1,700. We hired two fulltime summer students, and received a Canada Summer Jobs grant of \$2,700 to subsidize the cost.

Collections and Use

Despite a strong start to the year, circulation has been slow through the spring and summer months, which will likely lead to a drop in usage for the year compared with

2015. Website traffic was higher in July/August 2016 than previous years. Our social media contact continues to grow. Facebook interactions are up 36% over 2015, and Pinterest continues to be our best engagement tool.

In July, RWL launched our new Museum Pass lending program. By borrowing a pass, families get access to the four museums operated by the Region (McDougall Cottage, Joseph Schneider Haus, Waterloo Region Museum and Doon Heritage Village). The passes have proven very popular with 33 circulations this summer, and several inquiries from the public. Work is under way to extend this program to other library systems within the Region.

Unfortunately, it is anticipated that the provincial Library Capacity Fund grant will be cut this year. This won't affect 2016 purchases, but will mean an approximate \$13,000 loss to the electronic resources budget in 2017. In past years this fund has been used to purchase research databases.

RWL has worked with a local company, Magnusmode, to introduce a new service. Magnusmode Card Decks are designed to help individuals, particularly those with cognitive special needs, to manage and master everyday activities. The RWL Card Decks include five different activities: asking for help, finding an item(s) on the shelf and checking it out, returning an item(s), searching the catalogue and placing a hold, and signing on to a computer. These Card Decks break down the activities into manageable steps and contain text descriptions with pictures, and audio. The five card decks are already available to the public through the Magnusmode app, available on Apple and Android mobile devices. The official launch will take place later in October, when the card decks will be promoted to the media, in the library branches, and online. A brief demonstration will be provided to Library Committee.

Outreach

RWL's collaborative partnership with the other area libraries is underway. In support of the Region's Strategic Plan Objective 4.1 "Support early learning and child development", the initiative has been titled "Every Kid a Card". For phase one, Public Health has allowed the libraries to include early literacy information in the package every baby born in the Region receives. Parents will receive a flyer with early literacy tips and a coupon that can be redeemed for baby's first library card.

RWL Outreach staff has attended several community events, including Corn Fest, and the Wilmot Family Resource Centre Fair and BBQ.

Library Technology

With the use of iPads and a new Mobile Circulation software module, RWL staff now has the ability to register new patrons offsite. Throughout July and August, Outreach staff used mobile circulation to create new memberships at community events. Staff

plans to extend mobile circulation use in the future to include hold pickup and checkouts of library material.

Digital media screens are being installed in each branch in early October. The screens will allow us to promote library events and news in a digital format.

RWL was notified in August that the provincial Connectivity Fund has been cut in half. This means an approximate loss of \$800 from RWL's revenue. The Fund is used to pay for broadband internet in underserviced areas of the province, and RWL's Bloomingdale branch qualifies for funding.

Staff

Two summer students were hired to help with Summer Reading Club. They organized activities and delivered programs at all branches.

Facilities

A Service Level Agreement between Region of Waterloo Facilities and Fleet Services and each Township has been drafted and reviewed by staff. The Agreement reaffirms that Facilities remains responsible for the operational maintenance of RWL buildings, and the townships are responsible for the building envelopes of their respective properties. A report summarizing the Agreement will be provided at the next Library Committee meeting.

The Library Headquarters Building Feasibility Study conducted by IBI group has just been completed. Facilities and Fleet Services will review the study and make costing recommendations to Library Committee at the December meeting.

Corporate Strategic Plan:

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

Financial Implications:

The cost of the Building Feasibility Study is included in the Branch Development budget of the RWL 2016 Capital Budget.

Other Department Consultations/Concurrence:

Facilities and Fleet Services staff has coordinated the Service Level Agreement and Building Feasibility Study.

Attachments

Nil.

Prepared By: Kelly Bernstein, Manager, Library Services

Approved By: Debra Arnold, Acting Commissioner, Planning Development and Legislative Services



Report: PDL-LIB-16-11

Region of Waterloo

Planning, Development and Legislative Services

Cultural Services

To: Chair Les Armstrong and Members of the Library Committee

Date: October 4, 2016

File Code: R09-90

Subject: Region of Waterloo Library Outreach Options for Underserved Communities

Recommendation:

For discussion.

Summary:

Library Committee has previously commented on the potential need to serve Township communities that do not have nearby access to a Region of Waterloo Library branch. This report outlines criteria for considering various outreach models, describes potential service models used by other libraries, and provides an assessment of options related to the recommended model of pop-up libraries.

Report:

Background

There are areas across the townships that are currently underserved by the Region of Waterloo Library (RWL), such as Breslau, Branchton and other small communities without a nearby library branch. In an attempt to improve service levels across the Townships, a number of outreach options have been reviewed and are presented here.

Success of Current Outreach Efforts

RWL's recent restructuring allowed for the creation of a part-time Supervisor of Community Outreach. This position has enabled the library to begin preliminary community outreach work to address service needs of users and non-users outside of

library facilities. The library has had a presence at community events such as senior's fairs, recreation and activities fairs at the Wilmot Recreation Centre, and the Living Well Festival to name a few. Two examples of the measurable impact at such events are: presence at Corn Fest this past August in Baden where booth attendance reached 500 people; and the Wellesley Home show which connected the library with well over 1200 people. The community is receptive to library service outside of physical branches.

The Supervisor of Community Outreach has also been a guest speaker with seniors groups and has attended community and rural realities forums to represent the library as an integral part of the rural community make up. Ongoing outreach activities have traditionally included book deposits in local senior's homes and daycares. Monthly programming at the Breslau community centre has been ongoing for the past two years as this community grows with young families. However, there continues to be demand for outreach programming and services in Breslau and also throughout our underserved communities. All outreach activities are opportunities to connect with our communities where they are, and in a way that is convenient for them. Outreach allows us to expand our services beyond our buildings and reach the underserved.

From the success of current outreach activities, it is clear that underserved communities as well as non-users can benefit and be effectively served by the library in an outreach capacity. There are a variety of options to expand outreach services that have been considered, and they are further described in this report.

Goals for Reaching Underserved Areas

The following goals were set out to determine the most effective outreach options in the rural townships:

1. Provide library programming and services to underserved communities
2. Foster personal connections between citizens and their library
3. Promote library service and increase awareness of the library in all communities
4. Measure and improve qualitative outcomes
5. Increase overall membership
6. Increase circulation

All of the outreach options proposed were evaluated based on these goals.

Other Considerations

Costing: All options would require financial commitment. Options that most effectively address service requirements and goals while utilizing the most efficient budget are preferred.

Staffing: All options would require additional staff time to varying degrees. This will also impact the budget and ongoing operation of the added service.

Underserved Communities: Locations to be determined based on need, available community space and populations.

Transportation: Due to the geography of our townships, reaching the underserved communities will result in transportation expenses.

Outreach Options Considered but Eliminated

Many outreach options were considered. Research was conducted through: consultation with other libraries; online research; and creative brainstorming. Some models were eliminated due to limitations and inability to address the outlined goals. The following options were considered but discounted.

- Bookmobile
- Remote Branch Location
- Book Vending Machines
- Books by Mail Service
- Books on Bikes
- Little Library

For further details, please see Attachment 1.

Recommended Outreach Option: Pop-Up Library Model

A pop-up library is one where a library staff member brings elements normally found in a physical branch and delivers them at a different location. There are a variety of versions of the pop-up library model successfully used by other library systems. The models are based on the level of service offered and number of service locations.

Option 1: Basic Service Level - Programming

Library Service Provided: This would be a weekly program at a pre-set location and would include a programmer delivering an age-appropriate program, and engaging participants and caregivers. Programming provides education and literacy skills development. Flexible programming would be developed to meet community needs and would occur on a designated day and time at an appropriate location in an underserved community.

Considerations: Staff time is required to coordinate the logistics of delivering a program off site. Staff time is also required for program preparation, set-up, clean-up

and delivery. Travel time is also a consideration.

Transportation: Staff would use their personal vehicle and be paid mileage.

Number of service locations based on additional staff hours per week:

- 15 hours would provide weekly programming at 4 locations
- 24 hours would provide weekly programming at 7 locations
- 35 hours would provide weekly programming at 10 locations

Option 2: Medium Service Level - Programming Plus Library Service

Library Services Provided: This would be a weekly library program at a pre-set location which includes a programmer delivering an age-appropriate program and engaging participants and caregivers in literacy development. Additional library service would include hold pick up, mobile circulation (checkout and returns), small book display for circulation, membership registration, reference assistance and instruction and Library promotions. A designated day and time at an appropriate location in an underserved community would be determined

Considerations: Staff delivering these outreach programs would require set up and planning time, as well as office time to arrange agreements and scheduling, in addition to time spent delivering the program and other services offered. This is an effective model that provides more extended library services and also a personalized service and relationship development with the community. Library service in this model is extended to all citizens, not just those attending the program.

Transportation: Staff would use their personal vehicle and be paid mileage.

Number of service locations based on additional staff hours per week:

- 15 hours would provide weekly programming plus library service at 3 locations
- 24 hours would provide weekly programming plus library service at 5 locations
- 35 hours would provide weekly programming plus library service at 7 locations

Option 3: Full Service Level - Programming Plus Library Service with Browsing Collection

Library Services Provided: This is comprehensive library service provided offsite, via a specialized library vehicle. Service would consist of a weekly library program, hold pick up, mobile circulation (checkout and returns), book displays for circulation, card registration, reference assistance and instruction and Library promotions, plus a small browsing collection of library materials. A designated day and time at an appropriate

location in an underserved community would be determined.

Considerations: In addition to the staff time requirements for a medium level service, a custom fit vehicle with rolling carts would be required to offer the browsing collections for circulation. Programming plus library service with a full browsing collection would enhance relationship and community building in underserved communities and provide the fullest range of library service.

Transportation: The comprehensive service level would require a fully equipped van to carry equipment, library materials and rolling carts.

Number of service locations based on additional staff hours per week:

- 15 hours would provide weekly programming plus library service and full browsing at 2 locations
- 24 hours would provide weekly programming plus library service and full browsing at 4 locations
- 35 hours would provide weekly programming plus library service and full browsing at 6 locations

Identifying Potential Pop-Up Library Sites

A number of potential locations for pop-up library programming and services are available within our townships. Population, proximity to an existing branch, and other area services available were all considered when identifying potential pop-up library sites.

Potential locations include: Breslau, Conestogo, Branchton, Clyde, Winterbourne, Conestogo, Maryhill, St. Agatha, Mannheim, Haysville, Roseville, Hawkesville as well as potential locations that would serve non-users within branch towns (i.e. Community and recreation centres, seniors' homes, family resource centres)

Please see attachment 2 for township maps showing existing library branches and community centres.

Conclusion

The pop-up library model is flexible and can address the full spectrum of library services. Pop-up library models can range from basic to full library service models. Initial set up will require research and planning as well as coordinating library services and activities as well as programming.

Next Steps

Following discussion at Library Committee, it is anticipated that a direction for the type of outreach service and number of potential locations would be better defined. Staff could then: undertake further research on potential community spaces; better identify community needs; hold discussions with Township staff; obtain direct community input if possible. A further report would be prepared for the next Library Committee meeting, and budget options included in the Preliminary 2017 Budget Report.

Corporate Strategic Plan:

This proposed initiative supports Strategic Objective 4.1: Support early learning and child development, as well as Strategic Objective 5.2: Provide excellent citizen-centered services.

Financial Implications:

The following cost estimates are high level and would be refined in the next stage of work. The options are presented in terms of the number of locations that a specified number of staff hours could serve.

Staff Hours Per Week	Option 1: Programming	Option 2: Programming + Library Service	Option 3: Programming + Library Service + Browsing	Staff Cost
15 hours	4 locations	3 locations	2 locations	\$22,500
24 hours	7 locations	5 locations	4 locations	\$36,000
35 hours	10 locations	7 locations	6 locations	\$52,500

Transportation Costs for Options 1 and 2 would be \$6,000-\$10,000 per year for mileage. For Option 3, a van and equipment would be required.

Other Department Consultations/Concurrence:

Nil.

Attachments

Attachment 1: Library Service Options Considered but Eliminated

Attachment 2: Township Maps

Prepared By: Michele Hopkins, Supervisor, Community Outreach

Approved By: Debra Arnold, Acting Commissioner, Planning Development and Legislative Services

Attachment 1: Library Service Options Considered but Eliminated

Bookmobile: A travelling library branch that provides library services at designated stops. The traditional bookmobile is a larger sized vehicle that serves as a library branch on wheels. Patrons would enter the vehicle to browse collections, access library services and participate in library programming. Although this option would clearly address the goals, costing is prohibitive and involves the purchase of a large vehicle and other equipment as well as unique staffing requirements and time. The bookmobile is therefore not a feasible option. There are also many other more financially viable options that would offer the same service without such a high financial commitment.

Remote Branch Location: This option would require the set up of a small branch location in one of the smaller communities offering a limited version of branch services. This option is also on the higher costing level due to operational costs of a building location. It is considered not financially viable.

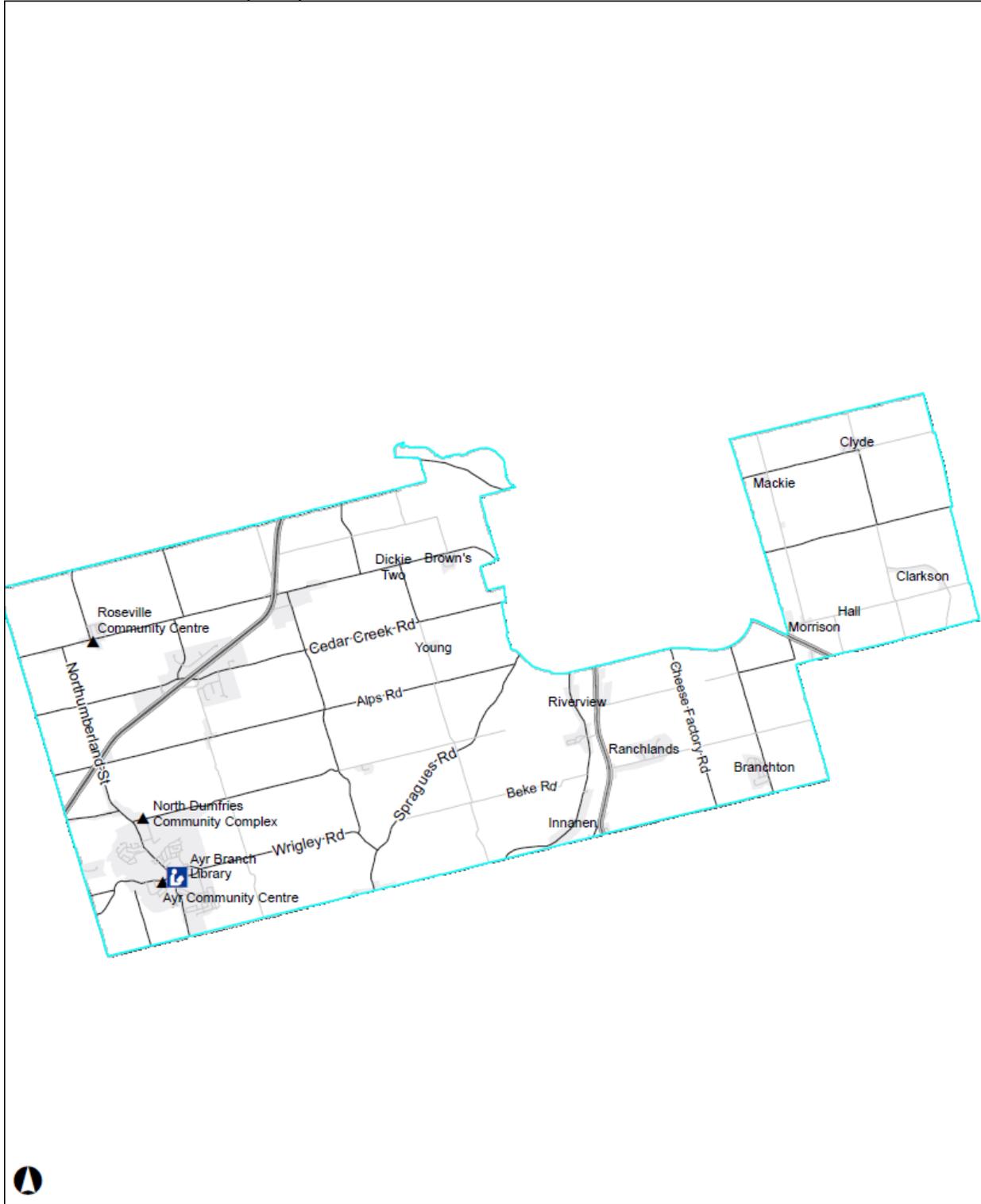
Books by Mail Service: Patrons put books on hold and receive and return them by mail. This option does not address all of the goals. It only provides access to one service; physical materials borrowing. There are also difficulties in determining who can access this service and how it is set up. For example, would it be limited to only patrons outside of communities with a physical library or those who cannot get to a physical branch. This option is too narrowly focussed and therefore not viable.

Books on Bikes: The library would purchase a bicycle and purpose-built bike trailer to tow as a “mini-bookmobile”. These are very popular in Europe, but due to the geography of our region and seasonality, this option has limited practicality.

Little Library: The library would purchase a separate collection, and distribute it to several communities via small free library boxes in a “take a book, leave a book” style. Although a great tool for promotion and good will, control is limited and assessing usage and gathering statistics would be problematic. This option will only address some of the outlined goals.

Book vending machines: This is an unstaffed book browsing and borrowing service via an electronic vending machine. Vending machines would be strategically placed in high use areas of the community and would require an indoor location. Ongoing maintenance would include refreshing collections, replacing receipt printer paper, responding to alerts and RFID tagging. The impact on delivery including additional hours and expanded scheduled stops presents challenges. Vending machines are also high cost. Vending machines are limited to book and materials services and also lack the personal connection with the community and therefore do not address fully the outlined goals.

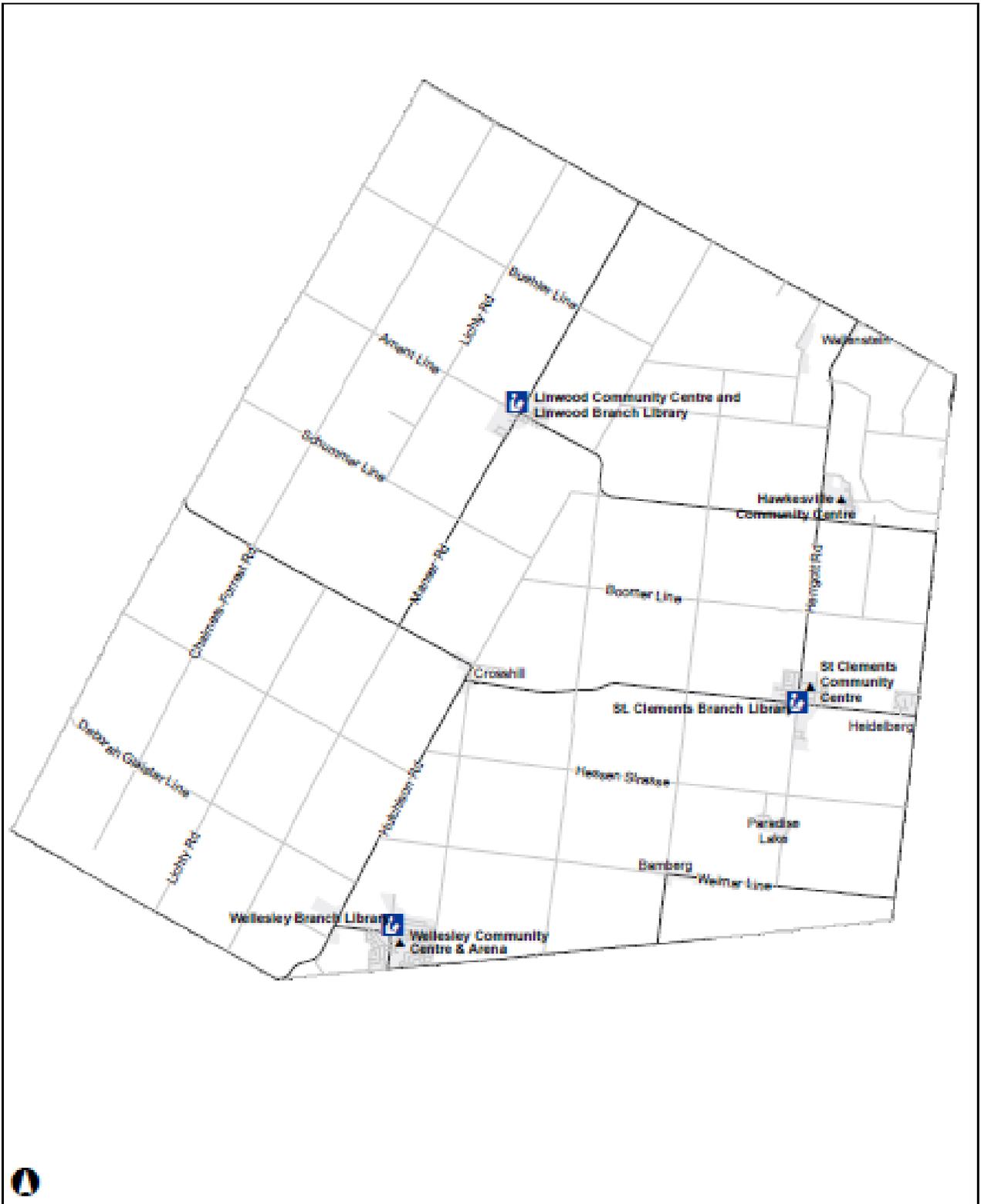
Attachment 2: Township Maps



Produced by:
 Information and Technology Services - GIS
 150 Frederick Street
 Kitchener, Ontario N2G 4J3
 © Regional Municipality of Waterloo, 2016
 Author: Elizabeth Siddorn

Township of North Dumfries

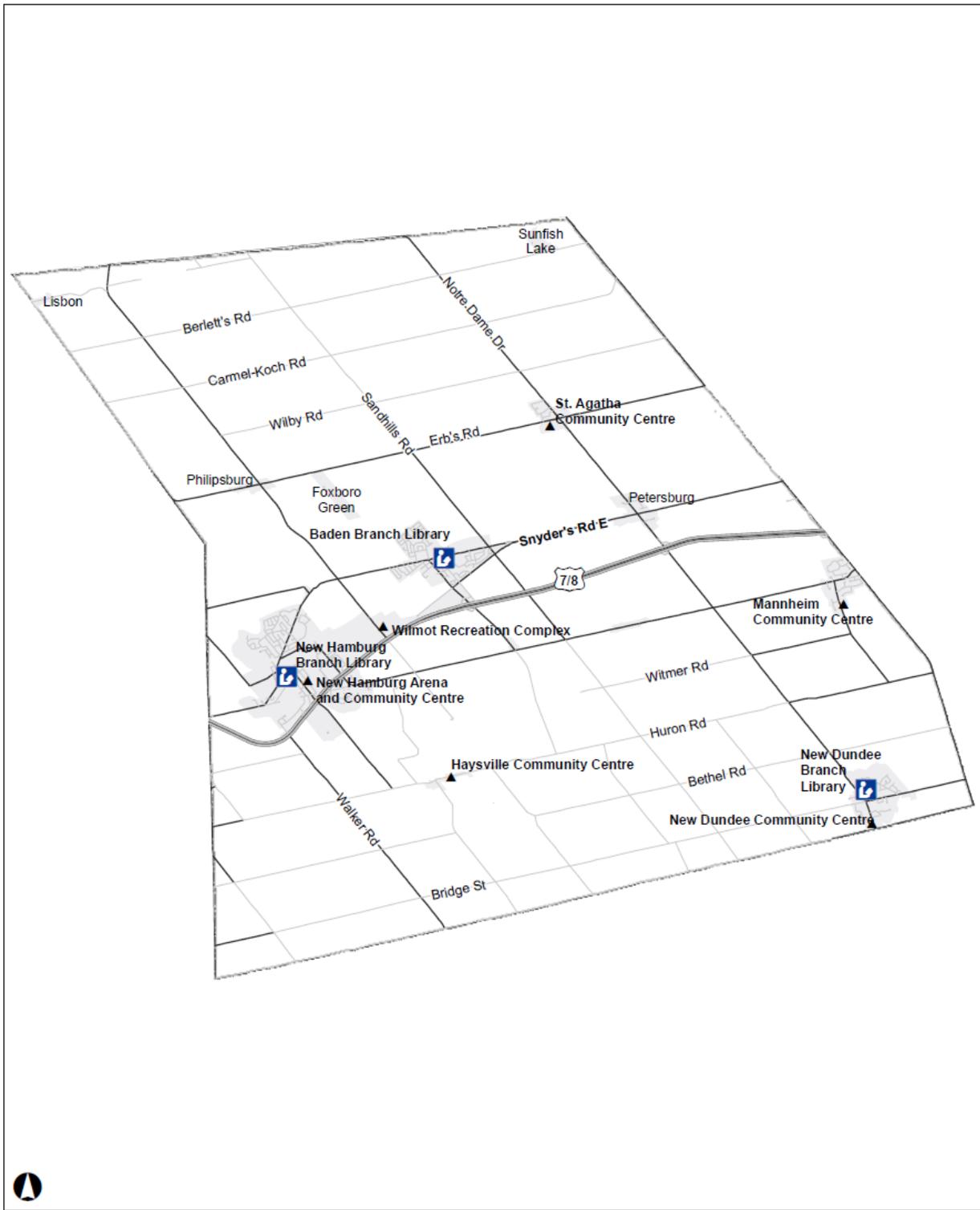




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 Author: Elizabeth Siddon

Township of Wellesley





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Township of Wilmot





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 Author: Elizabeth Siddom

Township of Woolwich





Report: PDL-LIB-16-12

Region of Waterloo

Planning Development and Legislative Services

Cultural Services

To: Chair Les Armstrong and Members of the Library Committee

Date: October 4, 2016 **File Code:** F05-30

Subject: Region of Waterloo Library Financial Report, January to August 2016

Recommendation:

For information.

Summary:

Nil.

Report:

Attachment 1 provides the Region of Waterloo Library Periodic Financial Report for the first 8 months of 2016. At present there is a net favourable variance of \$43,748.

Revenues from fines are slightly under budget and expected to remain so to the end of the year. Other Operating Revenues has been adjusted from the May statement to remove the bequest from the Puddicombe estate. That revenue is now anticipated to be used for projects in the New Hamburg branch in 2017.

Staffing costs remain under budget, but the variance has declined as vacancies are filled. Operating costs are over budget due to the timing of ordering new materials.

Corporate Strategic Plan:

Periodic financial reporting ensures that Regional programs and services are efficient, and demonstrates accountability to the public.

Financial Implications:

It is anticipated that the Region of Waterloo Library budget will have a small surplus at yearend due to under-spending in salaries. The budget will be reduced in 2017 to reflect the savings resulting from the re-organization that has been implemented in 2016.

Other Department Consultations/Concurrence:

This report has been prepared jointly with Finance staff.

Attachments:

Attachment 1 - RWL Periodic Financial Report for Period Ending August 31, 2016

Prepared By: Lucille Bish, Director, Cultural Services

Approved By: Debra Arnold, Acting Commissioner, Planning Development and Legislative Services

Attachment 1: RWL Periodic Financial Report for Period Ending August 31, 2016

The Regional Municipality of
Waterloo Periodic Financial
Report For Period Ending August
31, 2016

	Annual Budget	Y-T-D Budget	Y-T-D Actuals	Variance	% Variance
REGIONAL LIBRARY					
REVENUES					
Township Property Tax Levy	(2,613,777)	(1,742,518)	(1,742,518)		
Grants	(119,919)	(79,946)	(79,946)	0	0.00
Fines and Damages	(27,750)	(18,500)	(13,999)	(4,501)	24.33
Desk Receipts	(4,500)	(3,000)	(2,841)	(159)	5.30
Programs and Events	(1,000)	(667)	(1,243)	576	(86.45)
Other Operating Revenues	(9,750)	(6,500)	(8,900)	2,400	(36.92)
Transfer from Reserve	(44,500)	(29,667)	(29,667)	0	(0.00)
TOTAL REVENUES	(2,821,196)	(1,880,797)	(1,879,114)	(1,683)	0.09
EXPENDITURES					
Total Staffing Costs	2,136,265	1,424,177	1,351,845	72,332	5.08
Total Operating Costs	393,653	262,435	284,153	(21,718)	(8.28)
91 Inter-Departmental Charges	217,408	144,939	150,186	(5,247)	(3.62)
97 Transfers to Reserve	73,870	49,247	49,182	65	0.13
Total Inter-Departmental / Transfers	291,278	194,185	199,368	(5,183)	(2.67)
TOTAL EXPENDITURES	2,821,196	1,880,797	1,835,366	45,431	2.42
NET REGIONAL LIBRARY		0	(43,748)	43,748	