



Programme Overview

Programme/Service:	County Library System
Department:	Library Services
Governance:	Wellington County Library Board

Programme Description

The Mission Statement of the Wellington County Library is to enhance the knowledge, skills, enterprise, and enjoyment of the people of Wellington County through the provision of high quality library services. Roles include:

- Popular Materials Library – featuring high demand, current, high interest materials in a variety of formats for persons of all ages.
- Reference Library – providing timely, accurate, and useful information for community residents.
- Preschoolers' Door to Learning – encouraging young children to develop an interest in reading and learning through services to children and for adults and children together.
- Independent Learning Centre – supporting all individuals of all ages in pursuing a sustained programme of learning, independent of any educational provider.

The Wellington County Library System is comprised of 14 branches: Aboyne, Arthur, Clifford, Drayton, Elora, Erin, Fergus, Harriston, Hillsburgh, Marden, Mount Forest, Palmerston, Puslinch, and Rockwood. The library courier delivers materials to all of the branches, so that all County residents have equal access to the entire collection.

2022 Budget Highlights

Operating Budget:

- Additional branch supervisor hours to move two part-time positions to full-time and meet staffing level needs at the Palmerston and Drayton locations
- Following discussions with other library boards the County libraries will no longer collect late fees for overdue items

Capital Branch Improvements:

- A provision of \$7.5 million, over three years is included for the construction of a new Erin Branch (2022-2024).
- Life cycle replacement for building components at various branches total \$2.8 million and are scheduled throughout the forecast.

Capital Programme Enhancements:

- The Courier van is scheduled for replacement in 2022 and 2027. The budget accounts for an electric vehicle purchase in 2027.
- The Library Master Plan in 2025 intends to review all aspects of library services and make recommendations for future improvements.
- Provisions for future technology advancements and furnishing replacements are included throughout the forecast.

Staff Complement (Full time equivalents)		
	2021	2022
Library Administration	8.0	8.0
Library Branch Staff	51.7	52.1
Total	59.7	60.1
Current employee count: 114		



Performance Measures

Programme/Service:	County Library System
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Programme Goals and Objectives

The following goals and objectives have been adapted from Wellington County's Library Collection Policy, Technology Guidelines and Branch Manual:

- To provide a collection of books and other materials that is responsive to the needs and interests of the community. **(People as the main priority of Wellington County)**
- To ensure that people can access the information they need. **(People as the main priority of Wellington County)**
- To provide the highest level of service to our community by providing access to new and emerging technology. **(Providing the highest level and best quality services)**
- To focus on using technology to improve library service making it easier and more convenient for patrons to engage with their public library. **(Making the best decisions)**
- To deliver programming that enhances education and promotes lifelong learning as well as building community. **(Providing the highest level and best quality services)**
- To use library space as community hubs promoting social interaction and recreational opportunities. **(People as the main priority of Wellington County)**
- To maintain a motivated, skilled and technically expert staff able to provide the public with the highest level of service. **(Providing the highest level and best quality services)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Number of materials in our collection (physical materials and Advantage Overdrive)	305,087	305,087	319,123	320,000
Number of materials circulated	655,149	655,149	700,000	800,000
Library website traffic including database and catalogue usage	418,673	418,673	598,046	610,000
Number of programmes offered	3,100	1,561	1,300	2,300
Number of people attending programmes	50,000	19,438	33,000	38,000



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2020 Actuals	2020 Budget	2021 Preliminary Actuals	2021 Budget	2022 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants & Subsidies	\$141,275	\$148,500	\$141,275	\$148,500	\$148,500	\$ -	-
Municipal Recoveries	\$33,600	\$30,000	\$29,640	\$30,000	\$30,000	\$ -	-
Licenses, Permits and Rents	\$20,892	\$50,000	\$11,529	\$50,000	\$50,000	\$ -	-
User Fees & Charges	\$24,558	\$86,200	\$4,295	\$86,200	\$23,400	(\$62,800)	(72.9%)
Sales Revenue	\$3,728	\$8,100	\$3,762	\$8,100	\$8,100	\$ -	-
Other Revenue	\$1,742	\$ -	\$2,983	\$ -	\$ -	\$ -	-
Total Revenue	\$225,795	\$322,800	\$193,484	\$322,800	\$260,000	(\$62,800)	(19.5%)
Expenditure							
Salaries, Wages and Benefits	\$4,546,564	\$4,627,600	\$4,258,353	\$4,698,000	\$4,947,000	\$249,000	5.3%
Supplies, Material & Equipment	\$836,592	\$878,200	\$856,150	\$875,800	\$975,000	\$99,200	11.3%
Purchased Services	\$1,095,292	\$1,196,100	\$1,072,206	\$1,229,800	\$1,208,100	(\$21,700)	(1.8%)
Insurance & Financial	\$106,996	\$108,500	\$108,467	\$111,500	\$116,900	\$5,400	4.8%
Minor Capital Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Internal Charges	\$1,931	\$3,000	\$6,814	\$3,000	\$3,000	\$ -	-
Total Expenditure	\$6,587,375	\$6,813,400	\$6,301,990	\$6,918,100	\$7,250,000	\$331,900	4.8%
Net Operating Cost / (Revenue)	\$6,361,580	\$6,490,600	\$6,108,506	\$6,595,300	\$6,990,000	\$394,700	6.0%
Debt and Transfers							
Debt Charges	\$566,080	\$568,500	\$559,723	\$568,000	\$506,600	(\$61,400)	(10.8%)
Transfer from Reserve	(\$430,053)	(\$178,500)	\$ -	(\$178,300)	(\$128,000)	\$50,300	(28.2%)
Transfer to Capital	\$135,000	\$135,000	\$90,000	\$90,000	\$120,000	\$30,000	33.3%
Transfers to Reserve	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000	\$ -	-
Total Debt and Transfers	\$631,027	\$885,000	\$1,009,723	\$839,700	\$858,600	\$18,900	2.3%
NET COST / (REVENUE)	\$6,992,607	\$7,375,600	\$7,118,229	\$7,435,000	\$7,848,600	\$413,600	5.6%



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Library Services

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Grants & Subsidies	148,500	148,500	148,500	148,500	148,500	148,500	148,500	148,500	148,500	148,500	148,500
Municipal Recoveries	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Licenses, Permits and Rents	50,000	50,000	50,400	50,400	50,400	50,400	50,400	50,700	51,100	51,500	51,800
User Fees & Charges	86,200	23,400	23,800	23,800	23,800	23,800	23,800	23,900	24,100	24,500	24,800
Sales Revenue	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100
Total Revenue	322,800	260,000	260,800	260,800	260,800	260,800	260,800	261,200	261,800	262,600	263,200
EXPENDITURES											
Salaries, Wages and Benefits	4,698,000	4,947,000	5,145,200	5,359,600	5,458,800	5,634,600	5,815,700	6,002,400	6,196,000	6,395,700	6,606,000
Supplies, Material & Equipment	875,800	975,000	1,003,700	1,033,200	1,063,600	1,095,000	1,203,100	1,156,800	1,187,200	1,218,800	1,248,700
Purchased Services	1,229,800	1,208,100	1,347,500	1,382,900	1,422,600	1,463,500	1,506,000	1,535,200	1,582,900	1,619,600	1,645,600
Insurance & Financial	111,500	116,900	124,700	131,900	136,700	143,400	150,800	158,300	165,300	173,800	182,000
Internal Charges	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Total Expenditures	6,918,100	7,250,000	7,624,100	7,910,600	8,084,700	8,339,500	8,678,600	8,855,700	9,134,400	9,410,900	9,685,300
Net Operating Cost / (Revenue)	6,595,300	6,990,000	7,363,300	7,649,800	7,823,900	8,078,700	8,417,800	8,594,500	8,872,600	9,148,300	9,422,100
yr/yr % change		6.0%	5.3%	3.9%	2.3%	3.3%	4.2%	2.1%	3.2%	3.1%	3.0%
DEBT AND TRANSFERS											
Debt Charges	568,000	506,600	424,300	682,200	682,200	682,700	682,000	682,800	451,200	451,200	451,200
Transfer from Reserves	(178,300)	(128,000)	(128,000)	(128,000)	(128,000)	(128,000)	(128,000)	(128,000)	(128,000)	(128,000)	(128,000)
Transfer to Capital	90,000	120,000	35,000	122,000	94,500	90,000	142,000	90,000	73,000	90,000	35,000
Transfer to Reserves	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	600,000	600,000	600,000
Total Debt and Transfers	839,700	858,600	691,300	1,036,200	1,008,700	1,004,700	1,056,000	1,004,800	996,200	1,013,200	958,200
TAX LEVY REQUIREMENT											
	7,435,000	7,848,600	8,054,600	8,686,000	8,832,600	9,083,400	9,473,800	9,599,300	9,868,800	10,161,500	10,380,300
yr/yr % change		5.6%	2.6%	7.8%	1.7%	2.8%	4.3%	1.3%	2.8%	3.0%	2.2%



County of Wellington
10 Year Capital Budget
Library Services

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Library Services											
Programming	120,000	35,000	122,000	135,000	90,000	142,000	90,000	73,000	90,000	35,000	932,000
Facilities	1,150,000	4,121,000	2,813,000	75,000	144,000	75,000	198,000	513,000	832,000	332,000	10,253,000
Total Library Services	1,270,000	4,156,000	2,935,000	210,000	234,000	217,000	288,000	586,000	922,000	367,000	11,185,000
Total	1,270,000	4,156,000	2,935,000	210,000	234,000	217,000	288,000	586,000	922,000	367,000	11,185,000
Sources of Financing											
Current Revenues	120,000	35,000	122,000	94,500	90,000	142,000	90,000	73,000	90,000	35,000	891,500
Reserves	1,150,000	121,000	2,813,000	75,000	144,000	75,000	198,000	513,000	832,000	332,000	6,253,000
Development Charges				40,500							40,500
Debenture		4,000,000									4,000,000
Total Financing	1,270,000	4,156,000	2,935,000	210,000	234,000	217,000	288,000	586,000	922,000	367,000	11,185,000



County of Wellington
10 Year Capital Budget
Programming

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Library Services											
Programming											
Branch Improvements FFE	45,000		55,000		55,000		55,000		55,000		265,000
Catalogue Software Replacement			32,000					38,000			70,000
Collection Enhancement				55,000							55,000
Future Technology Advancements		35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	315,000
Library Courier Electric Van						107,000					107,000
Library Courier Van	75,000										75,000
Library Master Plan				45,000							45,000
Total Programming	120,000	35,000	122,000	135,000	90,000	142,000	90,000	73,000	90,000	35,000	932,000
Total Library Services	120,000	35,000	122,000	135,000	90,000	142,000	90,000	73,000	90,000	35,000	932,000
Total	120,000	35,000	122,000	135,000	90,000	142,000	90,000	73,000	90,000	35,000	932,000
Sources of Financing											
Current Revenues	120,000	35,000	122,000	94,500	90,000	142,000	90,000	73,000	90,000	35,000	891,500
Development Charges				40,500							40,500
Total Financing	120,000	35,000	122,000	135,000	90,000	142,000	90,000	73,000	90,000	35,000	932,000



County of Wellington
10 Year Capital Budget
Facilities

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Library Services											
Facilities											
Aboyne Branch: AC Replacements		46,000									46,000
Aboyne Branch: Interior Upgrades									59,000		59,000
Aboyne Branch: Lighting Upgrade	30,000										30,000
Aboyne Branch: Roof Replacement										191,000	191,000
Arthur Branch: Elevator Modernization							123,000				123,000
Arthur Branch: HVAC Replacements								95,000			95,000
Arthur Branch: Parking Lot								45,000			45,000
Clifford Branch: AC Replacement					69,000						69,000
Clifford Branch: Roof Replace			64,000								64,000
Drayton Branch: Flooring								38,000			38,000
Drayton Branch: HVAC Replacements								38,000			38,000
Drayton Branch: Parking Lot								95,000			95,000
Elora Branch: Elevator Modernization			214,000								214,000
Erin Branch: New Construction	1,000,000	4,000,000	2,460,000								7,460,000
Fergus Branch: Flooring								102,000			102,000
Harriston Branch: Plumbing Upgrades									53,000		53,000
Library Building Retrofits	80,000	75,000	75,000	75,000	75,000	75,000	75,000	100,000	100,000	100,000	830,000
MF Branch: Elevator Modernization									290,000		290,000
MF Branch: Exterior Rehab									40,000		40,000
MF Branch: HVAC Upgrades									33,000		33,000
Marden Branch: HVAC Replacements	40,000										40,000
Palmerston Branch: Air Conditioning									66,000		66,000
Palmerston Branch: Interior Upgrades									59,000		59,000
Puslinch Branch: Air Conditioning									92,000		92,000
Puslinch Branch: Flooring Replacements										41,000	41,000
Puslinch Branch: Water Heater									40,000		40,000
Total Facilities	1,150,000	4,121,000	2,813,000	75,000	144,000	75,000	198,000	513,000	832,000	332,000	10,253,000
Total Library Services	1,150,000	4,121,000	2,813,000	75,000	144,000	75,000	198,000	513,000	832,000	332,000	10,253,000
Total	1,150,000	4,121,000	2,813,000	75,000	144,000	75,000	198,000	513,000	832,000	332,000	10,253,000
Sources of Financing											
Reserves	1,150,000	121,000	2,813,000	75,000	144,000	75,000	198,000	513,000	832,000	332,000	6,253,000
Debenture		4,000,000									4,000,000
Total Financing	1,150,000	4,121,000	2,813,000	75,000	144,000	75,000	198,000	513,000	832,000	332,000	10,253,000

COUNTY OF WELLINGTON
2022 Budget - Library
Explanation of Significant Budget Items

Operating Budget

The proposed 2022 Library budget represents operating expenditures of \$7,250,000 and a net levy requirement of \$7,848,600. Expenditure and revenue highlights are as follows:

Revenue

- **Grants and Subsidies:** the Library receives a per-household grant totalling \$148,500 from the Province that has been frozen for several years.
- **Municipal Recoveries:** the contract with Southgate for use of the Mt. Forest Library Branch is budgeted at \$30,000 for 2022
- **Licenses, Permits and Rents:** consists of rent revenue at Harriston and Puslinch locations as well as additional room rental at the other County libraries
- **User Fees and Charges:** the Library department ceased collecting late fees early in 2020 during the onset of the pandemic. This practice has been maintained throughout 2021 as provincial shutdowns occurred and library locations were closed. In November 2021, the library board approved the staff recommendation that library late fees be discontinued and this amount (\$62,800) has been removed from the 2022 budget.

Expenditure

- **Salaries, Wages and Benefits:** staffing changes include additional branch supervisor hours to move two part-time positions to full-time and meet staffing level needs at the Palmerston and Drayton locations (\$30,000)
- **Supplies, Materials and Equipment:** Includes an increase of \$30,400 to the library book budget as well as cyclical replacement amounts of \$25,700 for computers and \$28,000 for digital devices for patron use across the various County library locations
- **Purchased Services:** reflects decreases to a number of line items including hydro, postage and telecommunications to align more closely with recent expenditures in these line items. The budget also includes a provision starting in 2023 estimated at \$100,000 for a capital lease (to own) payment for the Rockwood Library Branch, owned by the Township of Guelph/Eramosa.
- **Debt Charges:** Relates to the long term financing of the Fergus and Hillsburgh branches, a portion of which is recovered from development charges as well as the end of debt charges for the Clifford location.

Capital Budget

In accordance with the Budget Management Policy, the list of capital works includes those initiatives that have a long-term benefit to the corporation and whose capital cost is at least \$25,000. Capital budgets are presented as inflated by 3.5% per year, which represents the five-year average of the non-residential construction price index. Projects identified include:

- Erin Library New Construction budget allocation reflects most recent costing estimates provided by +VG Architects. Budget timing is adjusted to facilitate the land purchase currently underway. Budget allocations are spread over 2022-2024 funded through a combination of debt (\$4 million) and reserves (\$3.5 million).

- Library branch building lifecycle replacements total \$2.8 million over the forecast and are identified through building conditions assessment conducted in 2016. Replacements are based on the condition at the time of assessment and industry standards for expected useful lives. As the projects move through the forecast, staff review the timing and costing. Building lifecycle replacements receive funding from the Property Reserve.
- Vehicle and equipment replacements total \$930,000. The library courier van replacement cycle occurs twice in this forecast. The 2027 van is budgeted to accommodate an electric vehicle purchase, and reflects preliminary corporate climate change budget initiatives. The 2022 purchase remains gas-powered, as EV technology is not currently available for this vehicle type.
- The Library Master Plan project originally identified in 2021 is deferred to 2025 with the hope that library services will have returned to normal and staff will be able to move forward with the recommendations coming from the plan. The plan intends to review all aspects of library services from facilities and collections to staffing and programming. The plan will require the engagement of an outside consultant who will use the Ontario Public Library Guidelines and the library's own documentation to make recommendations for future improvements and enhancements to library services.

The net tax levy requirement for Libraries represents a 5.6% increase from 2021.