

Board Meeting Agenda
Tuesday, August 29, 2023
4:30 pm – 350 City Hall Square W – Room 204

1. Call to Order

Reading of Land Acknowledgment

We [I] acknowledge that the land on which we gather is the traditional territory of the Three Fires Confederacy of First Nations, which includes the Ojibwa, the Odawa, and the Potawatomi. The Windsor Public Library honours all First Nations, Inuit and Métis peoples and their valuable past and present contributions to this land.

2. Disclosure of Pecuniary Interest

3. Presentations/Delegations

4. Communications

5. Minutes

Adoption of the minutes of the meeting held June 19, 2023

6. New Business

6.1 Recommendation to dispose of retired Bookmobile “FRED” – *verbal*

6.2 Recommendation to dispose of retired 2011 Ford E250 maintenance van – *verbal*

7. Administrative Reports

7.1 CEO Report

7.2 2024 Proposed Hours of Operation Report

7.3 2024 – 2033 Capital Budget and WPL Reserve Fund and 2024 Plan

7.4 2024 Proposed Operating Budget Report

7.5 Financial Report as at June 30, 2023

7.6 2022 Collection Report

7.7 Late Fines Report

8. Review of Board Reimbursements

9. In Camera (Separate Agenda)

10. Next Meeting

Tuesday, September 19, 2023 at 4:30pm

11. Adjournment

Windsor Public Library Board
Communications
Tuesday, August 22, 2023

Media

- [Free summer reading program being offered at Windsor Public Library](#) – CTV News, July 3, 2023
- [Windsor Star hands over 100 years of wars, strikes and other local history to the library](#) – CBC, July 27, 2023

**Board Meeting Minutes
Monday, June 19, 2023
350 City Hall Square West – Room 204**

A meeting of the Windsor Public Library Board is held this day commencing at 4:30 o'clock p.m. in Room 204, 350 City Hall Square West, there being present the following members:

Councillor Mark McKenzie, Chairperson Councillor Kieran McKenzie, Vice Chairperson Councillor Renaldo Agostino Massimo De Menech Marko Jovanovic

Absent from the meeting:

Nicole Daignault Moustafa
Yahfoufi

Guest in attendance:

Kevin Macchio, Audit, KPMG Canada

Also present are the following from Administration:

Dana Paladino, CEO (A)
Ray Mensour, Commissioner, Community Services
Dan Seguin, Deputy Treasurer
Tracy McManus, Manager Operations
Christine Rideout-Arkell, Manager of Public Services, System-Wide Services
Leisa Pieczonka, Manager of Public Services – Branches
Rachel Chesterfield, Manager of Financial Accounting
Sue Perry, Manager of Public Services, Central Branch
Karen Kadour, Committee Coordinator, Council Services

1. Call to Order

The Chair calls the meeting to order at 4:34 o'clock p.m. and the Windsor Public Library Board considers the Agenda being Schedule A attached hereto, matters which are dealt with as follows:

2. Disclosure of Pecuniary Interest

None disclosed.

3. Presentation

3.1 Kevin Macchio, KPMG 2022 Draft Audited Financial Statements/Audit Findings Report

Councillor Kieran McKenzie refers to page 3 in the report that identifies “audit risks – significant risks” and asks Kevin Macchio to elaborate on the findings, concerns and response from Administration. Kevin Macchio responds there were no findings and adds that KPMG had the full cooperation of management.

Dan Seguin remarks that KPMG did not identify any risks.

Moved by: Councillor Kieran McKenzie

Seconded by: Councillor Renaldo Agostino

Decision Number: **WPL 32/2023**

That the Presentation to the Windsor Public Library Board entitled “KPMG - The Corporation of the City of Windsor – Public Library Board – Audit Findings Report year ended December 31, 2022 **BE ACCEPTED.**

Carried.

4. Communications

The Chair reviews the Media communications - expanded library hours on Sundays, and the Forest Glade Library 35th Anniversary attended by the Chair and the CEO. Leisa Pieczonka reports that two hundred people attended the free Windsor Public Library outdoor movie night and adds that the movie “Rookie of the Year” will be shown on July 14, 2023 in Walker Homesite Park.

5. Minutes

5.1 Adoption of the Annual General Board Meeting Minutes of its meeting held April 18, 2023

5.2 Adoption of the Windsor Public Library Board Meeting Minutes of its meeting held April 18, 2023

Moved by: Councillor Renaldo Agostino

Seconded by: Massimo De Menech

Decision Number: **WPL 33/2023**

That the minutes of the Windsor Public Library Annual General Board Meeting held April 18, 2023 and the Windsor Public Library Board Meeting held April 18, 2023 **BE APPROVED.**

Carried.

6. Administrative Reports

6.1 Report of the Chief Executive Officer

Dana Paladino, CEO (A) provides the following highlights of the work she has undertaken since taking on the Acting CEO position and what is on the go:

- Became acquainted with staff and operations.
- Attended the various library branches.
- Looking for staff feedback on opportunities for improvements as the staff contributes to the fabric of the library.
- Incident at the Central Library and Windsor Police (bike patrol) and Social Services were contacted regarding outreach and a phone number was provided in the event that an outreach worker is required to assist in the future.
- Working with the Finance Department regarding budget line items.
- The Paul Martin Building continues to have issues and advises that preventative maintenance was done. Adds that the cost for repairs is shared with the city.
- In terms of the new branch to be located in the southeast section of the city, there is a request for an upset limit of \$100,000 to undertake a feasibility study.
- Provides an overview of the summer programs available to the public.
- Several Windsor Public Library Administrative staff met with seventy-five asylum seekers to introduce them to the library and the various amenities that are available.

Councillor Kieran McKenzie advises that he was unaware of the cost sharing agreement with the city for the Central library maintenance and repairs which may represent a potential significant liability. Dana Paladino responds that given that the future with this building is uncertain at this point, the decision in this instance was to do what was required. She adds that the Library pays 24 percent of the overall cost at the Paul Martin Building and that staff are present to monitor the condition of the building.

Councillor Kieran McKenzie asks what happens if something significant breaks down; will there be an opportunity for a discussion with the city to revisit the 24 percent cost sharing. Dana Paladino responds that if it is apparent that they will reside in the building for a longer term, the cost sharing matter will be looked at.

In response to a question asked by Councillor Renaldo Agostino regarding who is in charge of maintenance operations at the Central Branch, Dana Paladino responds that the City of Windsor facilities oversees the Paul Martin Building.

Moved by: Councillor Renaldo Agostino

Seconded by: Councillor Kieran McKenzie

Decision Number: **WPL 34/2023**

That the report of the Chief Executive Officer dated June 13, 2023 **BE ACCEPTED** as presented.

Carried.

Moved by: Councillor Kieran McKenzie
Seconded by: Councillor Renaldo Agostino

Decision Number: **WPL 35/2023**

That **APPROVAL BE GIVEN** to an expenditure in the upset amount of \$100,000 to hire a consultant to undertake a Feasibility Study for the South East Windsor Library Branch to be funded by the Windsor Public Library Capital Reserve, Fund 199.

Carried.

6.2 Financial Report as of April 30, 2023

Rachel Chesterfield, Manager, Financial Accounting provides an overview of the financials as of April 30, 2023.

Moved by: Councillor Kieran McKenzie
Seconded by: Councillor Renaldo Agostino

Decision Number: **WPL 36/2023**

That the Windsor Public Library Financial Report as of April 30, 2023 **BE ACCEPTED** as presented.

Carried.

6.3 Preliminary Financial Results for the year ended December 31, 2022

Moved by: Massimo De Menech
Seconded by: Marko Jovanovic

Decision Number: **WPL 37/2023**

That the Preliminary Financial Results for the year to date ended December 31, 2022 **BE ACCEPTED**.

Carried.

6.4 Sunday Service Report

Moved by: Councillor Renaldo Agostino
Seconded by: Councillor Kieran McKenzie

Decision Number: **WPL 38/2023**

That the report of the Manager of Public Services - System-Wide Services and the Manager of Finance dated June 13, 2023 entitled "Sunday Service Report" **BE RECEIVED**.

Carried.

6.5 Neighbourhood Libraries: Chisholm, Seminole and John Muir Annual Review

Moved by: Councillor Renaldo Agostino
Seconded by: Marko Jovanovic

Decision Number: **WPL 39/2023**

That the report of the Manager of Public Services – Branches dated June 13, 2023 entitled “Neighbourhood Libraries: Chisholm, Seminole, and John Muir Annual Review” **BE ACCEPTED.**

Carried.

6.6 Local History Branch and Windsor Municipal Archives Annual Review

In response to a question asked by Councillor Kieran McKenzie regarding the status of the discussions with Postmedia, Dana Paladino responds that as of May 2023, Post media advised that the discussions are currently ongoing and will contact the Chief Executive Officer with any updates.

Dana Paladino advises that space is available for the archives and adds that the cost to house the documents will be minimal.

Moved by: Councillor Kieran McKenzie

Seconded by: Massimo De Menech

Decision Number: **WPL 40/2023**

That the report of the Manager of Public Services - System-Wide Services dated June 13, 2023 entitled “Local History Branch and Windsor Municipal Archives Annual Review” **BE RECEIVED.**

Carried.

7. Review of Board Reimbursement

None.

8. Confirm and Ratify E-Mail Poll

Moved by: Councillor Renaldo Agostino

Seconded by: Massimo De Menech

Decision Number: **WPL 41/2023**

That the results of the e-mail poll conducted by the City Clerk on May 4, 2023 approving the following recommendation **BE CONFIRMED AND RATIFIED:**

1. An update to the job posting requirement for the CEO of the WPL as follows:
 - a) Must have a University degree in Business, Finance, Public Administration, or related field or Ontario Ministry of Education equivalency. Accreditation in Library Science or Library and Information Studies considered an asset.
 - b) 10 years progressive management experience in a medium-to-large organization preferably in a public library system.

2. Appoint Dana Paladino as the acting CEO of the WPL until a permanent CEO is selected.

Carried.

9. Date of Next Meeting

The next meeting will be held on Tuesday, August 22, 2023 at 4:30 p.m.

10. In Camera (Separate Agenda)

11. Adjournment

There being no further business, the meeting is adjourned at 5:10 o'clock p.m.

Councillor Mark McKenzie
Windsor Public Library Chair

Ray Mensour
Commissioner of Community Services, City of Windsor

Windsor Public Library Board
CEO's Report
Tuesday, August 22, 2023

Performance Indicators Dashboard:

Performance Indicators	Status / Issues
Budget	- Proposed 2024 Capital & Operating Budget – primarily reallocating funds; No new net operating dollars requested. - On track for the year, no significant outliers (Financial Report as of June 30, 2023)
Library Usage	17% increased gate count; 15% increase in-house usage; 9% circulation increase, 74% public services increase (Jul 2023 vs. Jul 2022)
Human Res.	Budget request for Manager of Library Facilities and Manager of Marketing and Digital Media; New hires: PT Caretaker, Adult Literacy Coordinator, FT Public Service Librarian, two PT Public Service Librarians, Admin Support Accounting, PT Driver; Active Recruitments: PT Bookbuddy, TFT Caretaker

Facilities:

Since the last Board meeting, WPL Administration have been working with City Administration on capital budget review and aligning future projects.

City Administration generally undertakes large capital projects dealing with the building envelope and surrounding areas. WPL Administration focuses primarily on interior renovations and repairs.

Building Condition Assessment reports for library sites reported that repair/replacement of parking lots at Riverside, Seminole, and Bridgeview branches should be undertaken in 2024. Accordingly, City Administration will be bringing forward capital budget requests to carry this out.

City Administration is currently planning roof replacement and HVAC Roof Top Unit replacement at Forest Glade Branch, elevator upgrades at Paul Martin Building, and HVAC work at Riverside branch.

The WPL 2022 capital budget included funds to replace flooring and upgrade the washrooms at Forest Glade Library. The carpet tile flooring was replaced by the City of Windsor, leaving all funding fully available to be used toward washroom upgrades. These upgrades include meeting accessibility standards in one washroom and converting the second one to universal, sink and counter replacement, installation of door operators, touchless faucets, auto flush toilets, lighting upgrade, and other updates to both washrooms. Depending on cost, any leftover funding can be used to upgrade the staff washroom and replace the public water fountain with a bottle fill station. This work will likely commence in fall of 2023.

WPL and City Administration are currently working together on maintenance requirements at John Muir Library. Given the heritage designation, plans are needed to maintain the integrity of the building while honouring the heritage characteristics and requirements.

Further branch upgrades under way include renovations of the study carrels, seating, and shelving at Riverside branch, new modern “coin” machines for the photocopiers at Central, and Budimir branches, and City solar panel installation at Fontainebleau Branch.

Services/Events:

On July 8, 2023, WPL had its Summer Reading Program kickoff event at Chisolm Branch. The turnout was overwhelming, with roughly 350 people in attendance. There was cake, face painting, crafts, and distribution of summer reading kits.

An outdoor movie night was scheduled for July 14th at Walker Homesite Park. Unfortunately, it was cancelled due to the weather. However, it was rescheduled for July 21st, and had a turnout of approximately 160 individuals.

July 19th was the launch party for Pagination – WPL’s literary arts zine. This included live readings from some of the authors and free copies of third issue of Pagination.

WPL also took the opportunity to participate in both the Canada Day Parade and Pride Parade. These events are opportunities to promote WPL and its services.

WPL is working with City Purchasing on the feasibility study for a Ward 9 Branch. However, in the interim, Ward 9 Pop Ups have been and will be underway throughout summer and fall. Thursdays from 10am-1pm on August 3, 24, September 14, and October 5, there will be pop ups at Captain John Wilson Park. Mondays from 4pm-7pm on July 31, August 21, September 11, and October 2, there will be pop ups at Walker Homesite Park.

Unfortunately, William “Bill” Chisholm, namesake of the Chisholm branch, passed away on July 3, 2023. To commemorate his life, WPL posted a memoriam on the digital branch and displayed a large picture of Mr. Chisholm at Chisholm branch.

Partnerships:

WPL recently entered into a perpetual licence agreement with Postmedia to house the Windsor Star Archives. The archives include thousands of microfilm, photos, negatives, CDs, original newspapers, and awards. The archives will be available to the public at the WPL Archives for research and private use.

WPL is in the process of reviewing the contents of the archives and will then commence the lengthy process of cataloguing them. Administration continues to be in contact with Postmedia to learn about the archives.

Until a new central library is built where some of the archives can be showcased, Administration is considering temporary showcase options, such as a travelling exhibit from branch to branch. More will be determined once there is a better feel for the archive contents.

Recommended Motion:

Moved by:

Seconded by:

THAT the Windsor Public Library Board **ACCEPT** the CEO's Report of August 22, 2023 as presented.

Prepared by:

Dana Paladino, CEO (A)

dpaladino@citywindsor.ca

519-255-6770 ext. 4425

WPL Usage Statistics, July 2023

Customer Use Index

The Customer Use Index (CUI) aggregates five use factors and is particularly useful in tracking the number of customer interactions per open hour.

Use Factors	July 2023	July 2022	Variance
Gate Count	40,356	34,354	17%
Website & Social Media	133,990	196,681	-32%
In-house Usage	11,844	10,301	15%
Circulation	108,498	99,845	9%
Public Service	6,915	3,966	74%
CUI GROSS	301,603	345,147	-13%
CUI per open hour	151	188	N/A

Notes: Open Hours July 2023 was 1,995 hours,
July 2022: Riverside closed for renovations July 17–24

Gate Counts

Customers Entering	July 2023	July 2022	Variance
Central	7,222	6,181	17%
Budimir	8,180	7,184	14%
Riverside	6,254	5,034	24%
Forest Glade	3,852	3,064	26%
Chisholm	5,269	3,435	53%
Fontainebleau	2,411	2,783	-13%
Bridgeview	2,625	2,118	24%
Seminole	1,919	1,846	4%
John Muir	2,482	2,572	-3%
Local History	142	137	4%
Total	40,356	34,354	17%

Notes: July 2022: Riverside closed for renovations July 17–24

Website and Social Media

Category	July 2023	July 2022	Variance
Website*	75,211	145,560	-48%
Catalogue	20,336	20,691	-2%
WPL Mobile	12,104	9,815	23%
Social Media	26,339	20,615	28%
Total	133,990	196,681	-32%

Notes: A count of customer interactions with our library website, catalogue and social media platforms.

*Website count includes WPL's website, Digi Branch, Learn@Home, Obituaries, and Digital Exhibits. In February 2023, our Website analytics platform changed how it tracks page views, making year-over-year comparisons difficult.

In-House Usage

Location	Public Internet (in hours)	Netbook Circulation	Items Used	July 2023 Total	July 2022 Total	Variance
Central	878	-	700	1,578	1,474	7%
Budimir	408	-	1,742	2,150	2,126	1%
Riverside	425	1	1,033	1,459	880	66%
Forest Glade	79	-	1,208	1,287	1,333	-3%
Chisholm	106	-	1,638	1,744	1,065	64%
Fontainebleau	204	1	562	767	808	-5%
Bridgeview	181	-	1,152	1,333	827	61%
Seminole	215	-	509	724	967	-25%
John Muir	200	-	469	669	615	9%
Local History	N/A	N/A	133	133	206	-35%
Total	2,696	2	9,146	11,844	10,301	15%

Notes: July 2022: Riverside closed for renovations July 17–24

Circulation

Location	July 2023	July 2022	Variance	2022 Total
Central	8,415	7,565	11%	87,615
Budimir	12,012	11,303	6%	138,051
Riverside	8,909	7,950	12%	94,783
Forest Glade	4,761	3,885	23%	49,130
Chisholm	6,393	5,380	19%	70,392
Fontainebleau	3,751	2,788	35%	40,652
Bridgeview	2,868	2,693	6%	34,416
Seminole	2,993	2,619	14%	33,161
John Muir	2,180	1,352	61%	19,714
eResource Access	7,758	5,925	31%	83,797
eResource Downloads*	41,596	39,065	6%	495,658
Total	101,636	90,525	12%	1,147,369

Notes: July 2022: Riverside closed for renovations July 17–24

*Reporting metrics changed for PressReader

Public Services

Category	July 2023	July 2022	Variance
Reference Questions*	177	124	43%
Program Attendance	5,233	2,714	93%
Outreach Attendance	340	210	62%
School Visit Attendance	128	68	88%
Accessibility Circulation	1,037	850	22%
Total	6,915	3,966	74%

Notes: Program attendance includes Take & Make kits, online live programming plus in-person programming

*Reference Questions tracked by Ask a Librarian, Local History & Digital Media

July 2023, BETTY temporarily unavailable for Outreach opportunities

Memberships

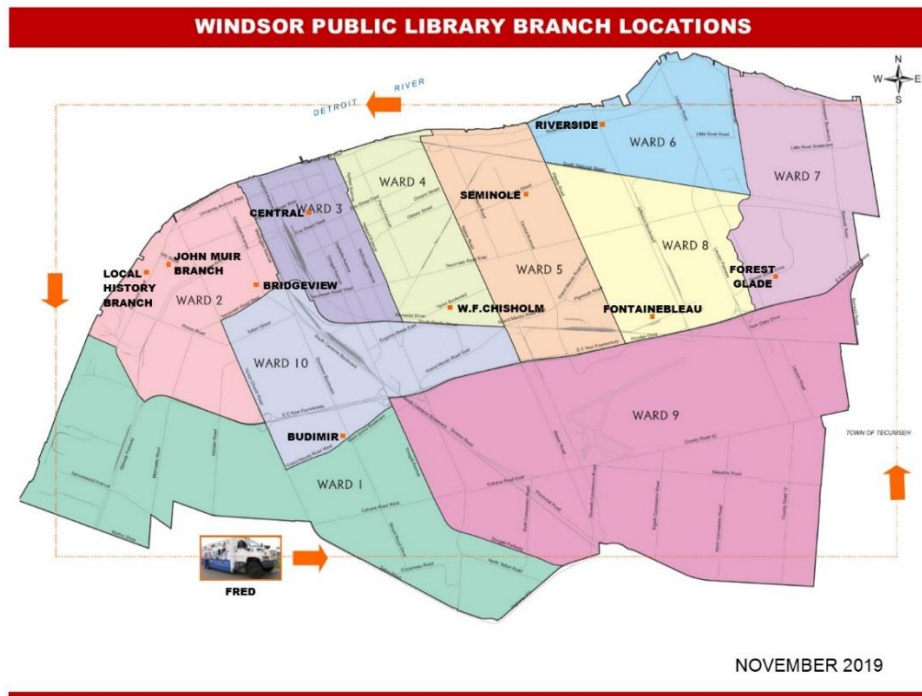
Location	July 2023 New	July 2023 Total
Central	237	27,986
Budimir	151	13,966
Riverside	129	12,934
Forest Glade	130	8,860
Chisholm	103	7,257
Fontainebleau	65	5,582
Bridgeview	66	6,577
Seminole	65	5,612
John Muir	69	4,748
FRED	10	918
Total	1,025	94,440

Notes: Of the 1,025 new memberships, 87 (8.5%) were ecards. In total, 5,943 members (6.3%) hold ecards.

Annual Memberships

Year	Total	% of Total Population
2022	95,886	44%
2021	98,944	46%
2020	93,709	43%
2019	89,393	41%
2018	87,762	40%
2017	87,756	41%

Notes: Like all large public libraries in Canada, every year WPL removes memberships that have not been active in three years. However, due to the pandemic this was not done in 2021. In January 2023, 6,531 such memberships were removed. Population of Windsor per the 2016 Census = 217,188



Windsor Public Library Board
2024 Proposed Hours of Operation Report
Tuesday, August 22, 2023

1. OBJECTIVES:

As part of the pre-budget planning process, provide the WPLB with the proposed winter and summer branch hours of operation for 2024.

2. BACKGROUND:

In accordance with the WPL Hours of Operation Policy, the WPLB sets the branch hours of operation for the library system through the annual budget process based on community need, usage, and funding.

Attached at Appendix A is the report from 2023 setting the proposed hours of operation for 2023. In June of 2023, the Board was presented with and accepted the Sunday Service Report that maintained status quo for Sunday hours. In April of 2023, Administration provided the Board with the Daily and Hourly Usage Report. To summarize, the following observations were made when looking at each branch and hourly usage:

- Budimir Branch has the highest combined usage for virtually all hours. Riverside, Central, and Chisholm are next, in that order.
- Overall usage is light between 9am-10am but increases between 10am-11am at most locations. This might reflect 9am being an early start time for some members of the community.
- While not evident in all branches, quite a few locations have a significant bump in usage during the lunchtime hour of 12pm-1pm. This is especially true at the Chisholm and Bridgeview Branches, where students and staff are on their lunch breaks.
- Usage begins to taper off at most branches after 5pm although there is an interesting increase in usage between 7pm-8pm at two of our neighbourhood branches (Muir, Seminole) as well as Bridgeview. While not a pronounced upsurge, there is also significant overall use between 2pm-5pm perhaps due to the strength of afterschool visits. This is especially evident at the Bridgeview Branch, which is located next to an elementary school.
- Even though it is considered a Community Library, Bridgeview's usage patterns more closely mimic those of two Neighbourhood Libraries (Muir and Seminole). Similarly, even though it is considered a Neighbourhood Library, Chisholm's usage actually

seems more in line with the patterns seen in the Community Libraries of Fontainebleau and Forest Glade.

Based on the data collected, there are no significant changes warranted to the current 2023 schedule. There is opportunity to tweak opening and closing times at some branches, such as Budimir that sees peak usage upon opening. However, any changes would be on a pilot basis and would be within already budgeted funds.

Administration is recommending that the 2024 schedule remain status quo, and if warranted based on shifting usage patterns, Administration will come back with a pilot proposal at the appropriate time.

3. RECOMMENDATION:

Library Administration recommends maintaining the current hours of operation at all locations through 2024.

Moved by:

Seconded by:

THAT the Windsor Public Library Board accepts the **2024 Proposed Hours of Operation Report** as presented.

Prepared by:

Dana Paladino, CEO (A)

dpaladino@citywindsor.ca

Windsor Public Library Board
2023 Proposed Hours of Operation Report
Tuesday, August 9, 2022

1. OBJECTIVES:

As part of the pre-budget planning process, provide the WPLB with the proposed winter and summer branch hours of operation for 2023.

2. BACKGROUND:

WPL branches are organized by:

- Central Library
- Resource Libraries: Riverside and Budimir
- Community Libraries: Bridgeview, Fontainebleau and Forest Glade
- Neighbourhood Libraries: Chisholm, Seminole, John Muir and Local History

This division is reflected in library hours of operation, with larger, higher traffic Resource Libraries open more hours than Community and Neighbourhood Libraries. Hours of operation are divided into two categories; ‘summer’ hours from May to September and ‘winter’ hours from late September to May. Sunday hours (1–5) are offered during the winter at Central, Riverside, and Budimir. WPL staff are currently conducting a series of data collection projects to better understand hourly customer use patterns at each branch.

Annual Total Public Service Hours

Year	Total Open Hours	Change	Notes
2022	24,500		Year-end estimate as of July 2022
2021	24,172	-333	Decrease in open hours due to flooding closures
2020	24,505	+797	Increase due to the Friday opening of the 3 Neighbourhood branches
2019	23,708	+1312	Increase due to Friday opening of the 3 Community Branches
2018	22,396		

WPL libraries are scheduled to be open approximately 24,400 hours in 2023 and this data is used to draft the proposed 2023 WPL Operating Budget.

Proposed 2023 Winter Hours: September – May

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	TOTAL
Central	9-9	9-9	9-9	9-9	9-5	9-5	1-5	68
Budimir	10-9	10-9	10-9	10-6	9-5	9-5	1-5	61
Riverside	10-9	10-9	10-9	10-6	9-5	9-5	1-5	61
Bridgeview	12-8	10-6	12-8	10-6	9-5	9-5	Closed	48
Fontainebleau	12-8	10-6	12-8	10-6	9-5	9-5	Closed	48
Forest Glade	12-8	10-6	12-8	10-6	9-5	9-5	Closed	48
Chisholm	12-8	10-6	12-8	10-6	9-5	9-5	Closed	48
Muir	12-8	10-6	12-8	10-6	9-5	9-5	Closed	48
Seminole	12-8	10-6	12-8	10-6	9-5	9-5	Closed	48
Local History	12-8	10-6	10-6	10-6	9-5	9-5	Closed	48
TOTAL per day	90	90	90	84	80	80	12	526

Proposed 2023 Summer Hours: May – September

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	TOTAL
Central	9-8	9-8	9-8	9-8	9-5	9-5	Closed	60
Budimir	12-8	10-6	12-8	10-6	9-5	9-5	Closed	48
Riverside	12-8	10-6	12-8	10-6	9-5	9-5	Closed	48
Bridgeview	12-8	10-6	12-8	10-6	9-5	9-5	Closed	48
Fontainebleau	12-8	10-6	12-8	10-6	9-5	9-5	Closed	48
Forest Glade	12-8	10-6	12-8	10-6	9-5	9-5	Closed	48
Chisholm	12-8	10-6	12-8	10-6	9-5	9-5	Closed	48
Muir	12-8	10-6	12-8	10-6	9-5	9-5	Closed	48
Seminole	12-8	10-6	12-8	10-6	9-5	9-5	Closed	48
Local History	12-8	10-6	10-6	10-6	9-5	9-5	Closed	48
TOTAL per day	83	83	83	83	80	80	-	492

3. RECOMMENDATION:

Library Administration recommends maintaining the current hours of operation at all locations through 2023.

Moved by _____ Seconded by _____
 THAT the Windsor Public Library Board accepts the 2023 Proposed Hours of Operation Report as presented.

Prepared by:
 Kitty Pope, CEO
kpope@windsorpubliclibrary.com

Windsor Public Library Board
**2024 – 2033 Capital Budget and
 WPL Reserve Fund and 2024 Plan**
 Tuesday, August 22, 2023

1. OBJECTIVE:

To present to the Windsor Public Library Board (WPLB) the 2023-2033 WPL Capital Budget and Reserve Fund Report as per the [Public Libraries Act, R.S.O.1990,C.p44](#), the 2014 Operating Agreement and the 2017 Amending Agreement between the Corporation of the City of Windsor (CCW) and the WPLB.

2. BACKGROUND:

The annual capital budget is a 10-year planning and asset management tool allocating funds for the acquisition or maintenance of fixed assets such as land, buildings and equipment. Administration drafts the capital budget and presents it to the WPLB for review, discussion and approval. The Board approved budget is submitted to the City of Windsor for consideration as part of the City’s budget process.

Over the past five years (2019-2023), City Council has approved \$1,999,276 in capital funding and Development Charges for WPL-managed projects. This amount is exclusive of funding provided for building and renovation projects managed by the City on WPL’s behalf and other facility-related projects prioritized by the City’s Facilities Division.

Year	Approved Funding	Project Descriptions
2023	\$158,752	Material Acquisitions (DC funding) and Branch Refurbishment
2022	\$244,180	Material Acquisitions (DC funding) and Branch Refurbishment & Scanners
2021	\$221,344	Material Acquisitions (DC funding) and Branch Refurbishment
2020	\$150,000	Material Acquisitions (DC funding)
2019	\$1,225,000	Material Acquisitions (DC funding), Integrated Library System upgrade
Total	\$1,999,276	Material Acquisitions (DC funding)
Year to Date funding not spent	\$1,194,691	

*DC refers to Development Charges

The unspent funding is largely attributable WPL’s Integrated Library System (ILS) that was never replaced. In 2019, the Board approved \$1.05 million to replace this system. However, since that time, further research determined WPL’s ILS is an adequate system and only required updating and some additional features to be added. While some funding toward ILS upgrades may be needed in the future, there is no current plan to replace the entire system. Accordingly, Administration is working with City Finance to reallocate the excess approved funding in this project to WPL capital projects, including WPL Central Branch Relocation and WPL Archives, which would otherwise not be funded through the 2024 Capital budget. A plan

for the remaining funding will be brought forward for use toward future WPL Capital needs. Other unspent funding in various capital projects noted above is planned to be spent as previously approved.

3. CAPITAL BUDGET: ASSET MANAGEMENT PLAN

WPL is recommending seven projects to be funded through the capital budget; Branch Refurbishments, Exterior Digital Signage, Material Acquisitions, Library Self-Checkout Units, Equipment Upgrades, WPL Central Branch Relocation and WPL Archives. The projects and associated funding proposed for the 2024 Capital Budget are as follows:

Project	2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	2031 \$	2032 \$	2033 \$	Total
Previously Approved in Principle through the Capital Budget											
Branch Refurbishments	46,000	46,000	31,000	48,000	-	-	-	138,000	98,000	-	407,000
Exterior Digital Signage	-	-	-	-	-	90,000	-	92,000	68,000	-	250,000
Materials Acquisitions	150,000	150,000	150,000	133,000	200,000	200,000	-	150,000	225,000	-	1,358,000
Library Self-Checkout Units	-	-	-	-	40,000	40,000	80,000	55,000	150,000	-	365,000
Equipment Upgrades	-	-	-	17,000	-	-	-	-	25,000	-	42,000
New WPL Capital Funding Requests											
Branch Refurbishments	-	-	-	-	-	-	-	-	-	100,000	100,000
Materials Acquisitions	-	-	-	-	-	-	-	-	-	150,000	150,000
WPL Central Branch Relocation	100,000	-	-	-	-	-	-	-	-	-	100,000
WPL Archives	80,000	-	-	-	-	-	-	-	-	-	80,000
Total	376,000	196,000	181,000	198,000	240,000	330,000	80,000	435,000	566,000	250,000	2,852,000

Branch Refurbishments (WPL-001-17)

The Branch refurbishment project is set up to address necessary refurbishments from general "wear and tear" to Library locations, including however not limited to; painting, new customer seating, children's seating, shelving improvements, study surfaces, and other internal library maintenance and refurbishment needs. WPL Administration maintains a refurbishment schedule to assist with scheduling necessary improvements on a timely basis. It should be noted that projects related to refurbishments for building envelope items are handled by the City of Windsor through their Facilities department and Corporate Projects.

Exterior Digital Signage (WPL-001-20)

This project provides funding to expand the number of branches with digital signage in order to draw attention to the library community partners as well as promote programs, services and library resources. As of June 2022 WPL has installed three exterior digital signs at Budimir, Forest Glade and Chisholm.

Materials Acquisitions (WPL-002-18)

The materials acquisition project is set up to receive development charges annually from the City of Windsor with the intention of using these funds to build the library collection both in print and digital resources, to meet the residential growth needs of the community and wards in which the library serves.

Library Self-Checkout Units (WPL-002-20)

The WPL integrated library system (ILS - the digital catalogue), organizes over 383,000 resources that are loaned over 570,000 times annually. In 2019, the system was upgraded adding additional customer self-checkout functionality. By 2028/ 2029 /2030, the ILS self-checkouts will need to be upgraded with self-checkout units and gates, a new server, enhanced integration, digital upload and search capabilities, for all locations.

Equipment Upgrades (WPL-001-23)

These equipment upgrades will provide necessary updated equipment for the Digital Branch and Technology Hub for WPL.

WPL Central Branch Relocation (WPL-002-24)

In order to complete necessary retrofitting to the Paul Martin Building to accommodate the move from 850 Ouellette, additional work will be required. Funding in this project is requested in order to complete this work.

WPL Archives (WPL-003-24)

Funding is being requested to properly preserve WPL's large archive collection. This will require significant time and resources over the next several years.

New Central Branch

Proposed funding for a new Central Library is not part of the Windsor Public Library's capital budget requests as this project is being handled through the City's Corporate Projects.

4. WPL RESERVE FUNDS:

The 2014 Operating Agreement between the City of Windsor and WPL assigns the following responsibility to the WPL Board:

"Direct and use of all Windsor Public Library reserve funds and bequests and donations made to the Windsor Public Library subject to the following; "The Board shall submit to the City for approval, together with the annual operating budget an annual expenditure plan for the WPL reserve funds and all bequests and donations made to the Windsor Public Library."

The Windsor Public Library has five reserve funds: Capital, Budimir, Discard, Operation Expenditures and the C. M. Bradley Reserve Fund. Access to all WPL reserve funds are by WPL Board motion only. As per the 2014 Operating Agreement with the City of Windsor, the WPLB Reserve Fund Expenditure Plan is shared with the City of Windsor annually.

2024 Reserve Fund Expenditure Plan is summarized as follows:

Fund	Reserve Fund	Description	Balance July 31, 2023	Change From Year End 2022	2023 Notes	Reserve Fund Expenditure Plan
199	Capital	For WPLB approved capital expenditures	\$471,240	-\$86,009	2022 Motion IC 5:22 To purchase maintenance van. Funds not transferred as Van not delivered.	Established to address unexpected capital expenditures.
200	Budimir	Established by the Budimir family to improve the Budimir Branch	\$14,217	\$270	No Expenditures	Established to purchase furnishings, equipment & collection for the branch as needed. No expenditures anticipated
202	Discard	Revenue from the sale of discarded library materials and community donations	\$30,152	\$642	No Expenditures	Currently designated to fund the opening day collection for the new Central Library Fund goal is \$95,000 by 2028. No expenditures anticipated
204	Operation Expenditures	All net annual operating surplus funds are held in this fund for the planning and development of a new Central Library Motion 65.19	\$2,963,775	-\$155,275	(\$225,855) 2022 surplus transfer correction made in 2023 due to incorrect expense deferral.	Established to fund the planning and development of a new Central Library. Fund goal is \$5M by 2026.
430	C.M. Bradley	Established by donations to recognize a WPL employee; to support the Sandwich/Muir Branch	\$4,225	\$102	No Expenditures	Established to purchase furnishings, equipment & collection for the branch.
		Total	\$3,483,609	-\$240,270		

5. RECOMMENDATION:

Moved by:

Seconded by:

THAT the Windsor Public Library Board approve the proposed 2024 WPL Capital Budget of \$376,000 and the 2024-2033 Capital Budget Plan of \$2,852,000 as presented/amended.

Moved by:

Seconded by:

THAT the Windsor Public Library Board designate the Discard Reserve Fund (202) to fund the opening day collection for the new Central Library.

Moved by:

Seconded by:

THAT the Windsor Public Library Board approve the proposed 2024 WPL Reserve Fund Expenditure Plan as presented/amended.

Moved by:

Seconded by:

THAT the Windsor Public Library Board approve in principle the proposed/amended 2024-2033 Capital Budget Report as presented and refer it to the City of Windsor.

Prepared by:

Dana Paladino, Chief Executive Officer (Acting)

dpaladino@citywindsor.ca

Rachel Chesterfield, Manager of Financial Accounting

rchesterfield@citywindsor.ca

Windsor Public Library Board
2024 Proposed Operating Budget Report
Tuesday, August 22, 2023

1. OBJECTIVE:

To provide the Windsor Public Library Board (WPLB) with the 2023 Proposed Operating Budget as per the [Public Libraries Act, R.S.O.1990.C.P44](#), the 2014 Operating Agreement and the 2017 Amending Agreement between the Corporation of the City of Windsor (CCW) and the WPLB.

2. BACKGROUND:

The budgetary responsibilities of the WPLB are defined in the following documents:

1. Public Libraries Act

Estimates 24 (1) A public library board, county library board or county library cooperative board shall submit to the appointing council, annually on or before the date and in the form specified by the council, estimates of all sums required during the year for the purposes of the board. R.S.O. 1990, c. P.44, s. 24 (1).

2. Windsor Public Library Board and the City of Windsor Operating Agreement as amended
Finance 2(b) (ii) Develop and recommend an annual budget to the Council.

The Operating Budget supports the day-to-day expenditures of the Windsor Public Library (WPL) including salaries and benefits, utilities, repair and maintenance of facilities and the purchase of library materials to operate 10 locations. The following chart outlines WPL's funding by category over the last 5 years.

Year	Provincial Funding	Donations / Fees / Grants / Other	Total Revenue	Total Expenses	Total Municipal Funding	+/-
2023	\$629,183	\$332,012	\$961,195	\$9,210,381	\$8,249,186	-0.85%
2022	\$632,883	\$332,012	\$964,895	\$9,284,880	\$8,319,985	0.61%
2021	\$632,883	\$399,738	\$1,032,621	\$9,302,368	\$8,269,747	0.79%
2020	\$632,883	\$438,738	\$1,071,621	\$9,276,250	\$8,204,629	2.30%
2019	\$632,883	\$618,988	\$1,251,871	\$9,271,926	\$8,020,055	-2.24%
2018	\$625,717	\$556,835	\$1,182,552	\$9,386,489	\$8,203,937	

The 2024 Proposed Operating Budget is organized into two sections.

A. **Budget Pressures:** The unavoidable budget increases required to maintain 2023 service levels i.e. salaries, utilities, and gas prices.

B. **Budget Reduction:** As per City Council's direction a potential 5% reduction in municipal funding toward the WPL operating budget.

3. 2024 PROPOSED OPERATING BUDGET

A. Budget Pressures:

Salary and Wage Impact

As a public service organization, in 2023 salaries, wages and benefits constituted 70% of the 2023 Operating Budget. For 2024 budget year, the Windsor Public Library does not have a contractual increase for Union salary and wages as WPL will soon be entering into contract negotiations to ratify a new Collective Agreement. Any contractual increases decided on during negotiations will be included with the 2025 Operating budget. The City of Windsor has included a provision for these changes that WPL will be able to draw on to mitigate budgetary impacts for future operating budgets. Due to position changes and step adjustments, WPL's salary and wage budget impact for 2024 is a reduction of (\$40,179).

A legislated increase to the minimum wage from \$15.50/hour to \$16.55/hour will take effect on October 1, 2023. This will affect Page salary costs, however due to the increase in demand for e-resources over print resources, along with the move to the Paul Martin Building where the Central Library's current capacity is lower than at 850 Ouellette, a continued reduction in Page hours for the 2024 year is anticipated. This reduction will be enough to offset the increase to minimum wage in effective October 1, 2023.

B. Budget Reduction Options

Branch Closure

Based on the 2023 municipal funding, a budget reduction of \$372,280 would be required to meet City Council's proposed 5% reduction in municipal funding. As WPL's budget is primarily composed of staffing costs (70%), facilities costs (9%) and collection costs (12%), a budget reduction can only be achieved through a reduction in public service. The closing of a Library Branch would satisfy this budget reduction, however, this option is **not recommended**, as it would have significant impact on customer service. If this option was recommended and approved, WPL would complete a review and analysis to determine which Library Branch would be appropriate for closure to meet the required budget reduction and a report would be brought forward with the recommendations.

Other Budget Items with Net Zero Budget Impact

Removal of Revenue for Late Fines - Requesting Board Direction

Administration is asking for Board direction on whether to permanently end the practice of charging late fines or reinstate these fines. The permanent removal of late fines would have a \$84,663 overall budget impact to WPL's operating budget. If the Board determines that it would like to reinstate late fines, a budget reduction is still required as the revenue currently budgeted is higher than can reasonably be anticipated. A high-level estimate anticipates actual revenue from late fines to be \$65,000, a 28% decrease from the current fines revenue budget. This would result in a \$25,000 budget increase; however, WPL will reduce an expense account trending to run an annual surplus to mitigate the lost revenue, resulting in a net zero impact.

Reorganization of Windsor Public Library Marketing & Facilities Management Areas

To better address facility needs for WPL and provide necessary focus and energy toward the marketing and communications department, WPL is recommending separating these two managerial functions currently under the Manager of Strategic Planning Priorities & Marketing into two positions: a Communications & Marketing Coordinator who would be a WPL employee and a Facilities Manager who would be a City employee, funded in full by WPL. This recommended reorganization will have a net zero budget impact to the overall tax levy funding. WPL will be bringing this request forward through a Chief Administrative Officer (CAO) report, however is required to be brought forward as a budget item in order to properly adjust the positions in the Salary Budget.

Increase Graphic Designer from 20 hours to 28 hours

WPL is recommending continuing the increase of the Graphic Designer position from 20 hours to 28 hours per week in order to increase the capacity of this position to meet the needs for completing all required work and assisting with increasing communication, both print and digital for the public. This position has been working 28 hours since May 2022 on a pilot basis and the increased hours has proven to be beneficial to WPL and necessary for the workload of the role. This 8-hour weekly increase is estimated to cost an additional \$20,328 including salary and fringe benefit increases and would be funded through the WPL Salary and Wage gapping. A future recommendation on whether to implement this increase on a permanent basis will be brought forward with the 2025 Operating budget.

Transfer to Reserve for Hourly Temporary Salary and Wage Budget

The move of the Central Branch from 850 Ouellette to the Paul Martin Building reduced the available space for library resources on the floor, therefore reducing the need for temporary staff, including Pages as well as Supply. This reduction has resulted in a surplus in the Temporary Hourly salary and wage account. Once the new Central Branch is open, WPL is anticipating staffing will resume closer to previous levels. As a short-term solution to this surplus, WPL is recommending a net zero budget issue to transfer this estimated surplus of \$100,000 to the WPL Operations Expenditures reserve fund 204. This transfer would be reversed once staffing levels increase with the New Central Branch.

Summary of WPL Budget Issues

Category	Description	FTE Impact	Budget Impact
Budget Pressures	Salary and Wage Impact	0.00	-\$40,179
Budget Reduction Option	Branch Closure	0.00	-\$372,280

Please note the recommended 2024 operating budget in this report does not include City managed accounts such as insurance, utilities, fringe benefits, internal salary recoveries, etc. which will have an impact on WPL's final 2024 operating budget. These budget changes are brought forward through City corporate budget accounts.

4. RECOMMENDATION:

As per Appendix A (see attached), Administration recommends a 2024 WPL Operating budget of \$9,145,202, including all noted net zero budget items, which reflects a (\$65,179) or a (0.71%) decrease over 2023.

Upon WPLB approval, the 2024 Proposed Operating Budget will be submitted to City Administration for review and forwarded to City Council for final deliberation.

WPL Recommended 2024 Operating Budget

Category	Recommended	Not Recommended
Revenue		
*Reduction of Late Fines	(25,000)	
Total Municipal Funding Increase (Decrease)	(40,179)	
Total Proposed Revenue Increase (Decrease)	(65,179)	
Expenses		
Budget Pressures	(40,179)	\$0
*Mitigating expense account reduction	(25,000)	
Budget Reduction Option		-\$372,280
Total Proposed Expenses Increase (Decrease)	(65,179)	
Total Proposed 2024 Operating Budget	9,145,202	

*If the WPLB provides direction to eliminate late fees, the budget issue impact will increase to a \$84,663 revenue reduction. WPL would reduce expenses in other budgeted expense accounts in order to mitigate the need for additional municipal funding as historically WPL has ran a year-end surplus variance, resulting in a net zero budget issue. This could lead to future budgetary requests to rebuild the budget in these expense accounts if actuals increase with the opening of new branches.

Moved by:

Seconded by:

THAT the Windsor Public Library Board amend/approve the 2024 Proposed Operating Budget of \$9,145,202, including all noted net zero impact budget items, which reflects a (\$65,179) or a (0.71%) decrease over 2023,

THAT the Windsor Public Library Board approve the removal of the Manager of Strategic Planning Priorities & Marketing position from the Windsor Public Library staff establishment and approve the addition of a new Communications & Marketing Coordinator (position title still to be confirmed)

Prepared by:

Dana Paladino, Chief Executive Officer (Acting)

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Rachel Chesterfield, Manager of Financial Accounting

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7.4 APPENDIX A

RECOMMENDED 2024 OPERATING BUDGET

CATEGORY	2023 ANNUAL BUDGET	2024 RECOMMENDED BUDGET	CHANGE
Revenue:			
Municipal Funding	8,249,186	8,209,007	(40,179)
Provincial Funding	629,183	629,183	
Donations	25,712	25,712	
Fees Revenue	156,300	131,300	(25,000)
Expense Recoveries	150,000	150,000	
Total Revenue	9,210,381	9,145,202	(65,179)
Expenses			
Salaries & Benefits :			
Salaries & Wages	4,810,332	4,670,153	(140,179)
Employee Benefits	1,291,178	1,291,178	
Wages and Benefits - CCW staff	365,724	365,724	
Total Salaries & Benefits	6,467,234	6,327,055	(140,179)
Other Expenses:			
Professional Services & Consulting	40,000	40,000	
Information Resources	961,989	961,989	
Information Communication & Technology	233,630	233,630	
Furniture & Equipment	19,550	19,550	
Building & Property	361,594	361,594	
Operating Supplies	38,000	38,000	
Postage & Freight	47,000	47,000	
Conference & Education Assistance	35,000	35,000	
Communications & Development	22,204	22,204	
Charges Against Literacy	267,302	267,302	
Rent, Insurance, Taxes & Security	173,832	173,832	
Utilities	272,385	272,385	
Program Expenses	188,324	188,324	
Fees Offset Expenses	75,337	50,337	(25,000)
Transfer to Operations Reserve	7,000	107,000	100,000
Total Other Expenses	2,743,147	2,818,147	75,000
Total Expenses	9,210,381	9,145,202	(65,179)
Net Budget	0	0	-

Windsor Public Library Board
Financial Report as at June 30, 2023
Tuesday, August 22, 2023

1. OBJECTIVE:

To inform the Windsor Public Library Board of the operating results of the organization for the six months ending June 30, 2023. This report is based on the:

- [Public Libraries Act, R.S.O.1990, chapter P.44](#) as amended 2019, CH14, Sched.12
- WPL [Financial Policy O-22](#)

The Windsor Public Library also abides by the following City of Windsor Policies: Accounts Receivable Billing Policy, Purchasing Bylaw, Cash Receipts Control Policy, Purchasing Card Program Policies, Tangible Capital Assets Policy, Travel and Business Expense Policy and Fraud and the Misuse of Assets Policy.

2. BACKGROUND:

The 2023 operating budget was developed in the summer/fall of 2022 by Administration using the best information available at the time, and was subsequently approved by both the Windsor Public Library Board and City Council. All efforts are made to operate within the budget allotments, and offsetting savings are sought where budget deficits do occur. Actual results will be influenced by many factors including staffing trends, grant and donation levels, foreign exchange fluctuations and other events which impact revenue streams or expenditure levels.

3. ANALYSIS:

Results at June 30, 2023

A high-level summary of the operating results is provided in the table below and actuals by category are compared to budget in **Appendix A**.

Description	Budget	Actual	Surplus (Deficit)	% Budget Spent
Revenue	\$9,210,381	\$4,503,941	(\$4,706,440)	49%
Salaries & Benefits	\$6,467,234	\$3,035,783	\$3,431,451	47%
Other Expenses	\$2,743,147	\$1,221,520	\$1,521,627	45%
Net Surplus			\$246,638	

Revenue and expenditures have seasonal variations and the current surplus is not an indication of the organization's year-end position.

In accordance with Board resolution 65.19, any final year-end operating variance will be transferred to / from Operations Reserve Fund 204, which has been committed in its entirety to fund planning and development costs for a new Central Library.

4. RECOMMENDATION:

Moved by:

Seconded by:

THAT the Windsor Public Library accept the **Financial Report as at June 30, 2023** as presented.

Prepared by:

Rachel Chesterfield, Manager of Financial Accounting

rchesterfield@citywindsor.ca

7.5 APPENDIX A

OPERATING RESULTS FOR THE MONTH ENDING JUNE 30, 2023

CATEGORY	2023 ANNUAL BUDGET	2023 YTD ACTIVITY	2023 YTD VARIANCE	% EXPENDED
Revenue:			Surplus (Deficit)	
Municipal Funding	8,249,186	4,124,593	(4,124,593)	50%
Provincial Funding	629,183	249,346	(379,837)	40%
Grant Revenue	-	668	668	-
Donations	25,712	21,386	(4,326)	83%
Miscellaneous Income	-	2,140	2,140	-
Fees Revenue	156,300	30,808	(125,492)	20%
Expense Recoveries	150,000	75,000	(75,000)	50%
Total Revenue	9,210,381	4,503,941	(4,706,440)	49%
Expenses				
Salaries & Benefits :				
Salaries & Wages	4,810,332	2,285,592	2,524,740	48%
Employee Benefits	1,291,178	514,724	776,454	40%
Wages and Benefits - CCW staff	365,724	235,467	130,257	64%
Total Salaries & Benefits	6,467,234	3,035,783	3,431,451	47%
Other Expenses:				
Professional Services & Consulting	40,000	20,810	19,190	52%
Information Resources	961,989	463,766	498,223	48%
Information Communication & Technology	233,630	111,937	121,693	48%
Furniture & Equipment	19,550	688	18,862	4%
Building & Property	361,594	196,395	165,199	54%
Operating Supplies	38,000	24,915	13,085	66%
Postage & Freight	47,000	12,686	34,314	27%
Conference & Education Assistance	35,000	10,722	24,278	31%
Communications & Development	22,204	8,271	13,933	37%
Charges Against Donations	-	21,386	(21,386)	-
Charges Against Literacy	267,302	18,444	248,858	7%
Rent, Insurance, Taxes & Security	173,832	104,118	69,714	60%
Utilities	272,385	113,973	158,412	42%
Grant Expenses	-	668	(668)	-
Program Expenses	188,324	102,057	86,267	54%
Fees Offset Expenses	75,337	10,685	64,652	14%
Transfer to Operations Reserve	7,000	-	7,000	0%
Total Other Expenses	2,743,147	1,221,520	1,521,627	45%
Total Expenses	9,210,381	4,257,303	4,953,078	46%
Net Budget Surplus (Deficit)		246,638	246,638	

Windsor Public Library Board
2022 Collection Report
Tuesday, August 22, 2023

1. OBJECTIVE

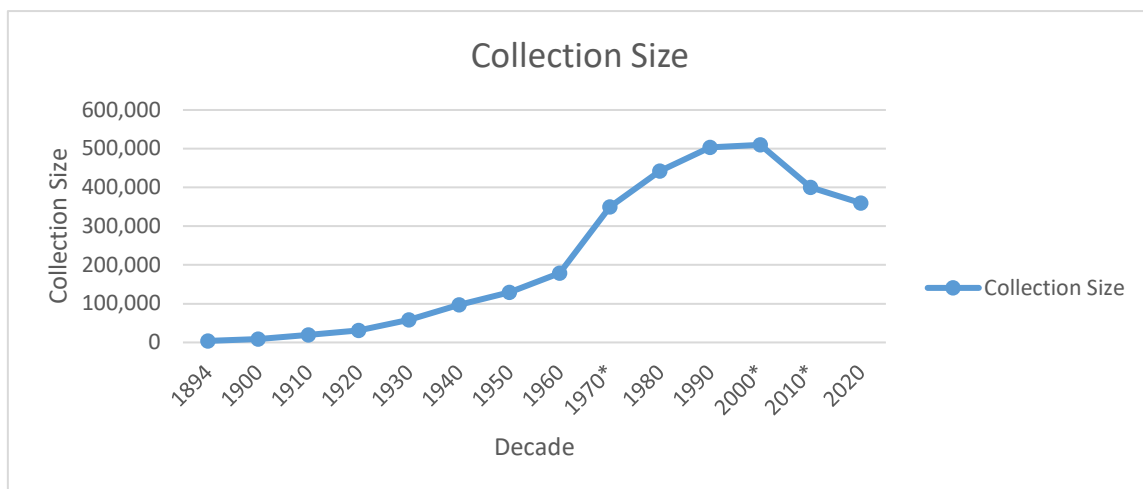
To provide the WPLB with information about WPL resources and the state of the library collection as of December 2022

2. BACKGROUND

Since the establishment of the Windsor Public Library in 1894 on the University of Windsor campus, the Collection Services Department has been; selecting, ordering, cataloguing and processing reading material for the Windsor community. The library collection is supported by the WPL [Foundation-Policies](#) including:

- F - 5 - Intellectual Freedom Policy which outlines the Windsor Public Library Board’s support of intellectual freedom and public access to information.
- F - 6 Material Selection Policy which outlines the principles upon which material selection decisions are made and guides staff in the selection and de-selection of library materials.

The WPL collection has gradually grown in size decade over decade from 1894 to1970 with the addition of new resources such as film, records and government documents. In 1973 with the opening of the 101,000 FT 850 Ouellette Avenue Central Branch, a huge collection development project was undertaken and the collection almost doubled in size from 1970 – 1990, to over 500,000 volumes.



However, by the early 21st century new technologies and digitization of information began to radically change how information was stored and disseminated. Government documents and maps previously in paper form were now instantly downloadable and reference resources were accessible

via data bases, all requiring less shelf space and reducing overall collection sizes but increasing the need for public computers and study areas. Over the past decade, the popularity of ebooks and streaming products such as Hoopla has continued to grow, reaching what may have been a peak during Covid-19. Recent circulation patterns at WPL show roughly an equal split between usage of physical vs digital resources.

3. COLLECTION SIZE

In 2022, WPL added 23,640 new physical items to its collection, a decrease of 7.8% from the previous year. The collection of ebooks and eAudiobooks for which WPL holds the licenses did increase in size by 8%. While ebooks don't necessarily require the same amount of processing, there is still work involved in adding records to the library's online catalogue and making these titles accessible to library users.

Streaming services offer access to over 1,200,000 electronic books, movies, albums, magazines, newspapers, and audio books. While customers can access these titles, WPL does not "own" them, and they are not reflected in collection size. Similarly, databases of resources such as journal and newspaper articles are not considered in calculations of collection size.

Physical Collection Size

Location	2020	2021	2022	Notes
Central	87,480	77,631	76,445	Continued weeding; removal of dead catalogue records
Budimir	43,654	44,935	43,335	2022 weeded outdated materials from nonfiction collection
Riverside	43,323	43,211	44,367	
Bridgeview	20,781	20,769	20,991	
Chisholm	26,233	26,992	27,559	Includes 4,600 items in Auto History
Forest Glade	27,677	28,288	28,838	
Fontainebleau	30,304	31,173	29,121	Includes 8,000 Accessibility items
Local History	9,430	9,600	9,750	Estimated since some of the collection is not catalogued.
Muir/Sandwich	14,886	15,841	15,767	
Seminole	20,104	20,832	20,417	
FRED	427	38	0	FRED collection phased out in 2021/22
TOTAL	342,299	319,310	316,590	

Based on the 2021 Municipal Benchmarking Network Canada Performance Report, WPL had 1.6 volumes per capita in its collection, which is less than the national median of 1.9 volumes per capita.

4. FINANCIALS

The WPL collections budget comes from four funding sources; the annual Capital and Operating budgets, funds from the sale of worn and discarded books as well as donations from the community.

2022 Collections Budget

FUNDING SOURCE	AMOUNT
2022 Operating Budget Municipal Funding	\$778,700
Capital Budget (Development funds)	\$150,000
Books Sales (held for new collection for future Central Library)	\$7,000
Donations	\$0
TOTAL	\$935,700

The growing popularity of ebooks and eAudiobooks continues to be a source of significant cost pressures on the collections budgets of libraries across Canada and beyond. Not only do the price of ebooks for libraries far outweigh the price of both print books sold to libraries and ebooks sold to private consumers, but also the license models put in place by many of the major publishers are restrictive and inflexible.

The Canadian Urban Libraries Council provides the following example in its [Written Submission for Finance Canada's Pre-Budget Consultations in Advance of the 2022 Federal Budget](#):

“For example, Canadian author Louise Penny’s book, *A Better Man*, is available to libraries for \$22 in hardcover, for \$60 in eBook, and \$81.50 in eAudio. The \$60 eBook cost allows the book to be checked out electronically 52 times or for 2 years – whichever happens first. A paper edition would be expected to last 3 to 4 years at just over a third of the cost”.

As outlined below, WPL spent 59% of its 2022 Collection spending on electronic materials (ebooks, databases, etc) and 41% on materials in its physical collection. This is despite the fact that electronic and physical circulation for the year were roughly equal at 579,455 and 568,066, respectively. However, the demand for electronic materials is so strong that putting fewer resources towards those collections would result in longer waiting lists and less satisfied patrons.

2022 Spending on Collections

Year	Total Spending	Physical Total	Physical %	Electronic Total	Electronic %
2022	\$1,039,143	\$424,803	41%	\$614,340	59%
2021	\$976,769	\$396,774	41%	\$579,995	59%
2020	\$961,467	\$323,173	34%	\$638,294	66%
2019	\$994,068	\$504,536	51%	\$489,532	49%
2018	\$860,416	\$441,667	51%	\$418,749	49%

5. COLLECTION BREAKDOWN

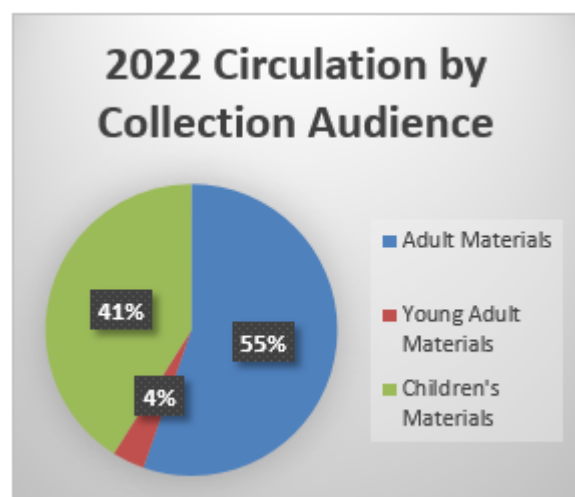
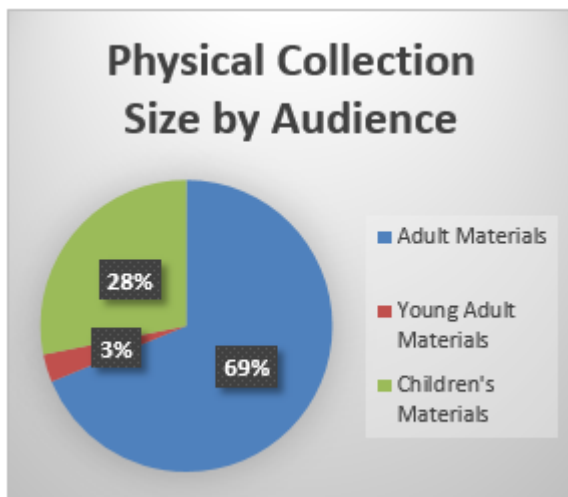
WPL’s physical collection can be broken down into its various formats ranging from books and DVDs to less traditional items such as tools and Parks Passes.

Collection Break Down

ITEM FORMAT	# ITEMS	% of Total Collection
Books (hard cover, trade paperback, mass market, etc)	231,306	72.2%
DVDs	31,245	9.8%
Board Books/Picture Books	25,556	8%
Large Print	8,080	2.5%
CDs	6,162	1.9%
Audiobooks (Books on CD, Playaways, Wonderbooks, etc)	6,020	1.9%
Magazines and Newspapers	5,389	1.7%
Accessibility Materials (Daisy discs, accessibility equipment, etc)	2,897	0.9%
Miscellaneous (microfiche, slides, toys, maps, etc)	1,501	0.5%
Video games	1,110	0.3%
Launchpads	484	0.3%
Kits (Book Club kits, Birding Backpacks, etc)	339	0.3%
Technology (Netbooks, gaming controllers, Makey Makeys)	121	0.3%
Passes (Parks, Art Windsor Essex, Museum)	37	0.3%
Tools	22	0.3%
TOTAL	320,269	

Collections can also be broken down into their intended audiences by age. WPL categorizes its physical materials into the broad areas of Adult, Young Adult and Children. Digital collections such as ebooks, downloadable magazines and streaming video are not categorized in the same way due to a multiplicity of vendors and the non-standardized nature of electronic resources.

The graphs below show the current collection by age category (ie. Audience) as well as the 2022 total circulation of materials for each Audience. Adult materials make up 69% of the entire collection but only account for 55% of the circulation. On the flipside, children’s materials only make up 28% of the collection but lead to 41% of annual circulation.



6. COLLECTION DEVELOPMENT

The selection of library material is guided by the WPL Material Selection Policy (F – 6) that outlines the principles upon which material selection decisions are made and guides professional staff in the selection process. When selecting and de-selecting material, the following criteria are considered:

- a) Clarity, accuracy and presentation;
- b) Suitability of subject, style and reading level for intended audience;
- c) Relevance to community users;
- d) Authority and significance of the, publisher or producer;
- e) Relationship to existing collection;
- f) Availability of the material from other sources;
- g) Format, durability, storage requirements and ease of access;
- h) +Purchase price and other budgetary considerations.

In selecting material staff use professional reviewing and assessment tools, knowledge of the collection and experience as a selector. Special consideration is given to material with Canadian content or by Canadian authors.

Deselection

Materials are regularly assessed for their physical condition, currency, performance within the collection and relevance to library customers. Deselection is the responsibility of the Librarians and withdrawn library material may be discarded, recycled or sold at the WPL book sale.

Request for Reconsideration

The WPL recognizes the right of an individual or group to reject library material for personal use, but does not accord to any individual or group the right to restrict or censor the freedom of others to make use of the same material. Complaints or requests for the withdrawal of a specific item from the WPL collection are directed to the Manager of Public Service, System-Wide Services, who initiates a formal review of the title with a committee of librarians. A recommendation is then given to the CEO.

Collection Department Staffing

The following departments contribute to operating WPL Collections:

- **Acquisitions and cataloguing employees** (3.5 FTE) order, process and provide access to physical and on-line items; Librarians and library vendors select titles for the collection based on the WPL Selection Policy, Automatic Release Plans and community input.
- **Digital Media Librarian** (1 FTE) provides access to all collections by maintaining the Integrated Library System (ILS), and [on-line catalogue](#); trouble-shoots and promotes [digital resources](#); provides training to staff, and coordinates with City IT.
- **Local History/Archives employees** (3.8 FTE) develop and maintain WPL's collection of items related to the history of Windsor, including those in the [Archives](#).
- **Accessibility Services** (1.5 FTE) ensures equitable access to library resources including collections (ex. Large Print Material) and programs like the iPads for seniors project.

7. RECENT COLLECTIONS PROJECTS

- In 2021/2022, WPL launched a new app and online catalogue for the public. Efforts continue to improve these products.
- During the pandemic of 2020-21 WPL staff did a system wide inventory (the first in 20 years) to update catalogue records by identifying mis-shelved books or lost items. Moving forward, WPL will do a system wide inventory every 5 years.
- In 2021, WPL employees began work on a diversity audit of the picture book collections, ensuring that a wide variety of viewpoints, representations and experiences exist across the system.
- In 2020, WPL implemented iTiva, an automated phone notification system that makes over 550 calls per week informing customers of available holds, upcoming due dates or late materials.

8. 2023 – 2024 COLLECTION PRIORITIES:

- Improve circulation with evidence-based data in combination with the judgment of professional librarians to achieve a more heavily used collection with an average turnover rate of 3.6 circulations per year, which was the median rate for MBNC libraries in 2021. WPL's was 2.6 for that same year.
- Achieve an items/capita goal of 1.7 by focusing a bit more on children's materials, which generally are lower in both cost and shelf-space, and as seen above, are quite heavily used.
- Monitor innovative formats, e-resources, and vendor opportunities to ensure WPL customers are provided the best collection choices especially in terms of a balance between physical and electronic resources.
- Oversee the continued implementation of enhancements to the ILS including a new statistics module (BlueCloud Analytics) and a product that will allow WPL's catalogue records to be more discoverable by search engines (BlueCloud Visibility).
- Continue to upload digitized local history content into the online catalogue.
- Continue to explore innovative collections such as Ontario Parks Passes and Birding Backpacks.
- Update our Indigenous subject headings with more appropriate and accurate terminology.
- Continue to review our and process our Postmedia archives

9. RECOMMENDATION:

Moved by:

Seconded by:

THAT the Windsor Public Library Board accepts the **2022 Collection Report** as presented.

Prepared by:

Christine Rideout-Arkell, Manager, Collection Services

carkell@windsorpubliclibrary.com

Windsor Public Library Board

Late Fines Report

Tuesday, August 22, 2023

1. OBJECTIVE:

To provide the WPLB with the background information necessary to determine whether to resume the collection of late fines.

2. BACKGROUND:

Public libraries have traditionally collected fines for library items that are returned after the due date. For the purposes of this report, we will be referring to these as *late fines*. Libraries also charge replacement fees for items that have been lost or damaged. We will be referring to those as *lost fees*. The scope of this report centres on whether or not to reinstitute late fines (not lost fees, which WPL continues to charge).

Windsor Public Library has charged late fines for materials on and off throughout the past half century. The practice was ended in the early 1970s (*Library ends fines*. Windsor Star, December 16, 1971) but reinstated them in 1993 (*Library reinstates late fines*. Windsor Star, November 22, 1993). In late, 2011 the WPL Board again made the decision to go [“fine-free”](#), stating that they wanted to “get rid of that old-fashioned stereotypical view of libraries being synonymous with fines”. However, in October 2013 the Board [decided to reinstate late fines once again](#), citing longer waiting lists, missing items and consensus from patrons that they would rather pay late fines than have their accounts blocked.

In February 2017, late fines were adjusted to \$0.40/day for Adult materials, \$0.15/day for Children and Young Adult materials, and \$1.15/day for special items such as DVDs and video games.

In March of 2020, along with most other public libraries in Canada, the WPL Board gave approval to cease charging late fines as a response to the Covid-19 pandemic. While the collection of lost fees has and continues to be consistent during the past 3 years, WPL has still not resumed the charging of late fines. A book can be overdue up to 41 days, at which point it is considered lost, and charges are then accumulated.

Since March 2020, a great number of public libraries in Canada and the United States have decided to go permanently fine free. Over [230 Canadian public library systems](#) have fully or partially eliminated fines for overdue materials including public libraries in Toronto, Calgary, Edmonton, Vancouver, Halifax, Montreal, London, Hamilton, Guelph, Kingston-Frontenac, Kitchener and Mississauga. In contrast, some public libraries have maintained late fines, including Milton, Markham, Sudbury, North Bay, Orangeville, Dryden, Elliot Lake, Georgian Bay, and Whitechurch-Stouffville. Of the libraries that have eliminated late fines, some have

done so permanently, while others are maintaining pandemic status quo until their Board considers it further.

3. DISCUSSION

Financial Analysis

The table below outlines the revenue generated by late fines by WPL since 2018. Late fines stopped being charged in late March 2020 as a response to Covid-19, therefore the Actuals for much of 2020 and 2021-2023 are a result of late fines incurred prior to March 2020.

Late Fine Revenue

Year	2023 (YTD July 30)	2022	2021	2020	2019	2018
Budget	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Actuals	\$5,789	\$11,845	\$7,745	\$22,235	\$76,836	\$96,399
Variance	-\$84,211	-\$78,155	-\$82,255	-\$67,765	-\$13,164	\$6,399

Prior to March 2020, revenue from late fines had decreased from previous years with the increasing usage of digital materials such as eBooks (which have no late fines). Since digital resource use has grown significantly since 2019, and at a significant rate considering the impacts of Covid19, it is estimated that present late fine revenue would have decreased from 2019 revenue values. The anticipated revenue to be earned by charging late fees today is challenging to determine, as there is no historical data from the past few years. With the increase in digital resources, a high-level estimate of revenue late fines could be estimated at a 15% decrease from 2019 levels, reducing the anticipated revenue to approximately \$65,000. It should be noted this is a very high-level estimate and actuals will vary.

Eliminating late fines in their entirety would mean an approximate revenue reduction of \$65,000 annually. Given recent budget surpluses and the fact that late fees have not been charged in some time, it is not expected that a revenue reduction caused by the elimination of late fees will result in a service reduction. However, it is important to note that this is revenue that could otherwise be used toward enhancing WPL’s collection, programming, and other operating expenses. If not generated by WPL, additional municipal funding would be required to enhance these services.

Some public libraries that have eliminated late fines noted that it has had little impact on revenue, as donations have made up for it. Should the Board seek to permanently eliminate late fines, requesting donations could be a way to offset this revenue loss.

Impact on Return Times

Historically, it was argued that late fines were a way to ensure that patrons returned their materials on time thereby freeing them up for others to use. However, a [2018 study](#) questioned whether there really does exist a correlation between late fines and timely returns and found that there was no significant difference in how long an item remains overdue or the patron’s borrowing habits when late fines are eliminated. Arguably, late fines and the anxiety, financial

worry or embarrassment that they may cause may lead to people holding onto materials well *past* their due dates, leading to longer waiting lists for titles.

Some library systems that have permanently ceased the collection of late fines have reported that [more patrons are actually returning books on time rather than less](#). WPL has not been charging late fines since March 2020. WPL does not have any statistics on whether the removal of late fines has resulted in more timely book returns, but staff have *not* seen a marked increase in wait times for popular titles as evidenced by regular monitoring of its “Alert to Purchase” reports.

Some public libraries that have eliminated late fines have expressed concern about the recovery of long-overdue materials. One way to mitigate that risk is to shorten the amount of time that passes before user accounts are frozen and sending courtesy reminders regarding overdue materials before they become due.

Procedures can be put into place to encourage the return of materials in a timely manner. These include shortening the period of time at which an item is considered “lost”, blocking accounts once a certain number of items hit the “lost” status, implementing auto-renewal and the continued use of a collection agency.

Late Fines as a Barrier

Late fines often affect our communities unevenly. While late fines may seem to be negligible to some individuals, they can create financial barriers for a great many others, including those who are most in need of library services. For example, in 2020 [Ottawa Public Library](#) analyzed postal codes associated with library cards and found that a majority of blocked accounts owing more than \$50 were linked to areas of the city with lower income markers. In many cases, these fines are never paid and the individuals decide instead to stop using library services.

Late fines can be particularly onerous for children and teens, creating barriers to connecting youth with the resources they need for education, lifelong learning, and entertainment. WPL’s mission statement is to “enrich our community by providing access to resources that inform and entertain”. The elimination of late fees support this mission. Some public libraries have decided to remove late fines for children and teens only, while maintaining them for adults.

In contrast, late fees are cited as a means of holding patrons accountable.

Impact on Staff & Productivity

Hidden costs associated with the collection of late fines include staff time to collect and explain any charges and additional unpleasant or confrontational interactions.

Usage

The threat of late fines may deter people from using the library, which in turn can lead to decreases in circulation. Any decrease in usage (especially ones that do not necessarily have a corresponding decrease in costs) can contribute to a higher “cost per use”. Cost per use is

a key metric used by bodies such as Municipal Benchmarking Network of Canada to measure library success. While WPL does track circulation numbers, COVID skewed the numbers, so there is no way to determine the impact the removal of late fines has had on WPL usage.

Community Relationships

Going permanently fine free can also generate positive publicity and community goodwill by illustrating WPL's commitment to equitable and accessible service while refocusing on the library as a critical public service. This would be in line with what is being implemented in [many public libraries across Canada](#).

4. RECOMMENDATION:

Moved by:

Seconded by:

THAT the Windsor Public Library Board DIRECT Administration to end the practice of charging late fines for overdue materials while continuing to collect lost fees and also implementing circulation procedures that encourage the return of materials in a timely manner; or alternatively

THAT the Windsor Public Library Board DIRECT Administration to reinstate the practice of charging late fines for overdue materials while continuing to collect lost fees and also implementing circulation procedures that encourage the return of materials in a timely manner.

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