



## vision

The Waterloo Public Library will be one of the top mid-sized public libraries in Canada, and will be a key partner in supporting literacy and the intellectual, cultural and economic vitality of our community.

## mission

The Waterloo Public Library, through a team of friendly, knowledgeable and well-trained staff, volunteers and trustees, is dedicated to providing people of all ages with innovative lifelong learning and leisure opportunities through information, inspiration, education, and entertainment.

# Overview

*The Waterloo Public Library provides service through the Main Library and McCormick Branch, and provides virtual services through its eBranch. WPL provides access to a collection of over 300,000 items in both print and digital formats, and loans over one million items each year.*

*The library welcomes over half a million visitors at the Main Library and McCormick Branch each year. In addition, there are more than 800 “virtual visits” to the library website each day.*

*The library has experienced exceptional growth over the past five years, with increases in borrowing of 11% in 2003, 11% in 2004, 9% in 2005 and 12% in 2006. An increase of 11% is projected for 2007.*

*The library is currently the most heavily-used educational, cultural and recreational civic resource within the City of Waterloo. Almost half of Waterloo residents are library cardholders. The library issues approximately 600 new memberships each month.*

## Funding

Most of the library's funding comes from the City of Waterloo through the municipal tax base. The balance comes from provincial grants, and self-generated revenue. Since 2003, the library has maintained an active fundraising program to secure funding for enhanced services. Self-generated revenue has increased 50% over the past five years.

The library's 2007 operating budget was \$4.01M consisting of staffing costs of \$2,637,782 (66%), library materials of \$844,322 (21%) and other expenditures of \$533,646 (13%).

In 2007, WPL and Waterloo City Council established a multi-year funding agreement designed to position funding for the library at the 50th percentile of a comparator group of municipalities. The funding agreement is a planned approach to remedying the deficiency in library funding that has occurred over several decades.

## Governance

The library is operated by a local board, which is appointed by Waterloo City Council. Under the Public Libraries Act 1990, the Board is responsible for providing a comprehensive and efficient public library service that reflects the community's unique needs. The Board is legally accountable for the library's activities and for ensuring that it complies with all applicable legislation.

Working with the library's professional staff, the Board develops strategic plans, goals and policies for the library based on community needs, and ensures that these plans are efficiently and effectively implemented.

## Service Delivery

The library provides:

- a collection of 318,000 items: books, e-books, CDs, videos, DVDs, CD-ROM, toys, newspapers and magazines
- year-round programming, with a focus on children and families, to support early literacy and lifelong learning
- information services, responding to over 150 requests for information of all kinds each day
- community development, by working with over 30 community partners to deliver collections, services and programs
- access to new technologies, with 57 public workstations providing Internet, office applications, and access to the library catalogue, website and information databases
- free wireless access at the Main Library, in partnership with Atria Networks
- meeting and display space for public use on a rental basis, at the Main Library
- reciprocal borrowing with other libraries in Waterloo Region, and with the Brant County and Hamilton public libraries, to provide seamless borrowing and enhanced access to library collections
- one-on-one tutoring in technology, and in resume preparation and job search
- settlement support service for newcomers to Waterloo Region, in partnership with the YMCA Cross-Cultural and Community Services
- interlibrary loan service that extends access to library collections across Canada and the United States.



There are more than 800 “virtual visits” to the library website each day.

## 2007 Projects

Over the past year, the library has:

- completed a review of fines, fees and revenue generation, including a comparison with other Ontario public libraries
- introduced a new service to download books and music to individual MP3 players, offered as a cost-sharing arrangement with other local libraries
- introduced the “Class Pass” for teachers and schools in Waterloo Region, in partnership with Grand River Transit and other local libraries, to encourage visits by students to the library
- developed dual language kits, to help children and families new to Waterloo Region to learn English and settle in the community
- participated as a pilot project site for *ServiceOntario*, to extend access to provincial government information to the local community
- launched a Toy Lending Library at McCormick Branch, offering over 200 educational and developmental toys, with funding support from the Lakeshore Village Optimist Club
- completed several sesquicentennial projects in celebration of Waterloo’s 150th anniversary, including the *Waterloo150* web-based profiles and book
- completed the third year of work and coordination of ProjectNOW (*Newcomers Online Waterloo*) to build a Region-wide portal to provide settlement information to immigrants to Waterloo Region, with \$400,000 in funding from the federal government
- been shortlisted for a Ministry of Culture Award for Innovation for WPL’s weblog service
- participated in City of Waterloo planning for a west side branch library, in partnership with the YMCA and the University of Waterloo

## Service Model

The library plans its collections, services and programs on the basis of a five-tier service delivery model:

### Library branch services

**Tier one:** Main Library

**Tier two:** District branch libraries

(planned for the west and east sides)

**Tier three:** Neighbourhood library (McCormick)

### Non-branch specific services

**Tier four:** City-wide services, including technology and community-based services

### Other libraries, universities, etc.

**Tier five:** Partnerships and collaboration

## Library Expansion

The library currently has 50% less space than it should have to serve the existing population of 113,100 (2007). New library construction in Waterloo last occurred in 1973, when the population of Waterloo was 41,000, with the building of the McCormick Branch Library.

Expansion has been a key objective for the Library Board over several decades. In 2005, the library presented a comprehensive facilities plan to Waterloo City Council, which recommends constructing two district-sized branch libraries in the short term to address the space deficiency, and redeveloping the Main Library at the end of the 2016 planning window. As part of the 2008 budget process, the Board will again be asking Council to recognize the complete expansion plan in the capital budget.



Over 150 requests for information of all kinds each day.

# Performance Measures

As part of its 2005-2007 Strategic Planning process, the Board confirmed a set of measures for effectiveness and efficiency, which are completed annually and used to benchmark the library's progress towards its vision.

The library also submits a comprehensive series of measures each year to the Province of Ontario. These measures are a prerequisite for the library to receive its annual provincial operating grant.

The library also submits data to the City of Waterloo for inclusion in the Municipal Performance Measures Program (MPMP). The operating costs for library services per person since the MPMP was applied to libraries in Ontario are \$30.65 (2004), \$34.23 (2005) and \$32.45 (2006). The operating costs for library services per use in Waterloo have dropped from \$1.50 (2004) to \$1.48 (2005) to \$1.29 (2006), with the median for communities of 100,000 and larger being \$1.69. This last figure reflects the strong increase in the use of WPL, with almost three million uses of all WPL services recorded for 2006.

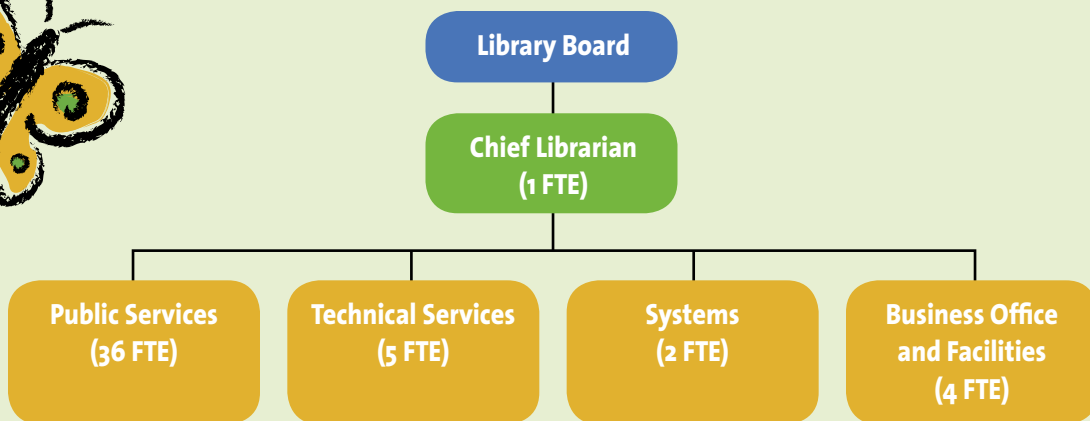
# 2008 Goals

In the coming year, the library will:

- confirm a new three-year Strategic Plan, to align with and extend the city's strategic initiatives into the community
- establish an operating agreement with the City of Waterloo
- continue planning for the west side library branch, with opening scheduled for 2009
- begin planning for east side library branch
- begin a three-year implementation of Radio Frequency Identification Device (RFID) technology
- implement new financial reporting requirements under the new Public Sector Accounting Board rules
- work with the Advisory Committee and other community partners to implement the recommendations from the Albert McCormick Library Community Consultation Report.

# Organizational Chart

The library provides service through a staff of 48 full-time employees (FTE) and over 150 volunteers.



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