Carleton Place Public Library 2024 - 2028 Strategic Plan

Contents

Land Acknowledgement

We acknowledge that the land on which the Carleton Place Public Library is located, and on which we work and gather is the traditional unceded, unsurrendered territory of the Algonquin Anishinaabeg People.

We are grateful to the generations of people who have been, and continue to be, stewards of this place.

Message from Board Chair, Shelley Smith

As Chair of the Carleton Place Public Library Board, I am honoured to present this Strategic Plan to our community. It has come from insights gleaned through outreach to community stakeholders, partners, library users, staff and board members. Recognizing that dramatic growth in our community brings both challenge and opportunity, the board and staff have endorsed and will embrace this plan to guide us through the next five years.

Characterized by a commitment to being welcoming, vibrant, creative, and people-centered, Carleton Place Public Library will grow, flourish, and adapt right along with the community we serve. Our small but very dedicated and creative staff will continue to provide excellent programming and services that our users enjoy and expect. The board and staff will continue to work together to seek opportunities to expand both our physical and online presence and grow our library to meet the needs and aspirations of the community. The focus on diversity, equity, and inclusion will ensure that everyone feels served, welcome, and safe at their library.

Thanks to the staff, community partners, library users and board members who have contributed to making this plan a reality. Thanks as well to our consultants, Chapter 3 Consulting, who guided us through the process, making it not only productive, but enjoyable.

The future is bright.

Sincerely,

Shelley Smith
Chair, Carleton Place Public Library Board

Message from CEO, Meriah Caswell

It is an exciting time as Carleton Place and the surrounding areas experience a period of unprecedented growth.

Change brings opportunity: new neighbours, new businesses, new ideas and perspectives. While these changes will also bring new challenges, the plan presented in this document will see your library not only poised to meet these challenges but also in a strong position to bring together new and existing residents in the community.

The 2017-2021 Strategic Plan set your library up for success. With a focus on modernizing spaces and services while committing to continued excellence in core library activities, the last few years have set a strong foundation for new priorities as they present themselves.

Drawn from insights provided by over four hundred residents and patrons, the 2024-2028 Strategic Plan presented here delivers a strong commitment to people-centered values while the staff and Board will focus on growing and adapting the library to further develop community connections.

Carleton Place is a vibrant community that deserves first-class library services. With this Strategic Plan as a guide, the library is looking forward to reading, connecting, and learning with you.

Meriah Caswell
CEO (she/her)
Carleton Place Public Library

Format of Strategic Plan

Methods

This strategic plan focused on three main steps and three main pillars; however, strategic planning is a cyclical process.

Three-step process:

1. Where we are
   a. External Assessment
   b. Internal Assessment (SWOT analysis)
   c. Community surveys
   d. Partner interviews
2. Where we want to be
   a. Mission
   b. Vision
   c. Values
   d. Motto
3. How we get there
   a. Strategic priorities
   b. Action items
   c. Evaluation

Three pillars:

1. Community input
2. Partner input
3. Staff & board input

Committee

The strategic planning committee first convened in late June 2023 to begin the new planning process. Members consisted of staff, board members, and a community member, with representation from both Carleton Place and Beckwith. Committee terms of reference were established (see Appendix A1).

Strategic Planning Committee Members

- Meriah Caswell, CEO, Carleton Place Public Library
- Linda Guetta, Board representative, Beckwith Township
- Andy LaFleur Bell, Library staff

- Aaron Niedbala, Board representative, Strategic Planning Committee Chair
- Heidi Sinnett, Library staff
- Shelley Smith, Board Chair
- Sarah Wallace, Community representative

Timeline

The new strategic plan began in early summer and into the fall of 2023. Surveying occurred early to mid-summer, with some adaptations made to accommodate vacation schedules. The action plan was developed in September after a workshop afternoon at the end of August. The draft of the final plan was shared with the Strategic Planning Committee and the final draft was presented to and approved by the Library Board at the end of October.

Where You Are

Summary of External Assessment: Industry, Competitor & Customer Trends

For detailed information on industry, competitor, and customer trends, see Appendix B1 and Appendix B2.

Community Growth & Library Service Development

The library's ability to adapt to the fast-paced growth of its community is crucial. With an expanding population and remote work trends, demand for library services, especially technology-related resources, is likely to increase. Assessing the need for increased library services and potential expansion of facilities will be necessary to meet these demands.

Staffing Challenges

Planning for adequate staffing levels to meet the increased demands of the community and preparing for workforce transitions is important to maintain the library's operational efficiency and service quality. Competitive compensation, professional development, recognition of the expectations of a multi-generational workforce, and a focus on work-life balance will help attract and retain skilled employees.

Equity, Diversity, & Inclusion (EDI)

Committing to EDI aligns with the library's mission to serve the entire community. By emphasizing inclusivity in collections, resources, services, and programs, the library can ensure that all residents have equitable access to its offerings, promoting a sense of belonging and representation.

Intellectual Freedom & Banned Books

Challenges being faced within the library world underscore the need for the library to uphold its role as a stronghold of intellectual freedom. By addressing any challenges to materials and programs proactively and developing policies to safeguard intellectual freedom, the library will continue to provide diverse resources to its community.

Online Services

As the community's online interactions grow, having a strong online presence is essential. The library must continue to enhance its online services to cater to changing usage patterns and provide a seamless experience for both in-person and remote users.

Community Engagement

Encouraging community involvement and patron participation will strengthen the library's role as a community hub. As usage and social expectations change, the library must always strive to better understand and meet the evolving needs and interests of its residents.

Understanding and embracing industry, community, and patron trends are important for the library to provide equitable, inclusive, and diverse resources and services, while adapting to changing demographics and technological advancements. Embracing these trends will help the library remain a vital and relevant institution in the ever-evolving landscape of public libraries.

Internal Assessment: SWOT Analysis

Strengths	Weaknesses

The following is a non-comprehensive list of the Library's strengths:
• Modern library mindset
• Quality of staff
• Relationship with the municipality and community partnerships
• Community support, community and human connection
• Quality of programs
• Print and non-traditional collection items
• Quality and location of physical space
• Inclusive and welcoming
	Some of the Library's weaknesses are:
	• Quantity of programs
	   o Children's
	   o Community
	   o Diversity and programs for more ages
	   o Not enough capacity
	• Quantity of space
	• Funding competition, limitations to revenue generation
	• Online services
	• Quantity of resources
	• Quantity of staff
	   o Not enough staff
	   o More staff training
	• Communications
	   o Insufficient community awareness of services and programs

Opportunities	**Threats**

Some of the possible opportunities for the Library in the future are:
• New branch at the new rec centre – expansion
• Adding new staff
   o Increase capacity
   o Add new skill sets
   o Creating new positions that will meet community growth and change
• Community partnerships and programs
• Collection development
   o More democratic process
• Continuing to support and grow diversity, equity, and inclusion in all aspects of the library
• Improving communication for better connection
   o Connecting with long-standing and new residents
	Difficulties the Library may encounter in the future are:
	• Insufficient resources and funding
	• Scope creep into social services
	• Intellectual freedom challenges
	• Changing information habits/ a lack of understanding of a modern library mindset
	• External factors outside the library's control
	   o Pandemics
	   o Development charges
	   o Politics
	   o Funding sources
	• Staff retention
	• Unable to keep up with the growth

Summary of Community Surveys

Community input forms one of the three pillars that make up the Strategic Plan. The library is invested in listening to its community and providing services that meet the needs of the community. For this strategic plan, community input occurred via a community survey. The survey included both online and in-person components and was conducted from July 13 to July 29, 2023. The community survey received 573 responses, with 410 responses considered for analysis. Valuable insights were gathered to inform strategic planning and operational improvements for the Carleton Place Public Library. Common themes include the desire to continue to provide a welcoming and accommodating library space, expanding community programs, increasing physical resources, and improving communication about library offerings. These findings will guide the library's efforts to better serve its community in the coming years.

See Appendix C for detailed information about the community survey, including methodology.

Library Usage

Of the 410 completed surveys that were considered for analysis, 83% of respondents reported using the Carleton Place Public Library while 17% indicated that they do not use the library.

Reasons for Not Using the Library (Among Non-Users)

- Lack of awareness of the library's services and programs.
- Perceived limited selection of materials.
- The library's hours did not align with their schedules.
- Preferred alternative sources for information and entertainment.

Primary Reasons for Using the Library (Among Users)

- The majority of respondents borrow books, eBooks, or audiobooks.
- To participate in library programs or events.
- Respondents consider the library a safe, comfortable, and welcoming community space.
- To use library computers or Wi-Fi.
- To gather for meetings.

Library's Strengths

- Respondents praised the library's collection, including non-traditional items like museum passes and DVDs.
- Overwhelmingly positive and supportive comments about friendly and helpful staff.
- The library's physical space, including its atmosphere and accessibility.
- Mention of technology and services offered by the library.

Suggestions for Improvement

- Both users and non-users suggested different methods of communication for improved audience reach when publicizing available programs, events, and resources.
- Requests for more programs, especially for different age groups (may affect hours).
- A desire for a wider selection of print books and physical collection items was expressed.
- Non-resident restrictions and library policies were mentioned.
- Users requested additional quiet and comfortable spaces.
- Greater selection of French books

Summary of Partner Interviews

Partner input forms one of the three pillars of input that make up the Strategic Plan. The library works closely with other community members and organizations to leverage expertise, reduce duplication, and

provide the best possible service to community members. To better understand the library's strengths, weaknesses, opportunities, and threats, community members were asked five questions:

1. (Strengths) How is the library best serving or contributing to the community?
2. (Weaknesses) What can the library do better?
3. (Opportunities) What do you think would make your organization and your customers use the library more?
4. (Threats) What do you see as the major issues and challenges for the community in the upcoming years?
5. Is there anything else that you'd like to say about the Carleton Place Public Library?

See Appendix D for detailed information about partner surveys, including methodology.

The top responses to the partner survey are as follows.

How is the library best serving or contributing to the community?
• Community-oriented • Programs • Communication • Physical space
What can the library do better?
• Programs • Physical space • Community connection
What do you think would make your organization and your customers use the library more?
• Communication • Programs • Community connection
What do you see as the major issues and challenges for the community in the upcoming years?
• Growth • Connecting with the community • Diversity • Finances

Where You Want To Be

Foundation Statements

See Appendix E for previous mission, vision, and values.
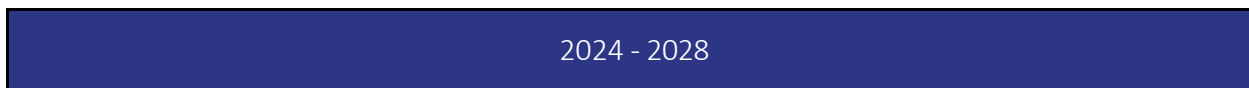
2024 - 2028

Vision

Where the library is the beating heart of a strong and engaged community.

Mission

Creativity, exploration, and inclusion: We inspire our community by connecting people to their passions.

Values

We are…

Dedicated to community health and well-being | People-centered | Diverse, equitable, and inclusive | Adaptive to future needs | Vibrant, creative, and welcoming

Motto

Connecting people to their passions

Strategic Priorities
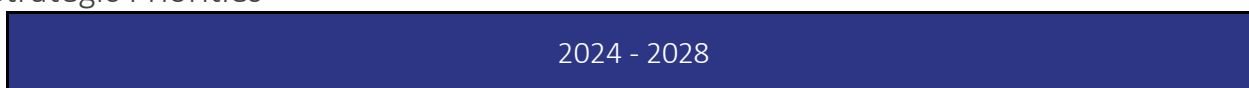
2024 - 2028

- Increase community connections
    - Diversity, equity, and inclusion in services and spaces
    - Supporting and welcoming community newcomers
    - Leveraging partnerships

- Adapt and grow with the community
    - Sufficient and supported staff
    - Revenues support growth
    - Reflecting our community in spaces, collections, and programs

- Raise the profile of the library in the community
    - Develop in-person and online services to their fullest
    - Communicating effectively with our community
    - Continued engagement for strong services

How You Get There

The new strategic plan is set to span over five (5) years and will be implemented at the start of 2024. Some action items will cover more than one strategic priority and more than one year. In fact, it is a good idea to create both yearly and multi-year action items.

The best strategic plans are flexible and are reviewed and updated often. The following is only a suggested outline. See Appendix F for a suggested detailed breakdown of action plans.

2023 & 2024 Actions

2023
● Approve and share new strategic plan
● Review Library plans and realign with the new strategic plan, specifically action items identified for 2024

2024
● Begin implementing action items as identified in Appendix F.
● Track the progress of action items and evaluate success using the evaluation tools outlined below. Update or change action items if needed.
● In the fall or before setting next year's budget, review the plan and develop next year's action items that support the strategic priorities and align with the library's foundation statements. Action items will be developed by the CEO and library staff.

Evaluation

Annual Review

To be completed by the CEO, reviewed by the Library Board in alignment with the annual budget development.

- What progress has the library made toward achieving its mission and vision?
- What progress has the library made towards achieving its strategic priorities?
- What resources are needed to continue to move towards achieving the mission, vision, and strategic priorities? Are these needs reflected in the library's business plan and budget for the year?
- How have library representatives (staff, board, volunteers) incorporated the library's values into their actions?
- What resources are needed for the library to continue to reflect the library's values? Are these needs reflected in the library's business plan and budget for the year?

Mid-plan

Mid-way through the Strategic Plan (2026), a larger review of the Strategic Plan should be undertaken to assess the effectiveness of the plan and make any changes needed. This review should be undertaken by the Library Board and should include, through the CEO, feedback from library staff.

Questions to ask during the mid-plan review: (A non-exhaustive list)

- What progress has the library made toward achieving its mission and vision?
- Does the mission remain relevant to the library and the needs of the community?
- Does the vision remain relevant to the library and the needs of the community?
- What progress has the library made towards achieving its strategic priorities?
- Do the strategic priorities remain relevant to the library and help the library move towards achieving its mission and vision?
- How have library representatives (staff, board, volunteers) incorporated the library's values into their actions?
- Do the values remain relevant to the library and the community?

The Library Board may wish to make minor or major changes to the Strategic Plan at this time and consideration should be given towards beginning the process (research and surveying) for a new strategic plan.

Action Item Evaluation Criteria

See Appendix G for a sample Evaluation Form.

Each action item must include evaluation criteria to measure success. Evaluation criteria will be unique to each action item, but may include the following:

- How was the action item achieved? Were timelines met?
- How does the completed action item support the library's mission, vision, values, and strategic priorities?
- How could completing a similar project in the future be improved?
- What impact has this action item made on the library and the community? How has the action item been received by the community?
- What will be the long-term impact of this action item on the library and the community?
- What, if any, resources are needed to ensure the continued success of this action item?
- When should this action item be reviewed again/ occur again?

End of Plan Review & Preparing for the Next Strategic Plan

Strategic planning is a cyclical process (See Appendix A2). Just as periodic evaluation is important, completing an end-of-plan review is essential for ensuring the success of the current strategic plan and to help provide support for the new strategic plan.

End-of-plan reviews should consider the following questions:
(A non-exhaustive list)

- What progress has the library made toward achieving its mission and vision?
- Does the mission remain relevant to the library and the needs of the community?

- Does the vision remain relevant to the library and the needs of the community?
- What progress has the library made towards achieving its strategic priorities?
- Do the strategic priorities remain relevant to the library and help the library move towards achieving its mission and vision?
- How have library representatives (staff, board, volunteers) incorporated the library's values into their actions?
- Do the values remain relevant to the library and the community?

As well, in preparation for the next strategic plan:

- Who do we need to be consulting to make sure we're still representing the needs of the community? Who have we forgotten in our consultations?
- What time and resources do we need to develop our next strategic plan? Has the library budgeted for these needs?
- Does our strategic planning committee include representatives from:
    - Board?
    - Staff?
    - Volunteers?
    - Community members?
    - Other stakeholders and partners?
    - Do the current strategic planning committee members wish to continue on the committee?
    - Complete a review of the Terms of Reference for the Strategic Planning Committee

Appendices

Appendix A1: Strategic Planning Committee Terms of Reference

Background

The *Public Libraries Act* states that Library Boards are to provide a comprehensive and efficient public library service that reflects the community's unique needs [Section 20(a)]. Strategic planning takes the needs of the community into account, defines the library's role in the community, outlines the library's future goals, and established actions. The current Strategic Plan established the following:

Mission: Access and Opportunity: We enrich and inspire our community by providing a welcoming destination where people connect to their passions

Vision: The library will continue to be an inviting community resource offering a full range of materials and services. The library's programs, outreach, collections, staff, technology, and physical and online spaces will anticipate, reflect, and respond to the changing needs of society.

Purpose

The Planning Committee ("the Committee") is responsible for leading the strategic planning process and developing a long-term 5 year Strategic Plan with action items.

Mandate

- Assist in the development of a long-term 5 year strategic plan positioning the Library to meet community needs
- Review and, if necessary, suggest revisions to the mission, vision, and values
- Establish action plans and objectives to carry out the strategic plan
- Review and evaluate the strategic plan
- Promote the strategic plan.

Committee Composition

- At least three (3) Board representatives, including the Board Chair
- CEO
- At least two (2) staff members (in addition to the CEO)
- At least one (1) member of the public

Members of the public are also welcome to sit on this committee. A Board representative will be appointed as Chair of the Committee.

Committee members (other than the CEO and Board Trustee) will fill their roles until the Strategic Plan is adopted by the Library Board.

Accountability

The Strategic Planning Committee is accountable to the Carleton Place Public Library Board. The Committee has the expectation of keeping the needs of the community in the forefront of their decision-making.

Resources

The Committee will be provided with access to planning resources, including but not limited to special consultative assistance and funding as pre-approved by Board motion.

Meetings

A formal meeting will occur to discuss conducting community needs assessments, establish the Committee, review the Terms of Reference, and establish a schedule. Communications through email are acceptable, but meetings are required for decision- making.

Paid time will be given for the part-time employee to attend formal organizational meetings outside of their regularly scheduled shifts if required.

Decision Making

Decisions within the Committee will be taken by vote, if necessary, with the Chair as the tiebreaker.

Reporting Expectations

The committee will provide regular updates and reports to the Board at scheduled Board meetings through the Committee Chair or designate. The draft planning document will be presented to the Board for approval and adoption by Board motion.

Relevant Policies

GOV-05 Committees of the Board
GOV-06 Planning

Appendix A2: Strategic Planning Cycle
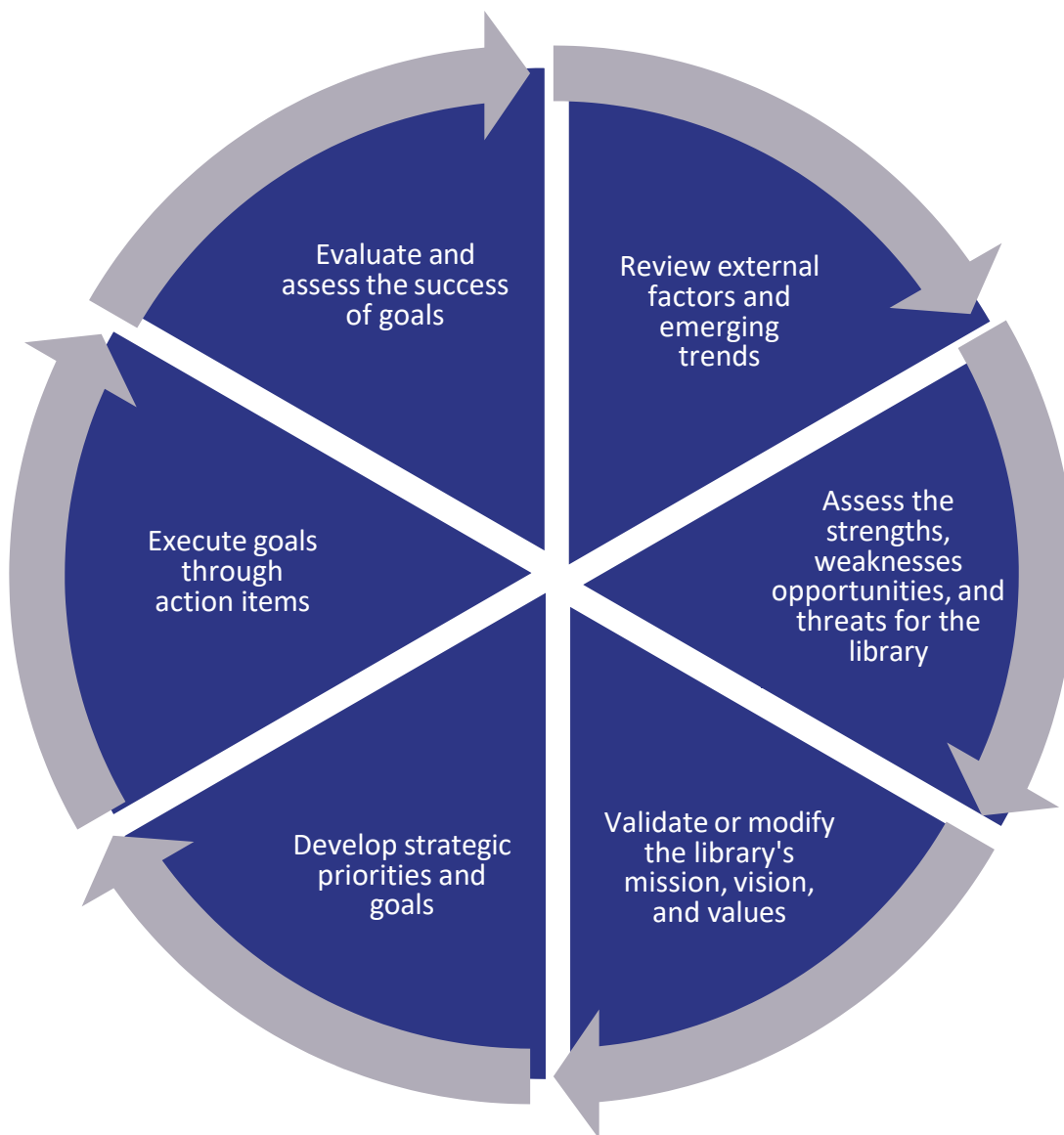
Appendix B1: Industry Trends, Overlap Analysis & Customer Trends

Industry Trends

Intellectual Freedom & Banned Books

Public libraries across North America are seeing an increase in challenges to library materials and programs. The American Library Association (ALA) has reported a 38% increase between 2021 and 2022 in unique titles targeted for censorship.[1] Some public libraries are engaging in educational sessions for board and staff regarding intellectual freedom[2] and reviewing or creating policies and procedures to be proactive in advance of challenges.

Equity, Diversity, & Inclusion

Increasing since 2020, public libraries and public library associations, like ALA, commit to Equity, Diversity, and Inclusion (EDI) in their services. In ALA's statement, they said, "Libraries serve as the cornerstone of our society. Regardless of the type of library, constituency, or region, we stand together to support the efforts of libraries to provide equitable access for all through inclusive collections, resources, services, and programs."[3] Indigenous Library and Information Studies have created a toolkit to evaluate and decolonize Canadian subject headings.[4]

Staffing

Recent Canadian census data indicates that the library and information field is women-dominant, but there still exists pay equity disparities in compensation between men and women and a disproportionately higher number of men in management positions.[5] As well, a large number of library workers in supervisor and management are approaching or past retirement age.[6] Staffing fell in public libraries over the pandemic[7] and there are still many job vacancies within the sector. The 'Great Resignation' has been coined to describe the recent process where workers are voluntarily leaving their jobs. A study in 2022 found that 1 in 5 white-collar workers left their jobs since 2021.[8] It is expected that there will be a further 5% decrease in white-collar workers in 2023.[9] Work-life balance, including work

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[1] American Library Association. (2023). *Censorship by the numbers*. Retrieved June 6, 2023, from http://www.ala.org/advocacy/bbooks/by-the-numbers

[2] Innisfil Public Library Board. (2023, June 19). *Meeting agenda*. https://www.innisfilidealab.ca/wp-content/uploads/2023/06/2023JUN19-IPL-Board-Agenda-Package.pdf

[3] American Library Association. (2021). *State of America's Libraries 2020*. http://www.ala.org/news/state-americas-libraries-report-2020/issues-trends

[4] Bourdages, L., & Caporiccio, K. (n.d.). *The "use our words" toolkit.* Indigenous Library and Information Studies [University of Alberta School of Library and Information Studies]. https://indigenouslis.ca/the-use-our-words-toolkit/

[5] Librarianship.ca. (n.d.). *2021 census and the LIS community*. https://librarianship.ca/features/2021-census-and-the-lis-community/

[6] Librarianship.ca. (n.d.).

[7] Public Library Association. (2021). *Public library staff and diversity report*. https://www.ala.org/pla/sites/ala.org.pla/files/content/data/PLA_Staff_Survey_Report_2022.pdf

[8] Randstad. (2022, February 1). *Is the great resignation a short-term fad or a long-term trend?* https://www.randstad.ca/employers/workplace-insights/job-market-in-canada/how-long-will-the-great-resignation-last/

[9] Randstad. (2022).

from home or hybrid work, and employee benefits have become important aspects for attracting and retaining employees.

Community Growth – New Library Development

Many communities in Canada are growing and there is a need for more housing. With more people working remotely, the need for remote services and demand for unlimited, good-quality WiFi and technology will increase and more people are considering moving out of urban areas as they no longer have to consider commute times. As part of community growth, municipal services will need to expand to support newcomers to the community. The Carleton Place Public Library's current size will not be sufficient to support the projected community growth.

Programs & Services

Library programs continue to encourage literacy and foster a love of reading. More recently, library programs can include sensory programs for children "living with developmental disabilities and/ or Autism," [10] maker spaces, and drag queen storytimes. Since the pandemic, many public libraries are encouraging outdoor activities and have expanded their Library of Things collections to encourage outdoor activities. Another recent library trend is hosting Dungeons & Dragons (D&D) programs (Carleton Place Public Library has this program).

Maker Culture

While maker spaces with 3D printers have been available in public libraries for years, [11] library maker spaces have transitioned to include sewing machines, recording studios, [12] and hand tools. [13] Many maker spaces provide items that are not technologically related, but still require experts on staff for their instruction. Library professionals involved with maker spaces can be required to know a wide variety of topics, including sewing, carpentry, 3D printing, vinyl cutting, and recording equipment.

Drag Queen Storytimes

Drag queen storytimes at libraries started around 2015 in San Francisco but are recently receiving increased pushback and protests. The Centre for Free Expression, out of the Toronto Metropolitan University has recorded 72 challenges to drag queen/ king storytimes since 2021 (based on self-reported information from public libraries). [14] In Montana, new legislation bans "an event hosted by a drag queen or drag queen who reads children's books and engages in other learning activities with minor children

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[10] Ottawa Public Library. (n.d.) *Sensory storytime*. https://biblioottawalibrary.ca/en/event/sensory-storytime

[11] Federation of Ontario Public Libraries. (2016, December 30). *Makerspaces: Interesting numbers from the 2015 Ontario data collection*. http://fopl.ca/news/makerspaces-interesting-numbers-from-the-2015-ontario-data-collection/

[12] Halifax Public Libraries. (2021). *Media studio*. https://www.halifaxpubliclibraries.ca/library-spaces/book-a-space/media-studio/

[13] Kingston Frontenac Public Library. (n.d.).

[14] Centre for Free Expression. (n.d.). *Library challenges database*. Retrieved on June 6, 2023, from https://cfe.torontomu.ca/databases/library-challenges-database

present."[15] It is not uncommon for drag queen/ king storytimes to include protestors.[16] Despite protests, drag storytimes are still well attended and enjoyed.[17,18]

Library of Things

A lending library of non-traditional items is becoming standard for most public libraries. Locally, Leeds and the Thousand Islands Public Library claims to have one of the largest collections of Library of Things in the province, which includes soccer balls, board games, metal detectors, baking pans, birthday party kits, bird watching kits, and more.[19] More and more libraries are also lending out mobile WiFi hotspots, including Mississippi Mills Public Library.[20] Carleton Place Public Library has a small Library of Things collection that includes puzzles, carbon dioxide monitors, and a seed library.

Late Fees

Libraries are increasingly removing late fees for some or all their collections. Carleton Place Public Library removed their late fees in April 2023.

Online Services

COVID-19 has caused a large shift in usage patterns with more Canadians moving to online interactions.[21] Over the pandemic, online services and resources became paramount to continuing support for the community. Having both in-person and online options is becoming essential for all organizations.

Social Support

Inflation is putting increased financial pressures on people and public libraries are seeing an increase in customers who are unhoused. Unhoused individuals are more often in urban environments but are on the rise everywhere.[22] Carleton Place does not currently have sufficient supports for unhoused individuals and will send people to either Brockville or Ottawa for services. Without in-community services, many people will go to their local public library for information and support, whether that's connecting with services or to have shelter during the day.

[15] Mizelle, S. (2023, May 24). Montana governor signs bill banning drag performeners from reading to children in public schools, libraries. *CNN*. https://www.cnn.com/2023/05/24/politics/montana-drag-story-hour-ban/index.html

[16] Zajac, R. (2022, December 17). Duelling protests at Brockville drag storytime. *The Recorder & Times*. https://www.recorder.ca/news/duelling-protests-at-brockville-drag-storytime

[17] Zajac, 2022.

[18] Brend, Y. (2022, December 15). Drag storytimes have become a target of hate. Why some families love them anyway. *CBC News.* https://www.cbc.ca/news/canada/drag-queen-storytime-attacks-usa-canada-diversity-inclusion-hate-groups-gender-1.6685395

[19] Leeds and The Thousand Islands Public Library. (n.d.). *Sports equipment, board games, outdoors games, laser tag, bird watching kits, metal detectors, and more!* https://www.ltipl.net/recreation-library

[20] Mississippi Mills Public Library. (2021, July 7). *Mobile WIFI hotspots available to borrow.* https://www.missmillslibrary.com/2021/07/07/mobile-wifi-hotspots-available-to-borrow/

[21] CIRA. (n.d.) *Canada's internet factbook 2020.* https://www.cira.ca/resources/factbook/canadas-internet-factbook-2020.

[22] Kuo Lee, J. (2021, November 21). How libraries are helping the unhoused. *Book Riot*. https://bookriot.com/how-libraries-are-helping-the-unhoused/

Overlap Analysis

Areas of overlap or potential competition for public libraries can be broken down into two categories: businesses or organizations offering the same services (overlap), and businesses or organizations which compete with libraries for funding.

Service Overlap

While public libraries have diversified their services outside of just lending books, the following services will be considered primary service overlap areas to public libraries: book sellers, information sources, community spaces, computer/ internet cafes (i.e. anywhere else someone can go to access the internet). Lanark County Social Services (developmental disabilities, children's services, housing, and social assistance) has a small office in Carleton Place which is open weekdays 8:30am – 4pm. Carleton Place also has a Food Bank with limited open hours during weekdays (three mornings and two evenings).

Book Sellers

At the time of writing, used books could be purchased at the Foundry Books and Novelties, Community Living Lanark County; however, they have limited hours (weekdays, one weekday evening) and books are not the primary product sold. Wal-Mart on the highway sells some new books, otherwise, community members wishing to purchase print books would likely purchase from Amazon or Indigo online and have the item shipped.

Information Sources

Most people, including teens and some children, have smart phones with data connection, which enables them to quickly and easily look for information online. Google is the most popular search engine in Canada [23] and Google, Facebook, YouTube, Bit.ly, and Wikipedia are the most popular websites in Canada.[24] None of these websites check for information validity (YouTube has a mechanism to check for intellectual property rights), with the exception of Facebook who works with third-party fact-checkers and will label posts as possibly containing misleading information.[25] Libraries continue to be a trusted source of factual information. A Pew Research Centre study from 2013 found that respondents were interested in an "ask a librarian" type of service[26] and some libraries are spending less of their collections budget on print non-fiction and reallocating those funds to online resources.

Community Spaces

The Carleton Place has many outdoor and community spaces. There are the community gardens and parks (Southwell, Giles, Riverside, Roy Brown, Westview, McNeely, Dunlop Road, Willoughby, Anthony Curro, Ferril), including a dog park and splash pads. There is a community centre, an aquatic centre, arena, a hospital, elementary and secondary schools (public and Catholic), several fitness centre, and many clubs. Most Carleton Place residents, residents of the surrounding area, and people passing through on the highway will utilize the shopping centre. During hockey season, the arenas are heavily used with a strong

[23] *Statista.* (2023). Market share of leading search engines in Canada in April 2023. Retrieved June 29, 2023, from https://www.statista.com/statistics/475115/search-engine-market-share-canada/

[24] *Statista.* (2021). Leading websitein Canada in November 2021, by total visits. Retrieved June 29, 2023, from https://www.statista.com/statistics/1047699/canada-websites-ranking-by-average-monthly-traffic/

[25] *Meta.* (n.d.). About fact-checking on Facebook and Instagram. https://www.facebook.com/business/help/2593586717571940?id=673052479947730

[26] Pew Research Centre. (2013, January 22). *Library services in the digital age*. https://www.pewresearch.org/internet/2013/01/22/library-services/

hockey presence in town. The Carambeck Community Centre has free youth programs, a child care centre and runs many classes related to health and fitness. There is a seniors active living centre operating out of the Station, but there is a membership requirement. Based on research, there are many free outdoor spaces for all ages, but limited free indoor spaces. Some libraries, including the Ottawa Public Library, have reduced summer hours due to decreased seasonal library usage and reducing summer hours could result in library staff being reallocated from the desk to more community outreach.

Computers, Internet Cafes, & Free WiFi

Free WiFi is becoming more and more available throughout rural Ontario. Many shops and restaurants in Carleton Place provide free WiFi, although the bandwidth might be reduced to result in limited internet functionality. As of early 2020, 45% of Canadians have unlimited or high-quality data for their home internet[27] and that number is only increasing with the launch of improved rural internet service through Starlink.[28]

Post-pandemic, many companies are reporting increased flexibility in staffing arrangements, with some organizations going entirely remote (staff working from home) and others offering a hybrid model (some in-person, some remote work)[29] and employees are increasingly valuing this aspect when selecting employment.[30] With more people working remotely, the need for remote services and demand for unlimited, good-quality WiFi and technology will increase and more people are considering moving out of urban areas as they no longer have to consider commute times.

Funding Competitors

The primary funder for the library is the Town of Carleton Place. Municipal funding, through grants for operations (not including in-kind support), is 72% of the library's revenue for 2023. The remaining funding comes from in-house generated revenue (though fees, room rentals, etc.), grants, donations, and partnerships (such as the cost-sharing agreement with Beckwith). The Province of Ontario provides annual funding through the Public Library Operating Grant (4.6% of the library's operating revenue); however, despite years of advocacy through the Federation of Ontario Public Libraries, the funding amount has not changed since the 1990s. Municipal funding competitors include Town Departments and community partners, including Police Services, the Museum, Parks and Recreation, childcare, and more. Other funding competitors include local service organizations and nonprofits/ registered charities if they are applying for the same grants as the library.

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[27] CIRA. (n.d.).

[28] Starlink. (2023). *Availability map*. Retrieved June 22, 2023, from https://www.starlink.com/map

[29] Evans, P. (2021, July 31). Here's what Canada's business leaders think about heading back to the office. *CBC News.* https://www.cbc.ca/news/business/back-to-the-office-video-1.6122783

[30] Randstad. (2022, February 1). *Is the great resignation a short-term fad or a long-term trend?* https://www.randstad.ca/employers/workplace-insights/job-market-in-canada/how-long-will-the-great-resignation-last/

Customer Trends

Demographics

From the 2021 Canadian Census[31]

	Carleton Place	Beckwith	Ontario
Population change (from previous census)	+17.6%	+18%	+5.8%
Largest population age range	30 to 39 years	50 to 59 years	50 to 59 years
Most prevalent gender	52% women	51% male	51% female
Married or in common law relationship	59%	72%	57%
Married or common law couples with children	48%	49%	54%
Multigenerational households	2%	3%	4%
One-person households	28%	16%	26%
Median after-tax income (individual)	$42,000	$48,000	$37,200
Median after-tax income (household)	$78,000	$107,000	$79,500
Knowledge of English	99.8%	99.7%	97.3%
Knowledge of French	18.5%	20.7%	11.1%
Spending 30% or more of income on shelter costs	22%	12%	24%
% owned households	71%	97%	71%
Percentage of immigrants	7.9%	7%	30%
Visible minority	6.6%	3.5%	34.3%
Indigenous identity	4.6%	4.2%	2.9%
Religious identity	Christian (59%) None (38%)	Christian (60%) None (39%)	Christian (52%) None (32%)
Highest education level (percent of population)	College or similar (29%)	College or similar (31%)	College or similar (20%)
Individuals who did not work	35%	31%	38%
Individuals commuting for work	28% Majority commute outside community (under 45 mins)	28% Majority commute outside community (under 45 mins)	26% Majority commute within community

Summaries/ Takeaways

Carleton Place: The community is growing much faster than the provincial average and would fall under Middle Suburban.[32] Most Middle Suburban live outside the large and midsized cities and own a home, typically a singled-detached house or a duplex. The households are nearly evenly divided between couples

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[31] https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=Ontario&DGUIDlist=2021A00053509028,2021A00053509024,2021A000235&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0

[32] https://prizm.environicsanalytics.com/?_gl=1*1ldk1g8*_gcl_au*MjU2MDk2MDUyLjE2ODk2OTg3Njg.

and families, and individuals range from 35 to 64, and children are of all ages. Most adults have completed high school or college and hold service sector and blue-collar jobs that provide solid, middle-class incomes. No doubt, the presence of children affects the popularity of sports like baseball, basketball, and swimming. Additionally, the adults like to bowl, golf, do Pilates, and attend festivals. Many enjoy watching sports, rooting for their favourite pro hockey, soccer, and football teams. Many households in this segment have deep roots: three-quarters of residents are third-plus-generation Canadians. With their unpretentious lifestyles, they enjoy home-based pursuits like woodworking, gardening, sewing, and outdoor activities such as canoeing, rowing, and snowmobiling. Middle Suburbans like to drive compact SUVs. To stretch their budgets, many shop at second-hand clothing and discount grocery stores. To save money, many invest in mutual funds online.

Beckwith: The community is growing much faster than the provincial average and would fall under the Upper-Middle Rural social segment. [33] Upper-Middle Rural is the wealthiest rural social segment, consisting of middle-aged families and older couples drawn to the affordable, single-detached homes found well beyond the big cities. Most individuals are over 55 and third-plus-generation Canadians. In Upper-Middle Rural, garages house two or more cars or trucks plus snowmobiling, boating, camping, fishing, and hunting equipment. Residents are willing to drive some distance to attend a concert, amusement park, baseball game, or a beer/ food/ wine festival. Closer to home, they enjoy pursuits like swimming, canoeing, and making crafts. And being handy is practically a prerequisite here, with many spending weekends doing renovations and browsing home improvement stores or home shows. They often prefer traditional media especially sitcoms, curling tournaments, and football or hockey games on TV, and radio stations that play country music, oldies, and religious programming. Social media use is predominantly Facebook, and they may use social media to research their hobbies.

Online Activities

CIRA reported in *Canada's Internet Factbook 2023*[34] the following of Canadians:

- 50% spend 5+ hours online each day, 27% report spending 9+ hours online each day
- Online activity can include emails (86%), online banking (67%), social media (59%), and reading news (52%)
- 37% of respondents had no 'smart home' device in their home
- Facebook is the dominant social media platform; Facebook and YouTube are seen as the most helpful, but Facebook is also seen as the most toxic and addictive.
- 75% are concerned about malware when using the internet
- 19% say they have been the victim of a successful cyberattack.
- Netflix remains the most dominant subscriber-based online content provider but reported subscriptions have declined 10 percentage points from 2022 (61%) to 2023 (51%) (Amazon Prime Video is the second highest).
- Most people (72%) spend at least 1 hour per day watching TV/movies online.

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[33] Simply Analytics. 2023.
[34] https://static.cira.ca/2023-07/2023%20Internet%20Trends%20(Factbook)%20FINAL%20Report%20CIRA.pdf?VersionId=SwIUxdfX5cwrLiMUubVa_Hs0bQpd6gB0

- People are more likely to have taken at least a 1-day break from the internet in the last 12 months (54%) compared to 2022 (41%). Just over 1-in-10 (12%) say they've gone a week or more without being online in the last 12 months.
- For Canadians with children under 18 at home, 57% sat they enforce screen time rules.
- Those who do periodically disconnect, say they do so to relax, recharge, and to stop wasting time
- 24% have had full-fledged conversations with their voice-activated assistant (such as Alexa, Siri, or Google Assistant)
- Respondents were divided about the affordability of their home internet and cellphone costs; 39% say it is unaffordable, while 35% say it is affordable.
- The top methods for accessing news online remain visiting specific sites, Google searches, and Facebook.
- Most internet users have made an online purchase in the last 12 months.
- People are more likely to be shopping primarily at large chain stores (48%, up from 40% in 2021-2022) than at local small businesses (7%), although 35% say they shop at both equally.
- 72% of shoppers prefer making retail purchases from a traditional, 'bricks and mortar' store in 2023, up from 62% in 2022.
- 61% prefer buying from Canadian retailers when given the option.

Mental Health & Loneliness

Canadian Mental Health Association reported in March 2021[35]:

- Ontarians self-reported an all-time low on their mental health.
- Almost 80% of Ontarians believe there will be a serious mental health crisis post-pandemic.
- 57% of Ontarians are lonelier since the start of the pandemic.
- 47% wish they had someone to talk to.
- Rates of stress, anxiety, and depression are increasing.
- 27% of Ontarians are using more substances to cope with their declining mental health.

Outdoor & "Unplugged" Activities

The Centre for Addictions and Mental Health notes that 15 to 20 minutes per day in nature can be beneficial to a person's mental health.[36] Some health care providers are prescribing "Parks Prescriptions" to patients as a way to fight depression.[37] The library provides a number of "unplugged" programs with additional children's programs for the summer, including museum visits, Lego building, programs that promote physical activity, and that support neurodiversity.[38]

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[35] Canadian Mental Health Association. (2021, March 15). *Third poll in CMHA Ontario series indicates mental health impact of COVID-19 at all-time high.* https://ontario.cmha.ca/news/third-poll-in-cmha-ontario-series-indicates-mental-health-impact-of-covid-19-at-all-time-high/

[36] White, M.P., Alcock, I., Grellier, J. et al. (2019). Spending at least 120 minutes a week in nature is associated with good health and wellbeing. *Scientific Reports, 9*(7730). https://doi.org/10.1038/s41598-019-44097-3

[37] Wang, Y. (2021, March 4). A walk in the park? How spending time in nature can boost mental health. *UofT News*. https://www.utoronto.ca/news/walk-park-how-spending-time-nature-can-boost-mental-health

[38] https://www.carletonplacelibrary.ca/programs-events/

Other Carleton Place-specific Needs: Housing & Growth

Carleton Place and Beckwith are both growing at a significantly higher rate than the provincial average.[39]
Accommodating the growth, both with building new housing, but also with supporting social services will
be important for the long-term.

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[39] https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=Ontario&DGUIDlist=2021A00053509028,2021A00053509024,2021A000235&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0

Survey Format

Committee members were sent a weekly reading from July 4 – July 23, 2023. The weekly reading varied in length from 2 - 4 pages and consisted of background information on a particular external aspect relating to public libraries (industry trends, service overlap, and customer trends). Following the reading, committee members (7 people - a mixture of staff, board members and one library patron) were asked one question. There were 7 responses for Industry Trends (100% response rate), 6 responses for Overlap Analysis (86% response rate), and 6 responses for Customer Trends (86% response rate). Responses that included keywords or phrases such as 'no change necessary', 'they're doing well in all the areas,' or similar were removed from response tallies due to vagueness or insufficient information.

Industry Trends

Question

Based on the industry trends provided, what do you think are the three most important things the Carleton Place Public Library should be considering to remain relevant in the industry when planning for the future?
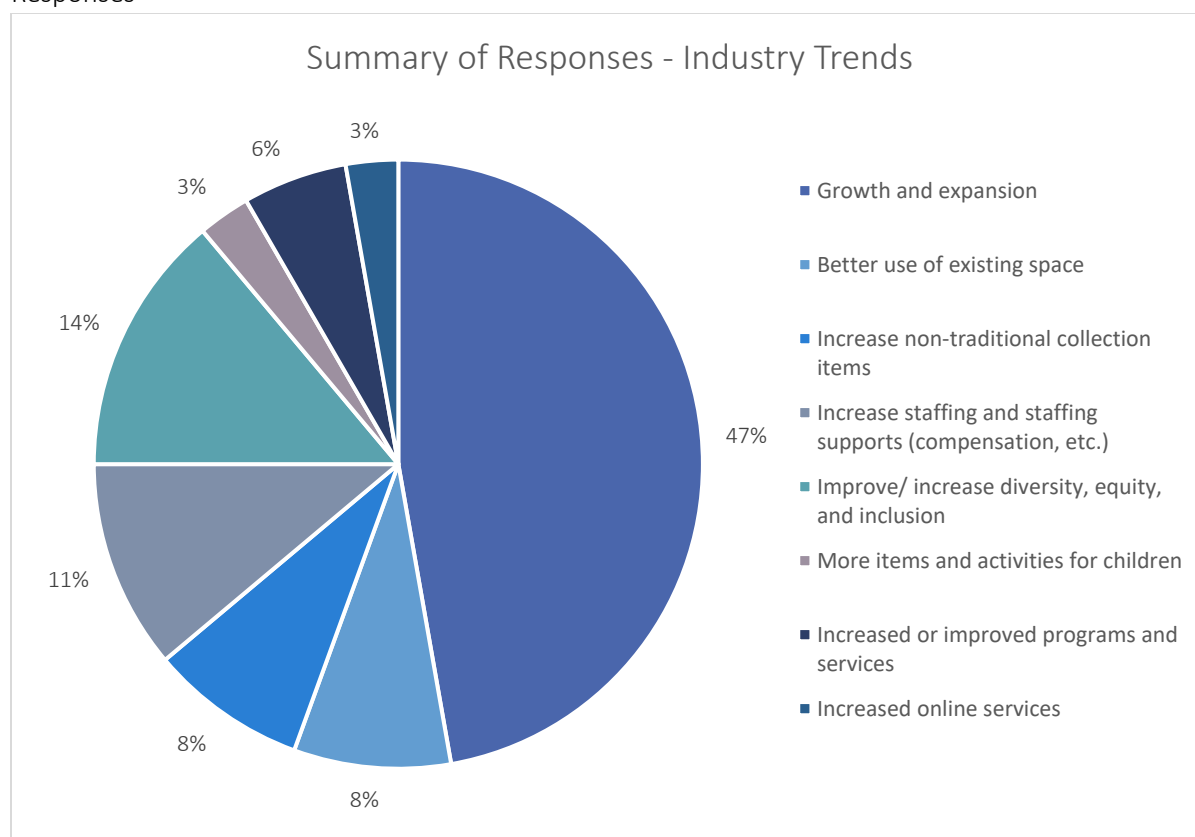
Responses

The top three responses were (in order of importance/ frequency in responses):

- Growth and expansion
- Improve/ increase diversity, equity, and inclusion

- Increase staffing and staffing supports (compensation, etc.)

Other responses included:

- Increase non-traditional collection items
- Better use of existing space
- Increased online services
- Increased or improved programs and services
  - Including increased items and activities for children

Service Overlap

Question

Based on the overlap analysis provided, what do you think are the three most important things the Carleton Place Public Library should be considering to better collaborate, reduce overlap, and remain competitive when planning for the future?

Responses

Summary of Responses - Overlap Analysis

Legend:
- Increase communication with partners — 17%
- Increase partnerships — 28%
- Increase physical space — 14%
- Ongoing staff development and training — 5%
- Focus on unique services, reduce overlapping services — 5%
- Form a Friends of the Library group — 5%
- Increase programs — 8%
- Improve council relationships — 6%
- Diversify revenue/ improve revenue sources — 6%
- Reinforce technology — 3%
- Review hours for best alignment with community — 3%

The three most-common responses were (in order of importance):

- Increase partnerships
- Increase communication with partners
- Increase physical space

Other responses included:

- Ongoing staff development and training
- Focus on unique services, reduce overlapping services
- Form a Friends of the Library group
- Increase programs
- Improve Council relationships
- Diversify revenue/ improve revenue sources
- Reinforce technology services
- Review hours for best alignment with the community

Customer/ Community Trends

Question

Based on the customer/ community trends provided, what do you think are the three most important things the Carleton Place Public Library should be considering to remain relevant to the customers and community when planning for the future?

Responses

Summary of Responses - Customer Trends

- Programs and services for wellbeing and mental health
- Enticing more people to do business in the community
- Enticing more people to use the library
- More range in programs offered
- Increase online programs and services
- Connecting with younger population
- Increase physical space
- Increase outdoor and unplugged programs
- Increase patron involvement
- More newcomer programs
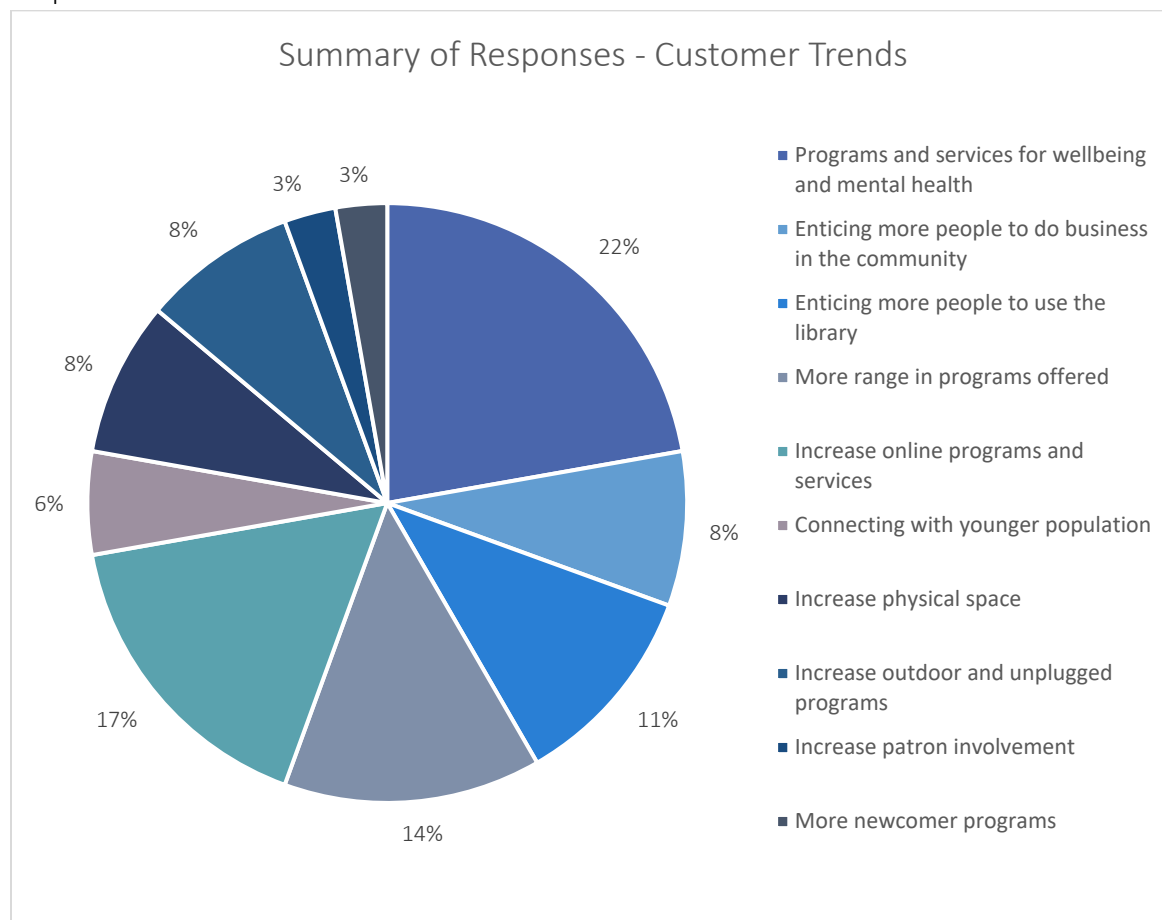
The three most-common responses were (in order of importance):

- Programs and services for wellbeing and mental health
- Increasing online programs and services
- More range in programs offered

Other responses included:

- Enticing more people to use the library
- Enticing more people to do business in the community
- Connecting with the younger population
- Increase physical space
- Increase outdoor and unplugged programs
- Increase patron involvement
- More newcomer programs

Appendix C: Community Survey

Survey Format

A survey was designed with the intention of collecting information from the community for strategic planning and operational guidance. A combination of multiple choice and open-ended questions were developed to determine the library's strengths and weaknesses as well as areas of operational improvement. The survey was shared online through the library's website and social media, and in print in the library. The survey was made available from July 13 – 29, 2023 (for just over two weeks). Participants were incentivized to complete the survey through a prize draw.

In addition, a short two-question survey that assessed the library's strengths and weaknesses was shared through static, passive surveying in the library. This survey was made available July 4 – 11, 2023. Passive surveys were not coded, and response summaries are not included at this time. The posters will be shared during the strategic planning day.

Questions

1. Do you use the Carleton Place Public Library?
2. What are the main reasons you don't use the Carleton Place Public Library? [Only completed by those who respond "no" to the previous question]
3. How often do you visit the Carleton Place Public Library?
4. What are the primary reasons you use the Carleton Place Public Library?
5. What do you love about this library? What library services, resources, programs, building/property elements make your library experience truly special?
6. How could the Carleton Place Public Library better serve your needs?
7. Are there any specific programs, services, or resources you would like to see the library offer in the future?
8. What improvements or changes would encourage you to use the library more frequently, if applicable?
9. How do you hear about library news and events?

Passive Survey Questions

10. What do you love about your library?
11. What can the library do for you over the next few years?

Summary of Responses

The survey received 573 responses (not including passive survey responses). Paper copies were transcribed into electronic format by library staff and included with the online responses. After the survey closed, responses were reviewed, and some responses were excluded from analysis. Responses were excluded from analysis and summaries if they met both of the following criteria:

- Were considered incomplete responses by SurveyMonkey
- Had been submitted in under one (1) minute (listed as "time spent" on the response data)

Responses were excluded to filter out bot responses and any responses intending to "game" the system to win the prize. For further clarity, responses that met only one of the above criteria were included in the summary. For further certainty, any response that met both exclusionary criteria was also reviewed by human eye before exclusion. An example of one of the responses excluded is included. After data was cleaned, there were 410 responses for analysis. Emily Farrell developed and assigned codes (also known as tags) for each question, which was validated by Michelle Osborne. Customer responses could have

more than one tag depending on the concepts included in the response. Tags that occurred less than five (5) times were not considered statistically significant and were not included in the summary tables and graphs.

Responses from the following operational questions are not included in this summary, but will be shared with library staff during the How You Get There phase of strategic planning to assist with the development of action items:

- Are there any specific programs, services, or resources you would like to see the library offer in the future?
- How do you hear about library news and events?

Question 1

Do you use the Carleton Place Public Library?
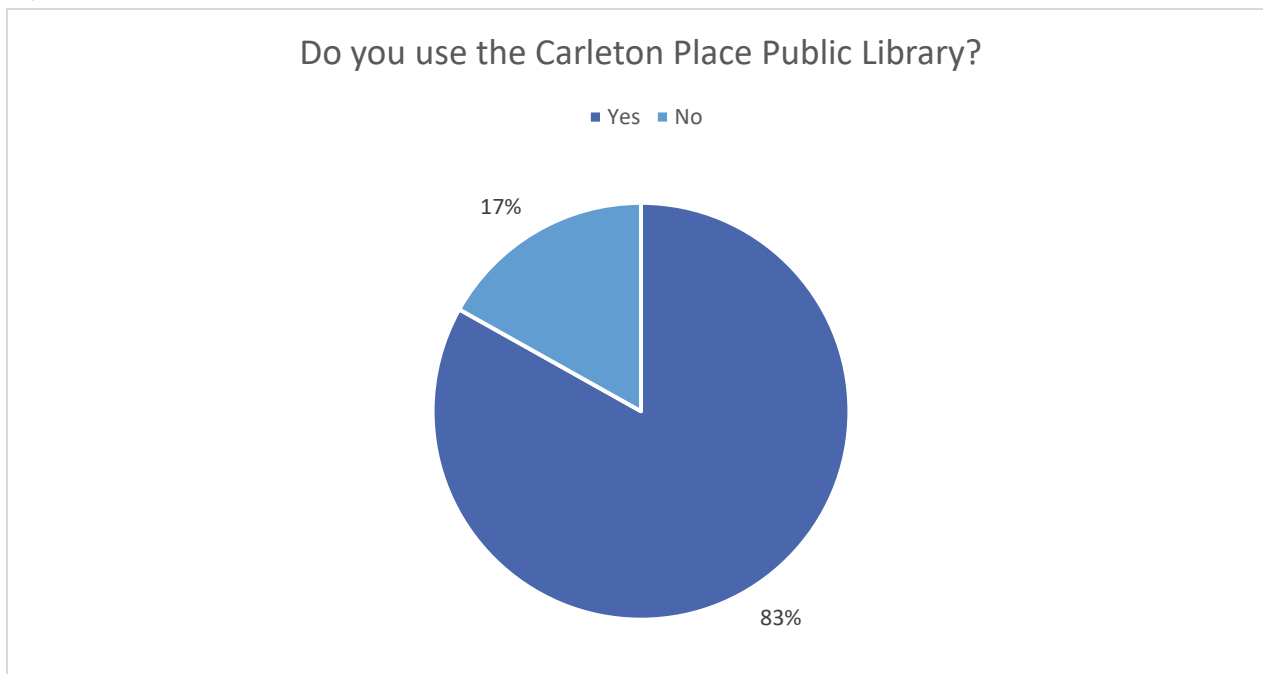
Answer Choices	Responses
Yes	340
No	69
Answered	409
Skipped	1

Question 2

What are the main reasons you don't use the Carleton Place Public Library?
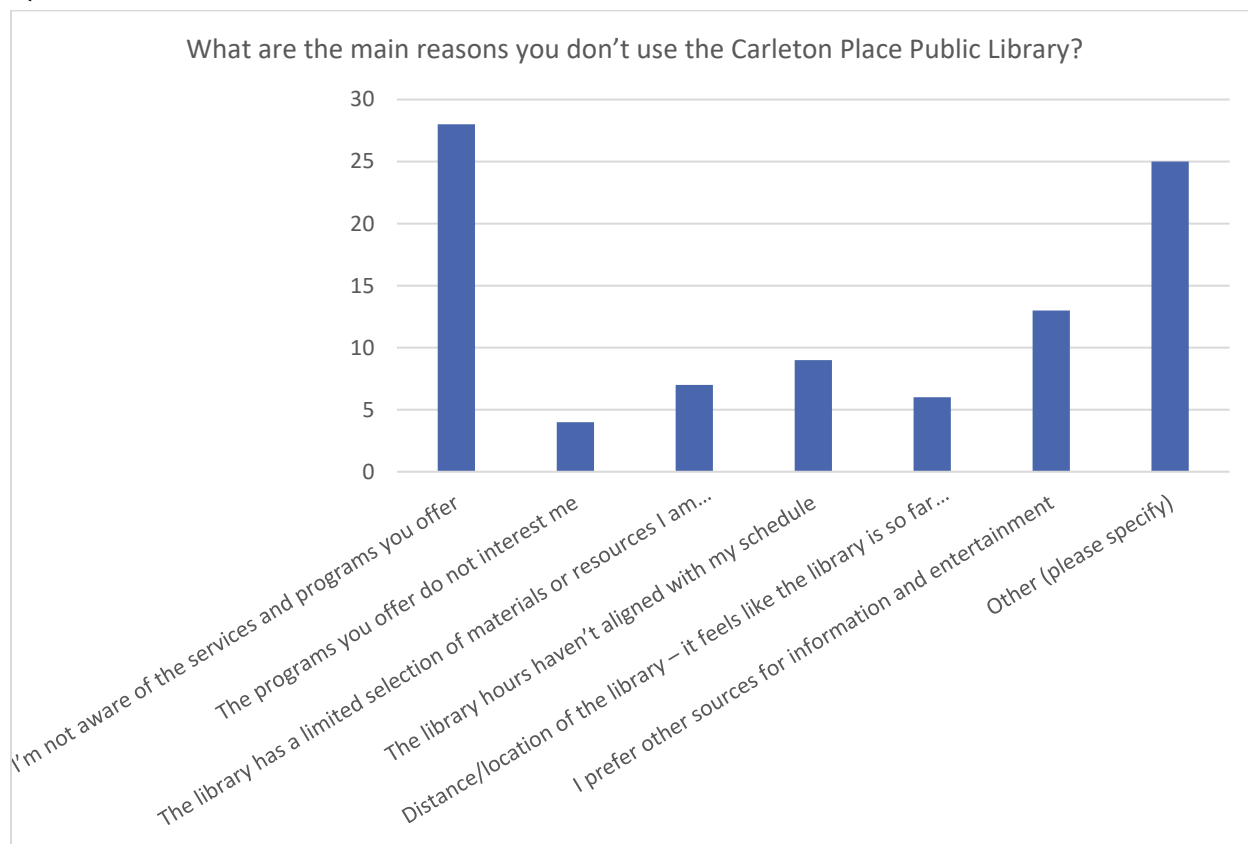
Answer Choices	Responses
I'm not aware of the services and programs you offer	28
The programs you offer do not interest me	4
The library has a limited selection of materials or resources I am interested in	7
The library hours haven't aligned with my schedule	9
Distance/location of the library – it feels like the library is so far away	6
I prefer other sources for information and entertainment	13
Other (please specify)	25

What are the main reasons you don't use the Carleton Place Public Library? - "Other" responses

Reason	Count
Non-resident	6
Planning to join	3
Has/ buys own books	4
Bad experience	2
Not enough time in the day	3
Hours	2
Services didn't work/ program full	4
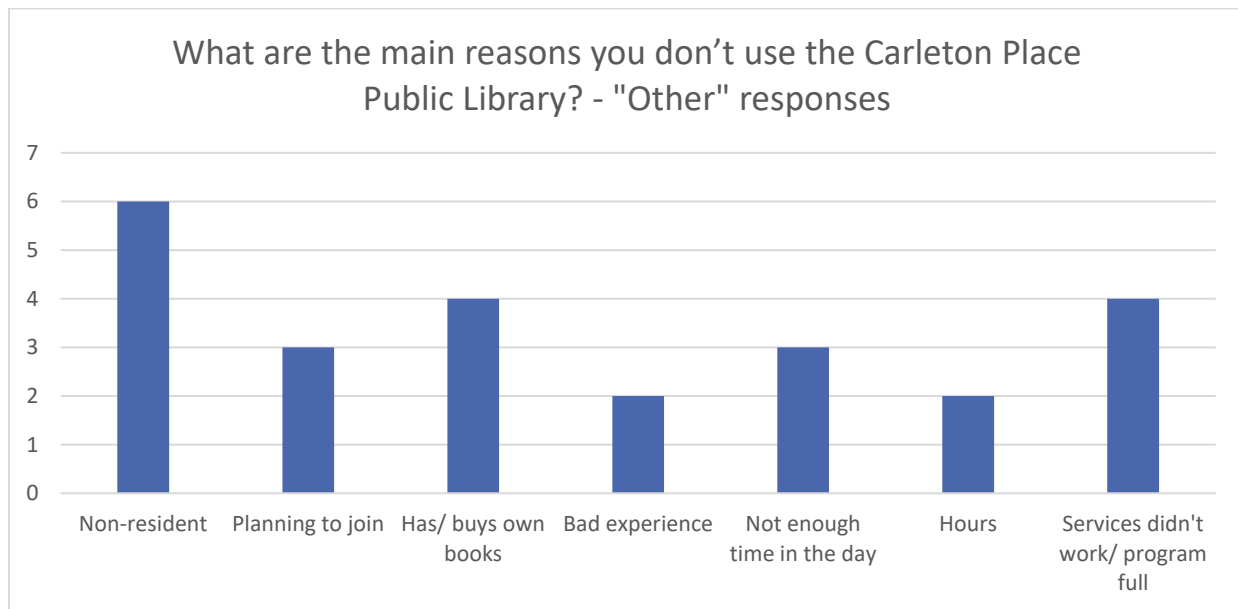
Question 2 "Other" Response Samples

- "I am a Ramsey resident"
- "I was a regular user in the past. It is now too far for me to walk to. I tried to hook up my Kobo, sadly no success."
- "Time, there never seems to be enough time to do the things I want to do."
- "We tend to purchase our reading materials from commercial book stores. Going to Barnes and Noble in the US is a major shopping treat for us."
- "Our family just moved to Carleton Place two weeks ago. Can't wait to start being a regular at the library."

Queston 3

How often do you visit the Carleton Place Public Library?
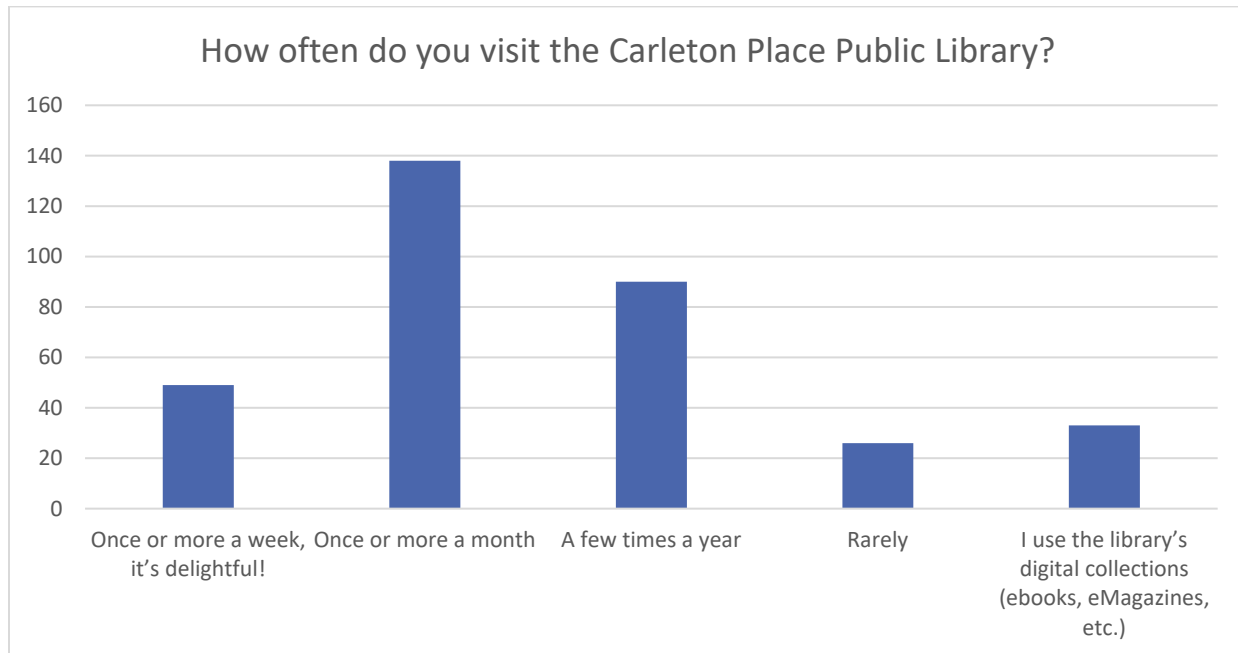
Answer Choices	Responses
Once or more a week, it's delightful!	49
Once or more a month	138
A few times a year	90
Rarely	26
I use the library's digital collections (ebooks, eMagazines, etc.)	33

Question 4

What are the primary reasons you use the Carleton Place Public Library?
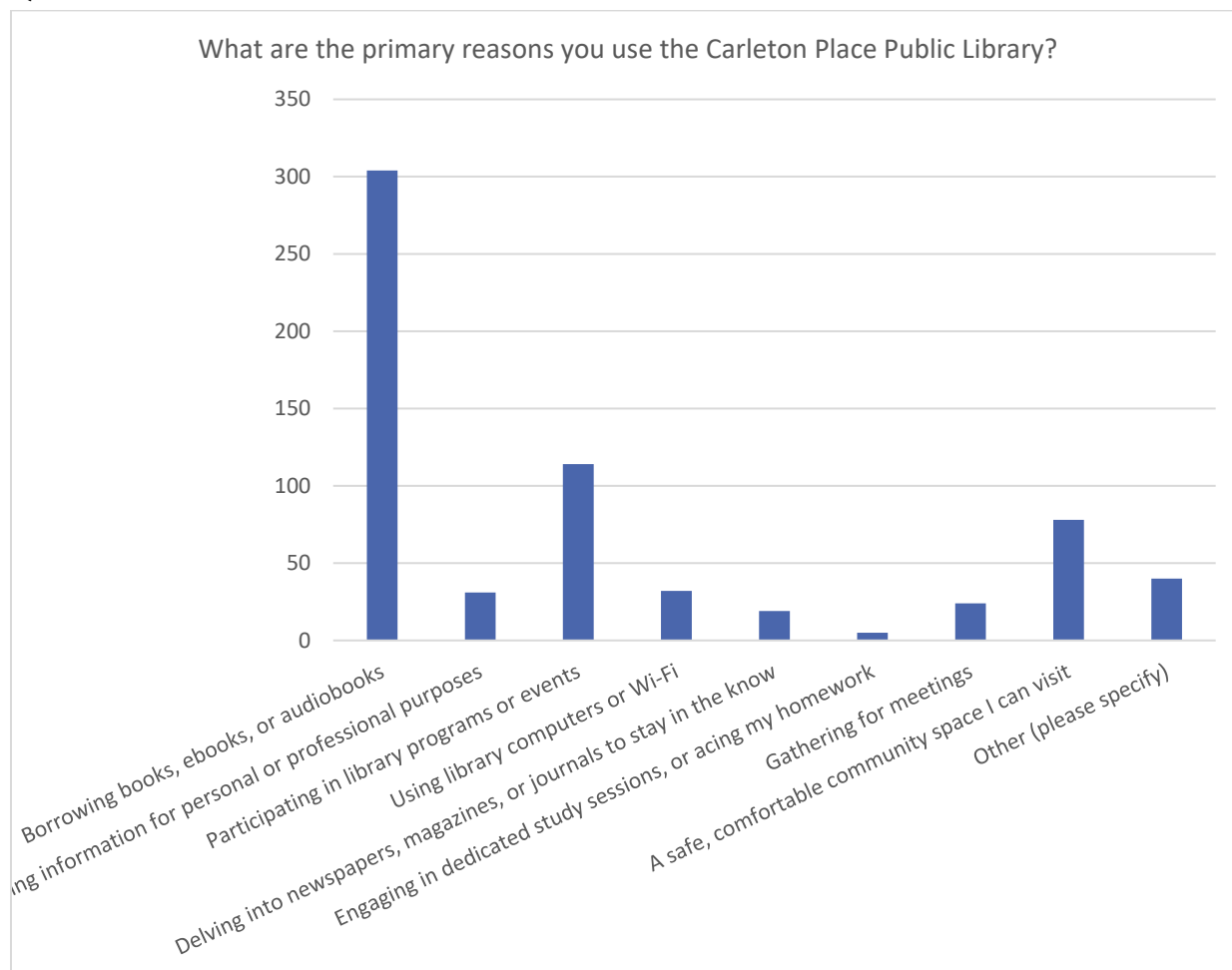
Answer Choices	Responses
Borrowing books, ebooks, or audiobooks	304
Researching information for personal or professional purposes	31
Participating in library programs or events	114
Using library computers or Wi-Fi	32
Delving into newspapers, magazines, or journals to stay in the know	19
Engaging in dedicated study sessions, or acing my homework	5
Gathering for meetings	24
A safe, comfortable community space I can visit	78
Other (please specify)	40

What are the primary reasons you use the Carleton Place Public Library? - "Other" responses

Programs	Social connection	Books/ collection	Physical space	Technology
6	5	19	8	5

Question 5

What do you love about this library?

Books/ collection	Programs	Staff	Physical space	None	Communication	Technology	Services
120	95	143	119	7	11	9	9
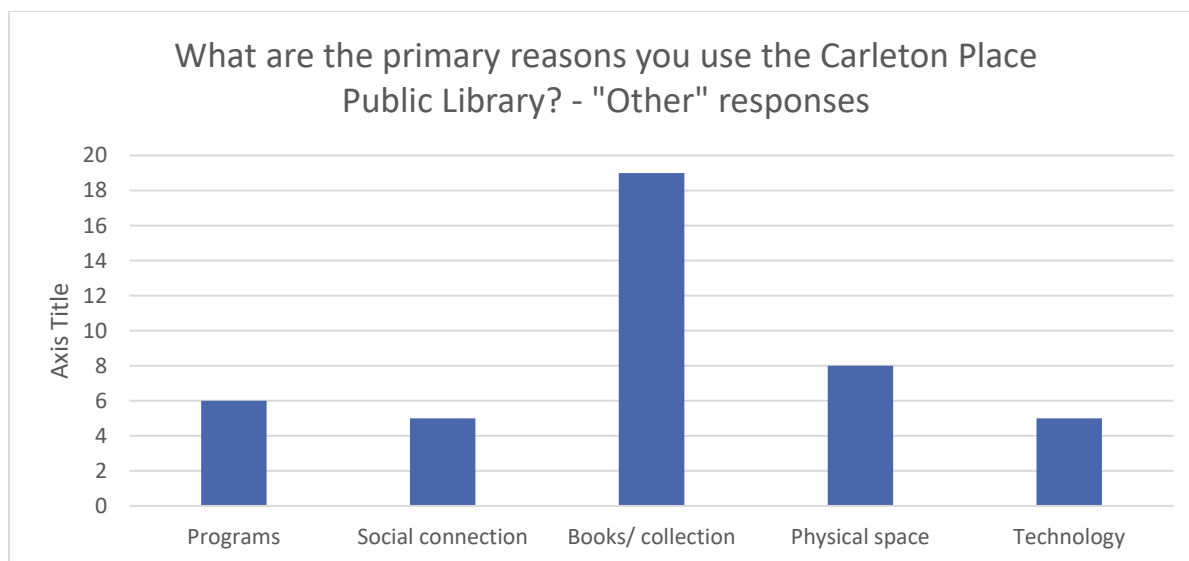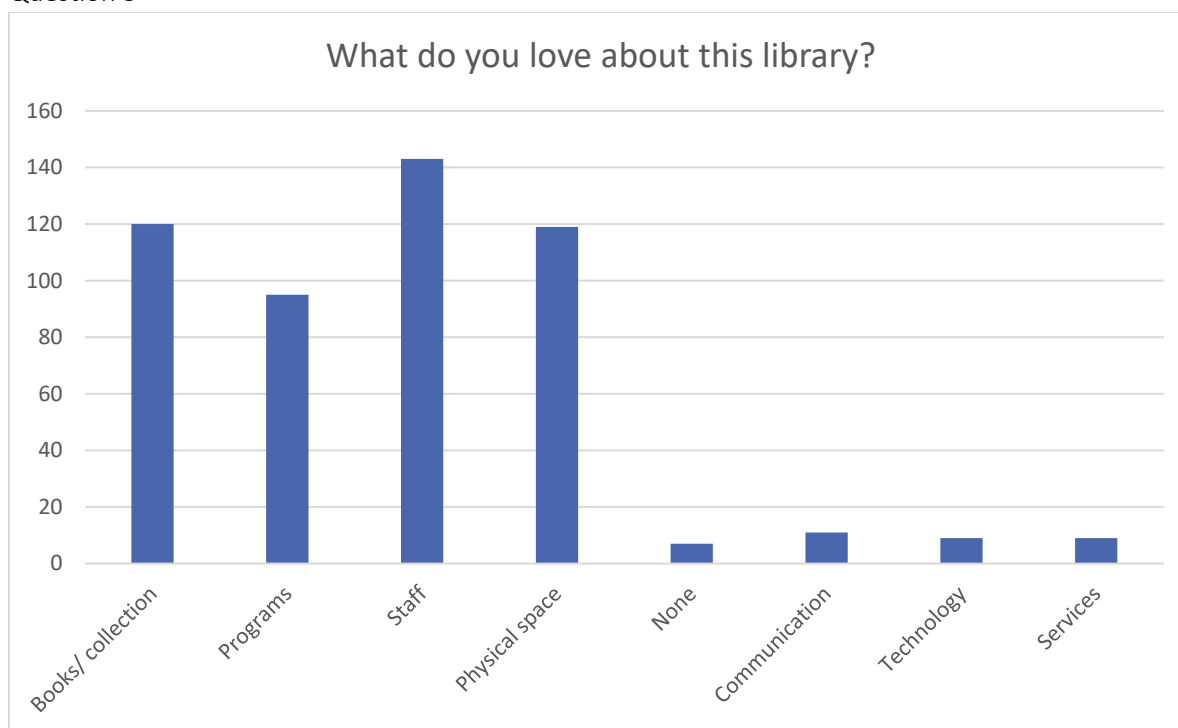
Tags	Description	Tally
Books/ collection	Refers to the lending collection, including the library of things, museum passes, and seed library. Both physical and digital resources. Includes Libby and Hoopla. Includes InterLibrary Loan	120
Programs	Includes specific programs and general programs (e.g., kids programs) or activities offered by the library, whether in the library or in the community. Includes words and phrases such as: things to do, activities	95

Staff	Includes words and phrases such as: helpful, friendly, greeted by name, volunteers	143
Physical space	Includes interior and exterior spaces, parking lot, meeting rooms, location, specific physical spaces within the library, and comments about the space. Includes words and phrases such as: accessible/ accessibility, community hub, safe space, atmosphere, inclusive, quiet, cozy, clean	119
None	Refers to respondent expressing a negative or neutral feelings about the library. Includes respondents who answered that they don't use the library	7
Communication	Includes the library's social media activities, unboxing videos, emails, notifications	11
Technology	Includes computers, printer, tech help/ troubleshooting, WiFi	9
Services	Refers to library services other than collection, programs, or technology. Includes topics related to borrowing collection items but not the collection items themselves.	9

Question 5 Response Samples

- "I have used the printers to make flyers for my dance business, very easy and the staff are very helpful, fair price.
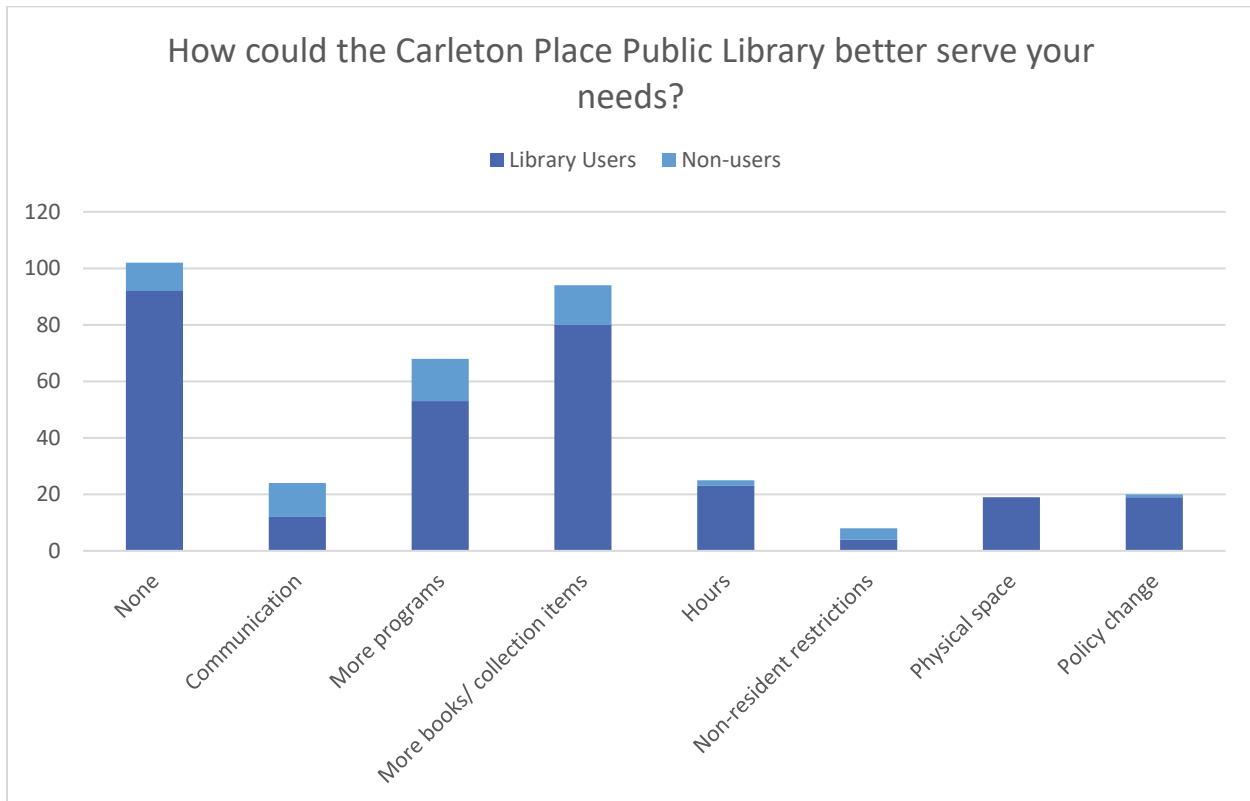
  The library is always very clean and inviting. I love seeing that it is a welcoming space for all kinds of people.

  When internet was down everywhere, I used the library to continue "working from home" with my laptop. It was a fun community experience, I met another woman who was there for the same reason and we had a nice chat.

  I recently attended the flower show, that was another opportunity to meet some people. I'm fairly new to the town so these little interactions are really valuable.

  I also appreciate the gardens outside and that there is a place to.charge electric vehicles. I have a family member who visits from far away, and now I can direct him to charge at this station next time he visits."
- "Love all the staff and the drop ins/activities"
- "Our CP Library is a safe, quite and comfortable place for everyone!"
- "Because of pandemic, very little experience."
- "Books! Staff. Connection to community (worm races)."
- "Babytime with Andy!"
- "Books, Movies and Passes"

Question 6

How could the Carleton Place Public Library better serve your needs?

Tags	Description	Tally Library Users	Tally Non-users	Total
None	Includes words and phrases such as: nothing, n/a, can't think of anything, don't change anything, you're doing great! Also includes comments from respondents who do not use the library and do not intend to use the library Includes neutral or non-committal responses (e.g., not sure and "see previous comments") that contain unclear or unspecific information	92	10	102
Communication	Includes online communication, social media posts, newsletters, notifications, seeking feedback	12	12	24
More programs	Includes specific programs mentioned or more broad program ideas (e.g., more children's programs). Includes comments on offering programs at different hours, and computer/ tech training courses	53	15	68
More books/ collection items	Includes print and digital/ online resources (e.g., Overdrive, Libby, Hoopla, Press Reader)	80	14	94
Hours	Includes increasing or changing existing service hours. Does not include comments related to when programming is offered	23	2	25

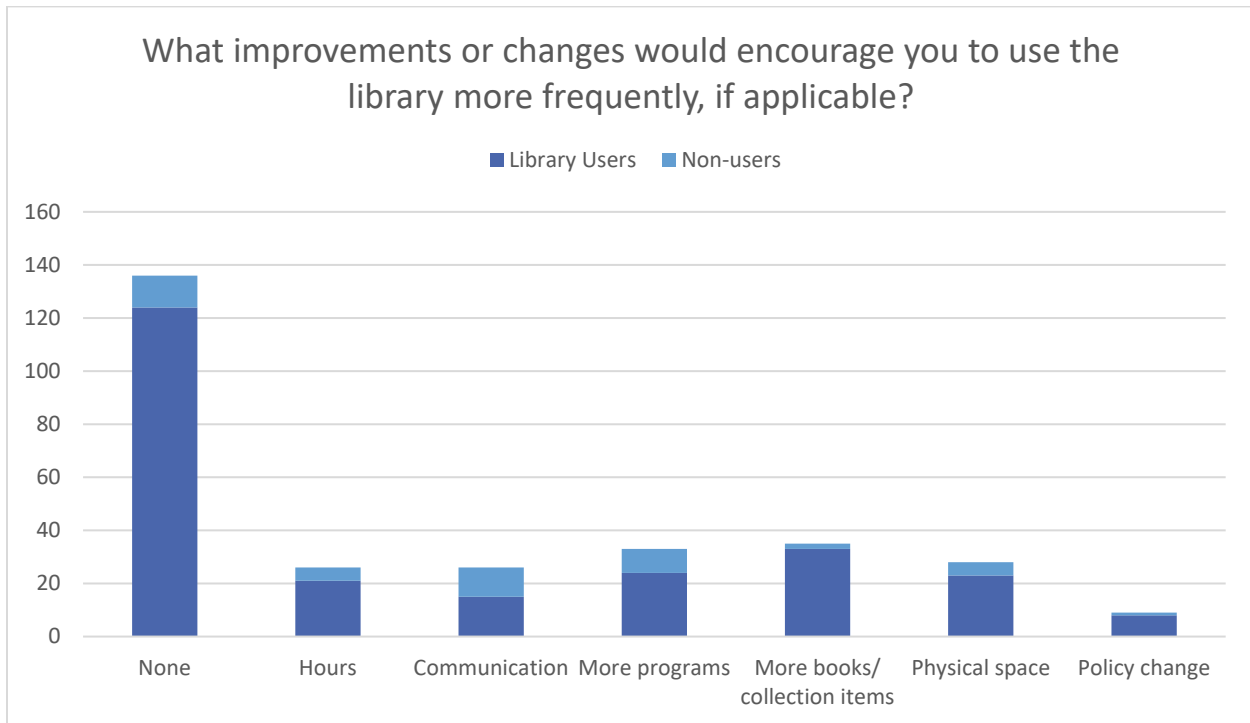| Non-resident restrictions	Includes responses unhappy about non-resident fees, who live out of town	4	4	8
Physical space	Refers to any comments about changing, increasing, or updating the physical space, either indoors or outdoors. Also includes comments about the library's location	19	0	19
Policy change	Refers to respondents requesting changes to how the library conducts business. Includes late fees, book acquisition, use of space	19	1	20

Question 6 Response Samples

Library users:

- "More comfy/quiet places to sit. Make interlibrary loan lookups available online so we know if we can get them."
- "More hours of service with more budget"
- "I don't know what else they could provide to make my visits there any better. The people there are helpful and courteous. No complaints."
- "More modern books available in person vs. E-book. Easier app i dont know how to logon or make an account."
- "More programs for kids between ages 4 and 9 such as art programs, building programs, science programs and plenty of sign up time and day options. More weekday day time programs between 2pm and 5pm."

Library non-users:

- "Better publicize available books and services to residents"
- "Need more French books"
- "Longer hours"
- "More events / groups for younger adults (20-40)"
- "All my information, interests and reading needs are obtained on line."

Question 8

What improvements or changes would encourage you to use the library more frequently, if applicable?

■ Library Users ■ Non-users

Tags	Description	Tally Library users	Tally Non-users	Total
None	Includes words and phrases such as: nothing, n/a, can't think of anything, don't change anything, you're doing great! Includes neutral or non-committal/ non-specific responses (e.g., not sure) and "see previous comments" and non-users who are not interested in using the library	124	12	136
Hours	Includes increasing or changing existing service hours. Does not include comments related to when programming is offered	21	5	26
Communication	Includes online communication, social media posts, newsletters, notifications	15	11	26
More programs	Includes specific programs mentioned or more broad program ideas (e.g., more children's programs). Includes comments on offering programs at different hours, and computer/ tech training courses	24	9	33
More books/ collection items	Includes print and digital/ online resources	33	2	35
Physical space	Refers to any comments about changing, increasing, or updating the physical space, either indoors or outdoors. Also includes comments about the library's location	23	5	28

Policy change	Refers to respondents requesting changes to how the library conducts business. Includes late fees, book acquisition, use of space	8	1	9

Question 8 Response Samples

Library users:

- "We already come once a week, but would definitely come more often if there were more quiet spots."
- "coffee bar, cozy nooks, plants, character. Since the reno it seems rather stark and bland - it needs to be more obviously Carleton Place."
- "Increasing operating hours (Sunday, evenings)
- "Receive info re programs/library events via email"
- "More books not ebooks"

Non-users:

- "Allowing other close municipalities to access your library with a current card from neighbouring communities."
- "Better hours"
- "More selection in French books"
- "having knowledge what programs are available."
- "Not sure yet, new to town!"

Response Observations

Through the process of reviewing the responses, there were a few trends noticed across question responses. These types of responses were not significant enough within each question to merit a unique tag so are included below. Observations listed below are also confirmed to have come from multiple respondents (as opposed to one survey respondent saying the same thing, such as "provide coffee," for every question).

- Many people like the non-traditional library collection items, especially
  - Museum passes
  - Community passes
  - DVDs
- There were a few responses from different respondents unhappy with the library's "wokeness," expressing interest about whether the library censored books, and being dissatisfied with pride programs.
- Several responses included requests for coffee or other food items to be available in the library.
- Respondents often noted that programs were frequently full, respondents wanted more of the current programs.
- Several respondents expressed interest in the library offering programs or services that the library already offers. These were tagged as a communication need for the library.
- People more often made requests for certain types or genres or print books as opposed to digital books/ resources – the desire to continue providing print books is strong.

Appendix A2: Sample of Incomplete Survey Response Excluded from Summary Information

Carleton Place Public Library Community Survey

#225

INCOMPLETE

Collector:	Web Link 1 (Web Link)
Started:	Friday, July 14, 2023 6:10:25 PM
Last Modified:	Friday, July 14, 2023 6:10:35 PM
Time Spent:	00:00:09
IP Address:	142.127.240.104

Page 2

Q1

Do you use the Carleton Place Public Library?

Yes

Page 3: Shaping the future of Carleton Place Public Library together.

Q2

How often do you visit the Carleton Place Public Library?

Respondent skipped this question

Q3

What are the primary reasons you use the Carleton Place Public Library? (Select all that apply)

Respondent skipped this question

Q4

What do you love about this library? What library services, resources, programs, building/property elements make your library experience truly special? (Feel free to provide specific examples of experiences that have created this affection for the library)

Respondent skipped this question

Q5

How could the Carleton Place Public Library better serve your needs?

Respondent skipped this question

Q6

Are there any specific programs, services, or resources you would like to see the library offer in the future?

Respondent skipped this question

Q7

What improvements or changes would encourage you to use the library more frequently, if applicable?

Respondent skipped this question

1 / 2

Appendix D: Partner Interviews

Survey Format

Approximately 30 minutes per survey. Surveying by phone call, Zoom, MS Teams, or in-person. Participants were contacted by email by the CEO in order to introduce the topic and connect them to the Chapter 3 Consulting staff, who arranged and conducted the survey.

Participants

1. Linda Berg, Program Coordinator, Carebridge/ The Station
2. Rob Probert, President, Canadian Career Academy; Board Member, Business Improvement Association
3. Luke Cavey, ECE, Newcomer to the community
4. Sarah Cavanagh, Municipal Councillor, Town of Carleton Place
5. Diane Smithson, Chief Administrative Officer, Town of Carleton Place
6. Jackie Kavanagh, General Manager, Carleton Place and District Chamber of Commerce
7. Jen Lafleur Bell, EarlyON French Language and Bilingual Program Facilitator, Children's Resources on Wheels
8. Dena Comley, Municipal Councillor, Town of Carleton Place
9. Sarah Soule, Director, Carleton Place & District Civitan Club
10. Jennifer Irwin, Curator, Carleton Place and Beckwith Heritage Museum
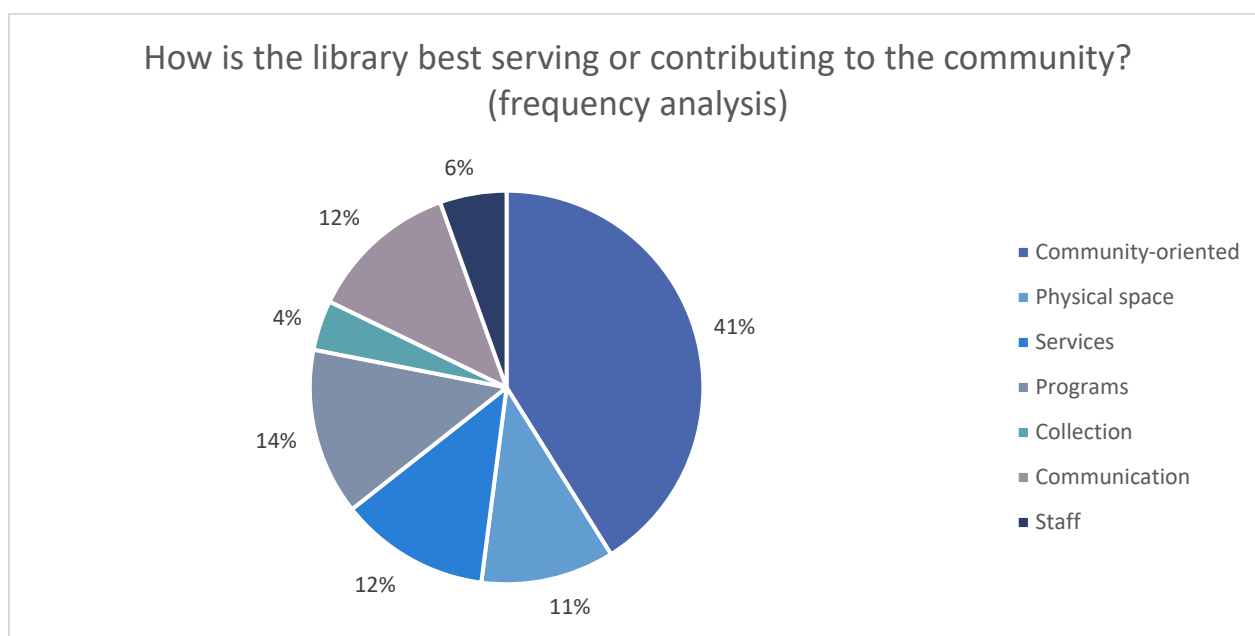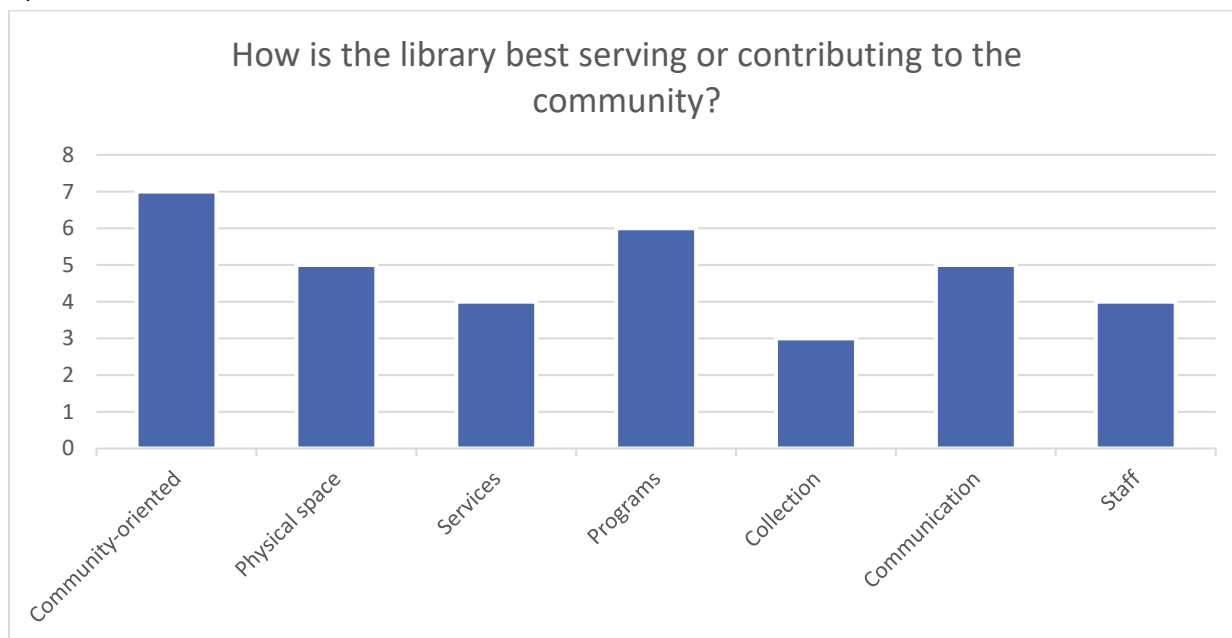
Questions

1. (Strengths) How is the library best serving or contributing to the community?
2. (Weaknesses) What can the library do better?
3. (Opportunities) What do you think would make your organization and your customers use the library more?
4. (Threats) What do you see as the major issues and challenges for the community in the upcoming years?
5. Is there anything else that you'd like to say about the Carleton Place Public Library?

Summary of Responses

Of the 10 partners contacted, 9 interviews were held. Typed notes were taken during each interview by Emily Farrell. Responses were broken down into individual concepts (e.g., one sentence might be broken down into one or more concepts depending on the topics discussed) and assigned a code (tag) using inductive methods (codes developed based on partner responses as opposed to a pre-established set of code) by Emily Farrell. Each question could have more than one code assigned, depending on the depth of responses from the partners. Responses were also evaluated for the frequency that words and phrases related to codes were mentioned by respondents (e.g., how often did someone mention library programs in one question).

Question 1

How is the library best serving or contributing to the community?

(bar chart: Community-oriented ≈ 7, Physical space ≈ 5, Services ≈ 4, Programs ≈ 6, Collection ≈ 3, Communication ≈ 5, Staff ≈ 4)

How is the library best serving or contributing to the community? (frequency analysis)

- Community-oriented — 41%
- Physical space — 11%
- Services — 12%
- Programs — 14%
- Collection — 4%
- Communication — 12%
- Staff — 6%

Highest responses were:

- Community-oriented
- Programs
- Communication
- Physical space

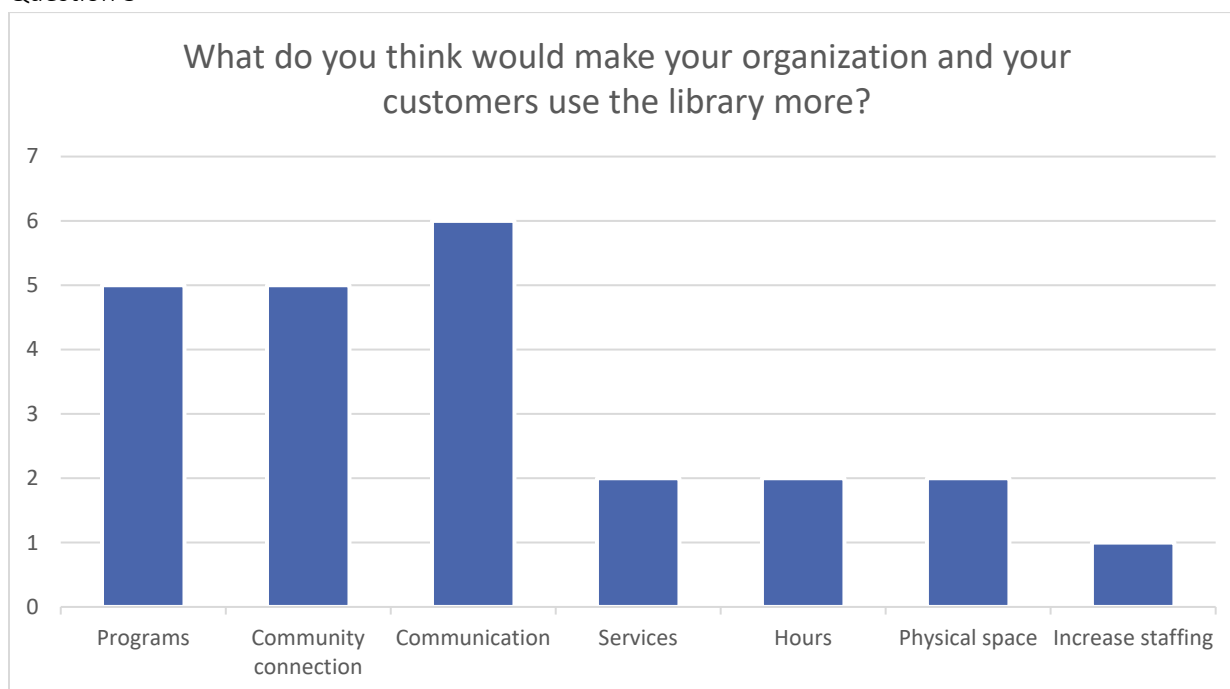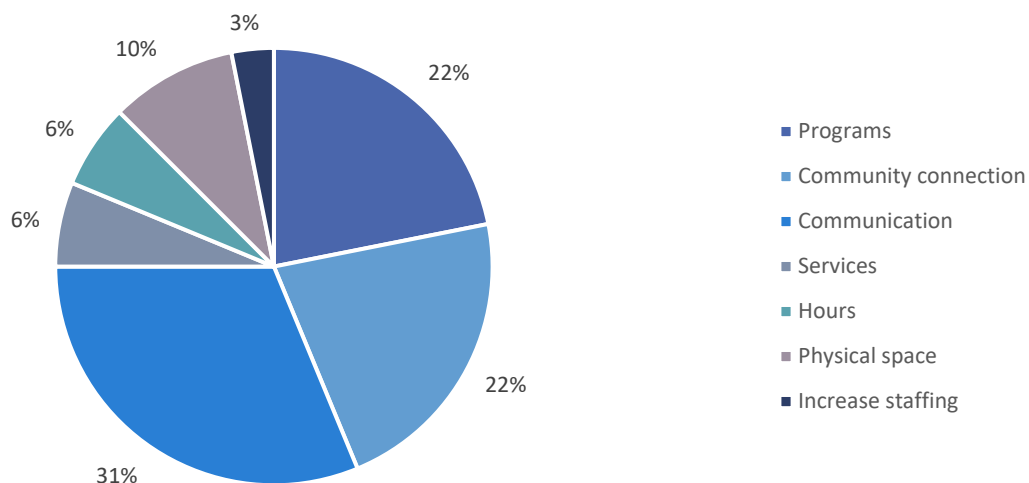| Code	Description
Community-oriented	Describing the feeling people have when they use or interact with the library and social services offered by the library above and beyond "traditional" library services Includes words and phrases such as: community hub, supportive, welcoming, adaptive/ adapting, inclusive, open/ responsive
Physical space	Refers to the physical space and physical items within the library's physical space Includes words and phrases such as: physical space, meeting rooms, location, renovation
Services	Refers to other services provided by the library other than programs, the collection, and not related to the physical space. Includes words and phrases such as: Tech support, online help, homebound services
Programs	Refers to only the programs offered by the library. Includes words and phrases such as: programs, storytime, kids programs, family programs, playgroup, etc.
Collection	Refers only to the lending collection, both physical and digital collections. Includes words and phrases such as: books, ebooks, Libby, online resources, library of things, seed library
Communication	Refers to how the library connects with and communicates with the community and patrons. Includes words and phrases such as: communication, newsletter, social media, TikTok, Facebook, promotion (of events)
Staff	Refers to specific mentions of the library's staff, board, and volunteers

Question 2

What can the library do better?

What can the library do better?
(frequency analysis)
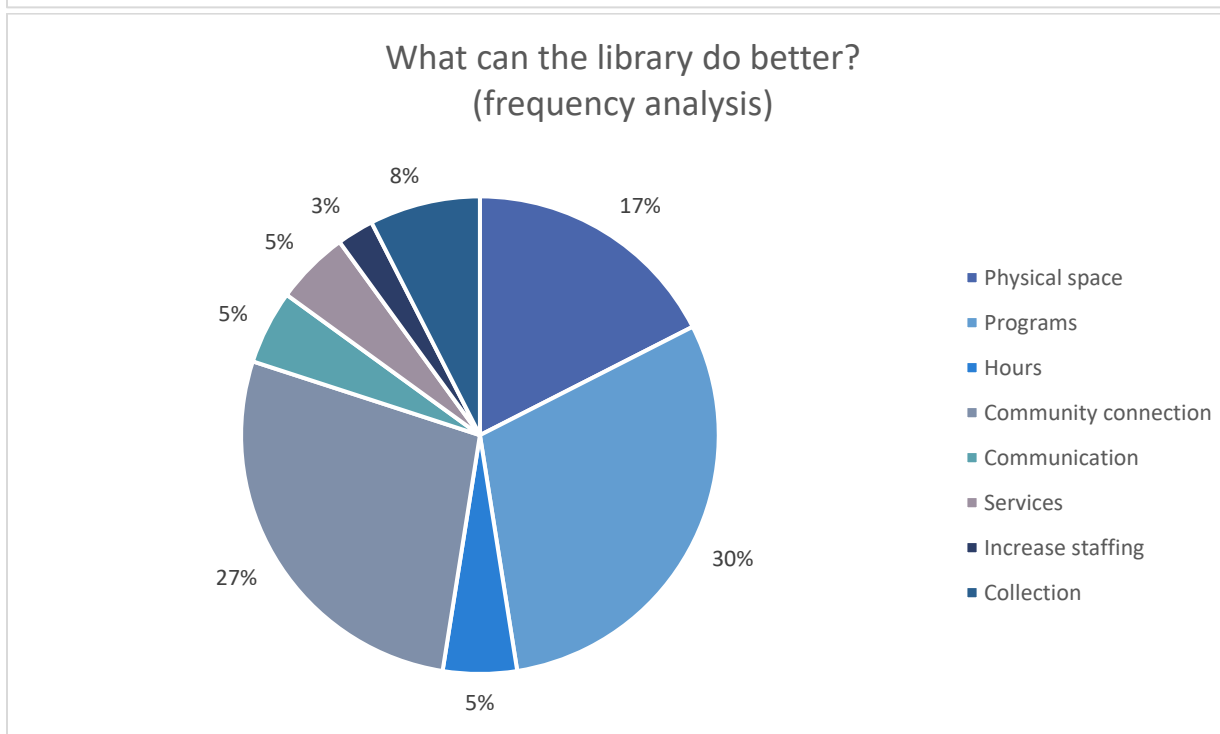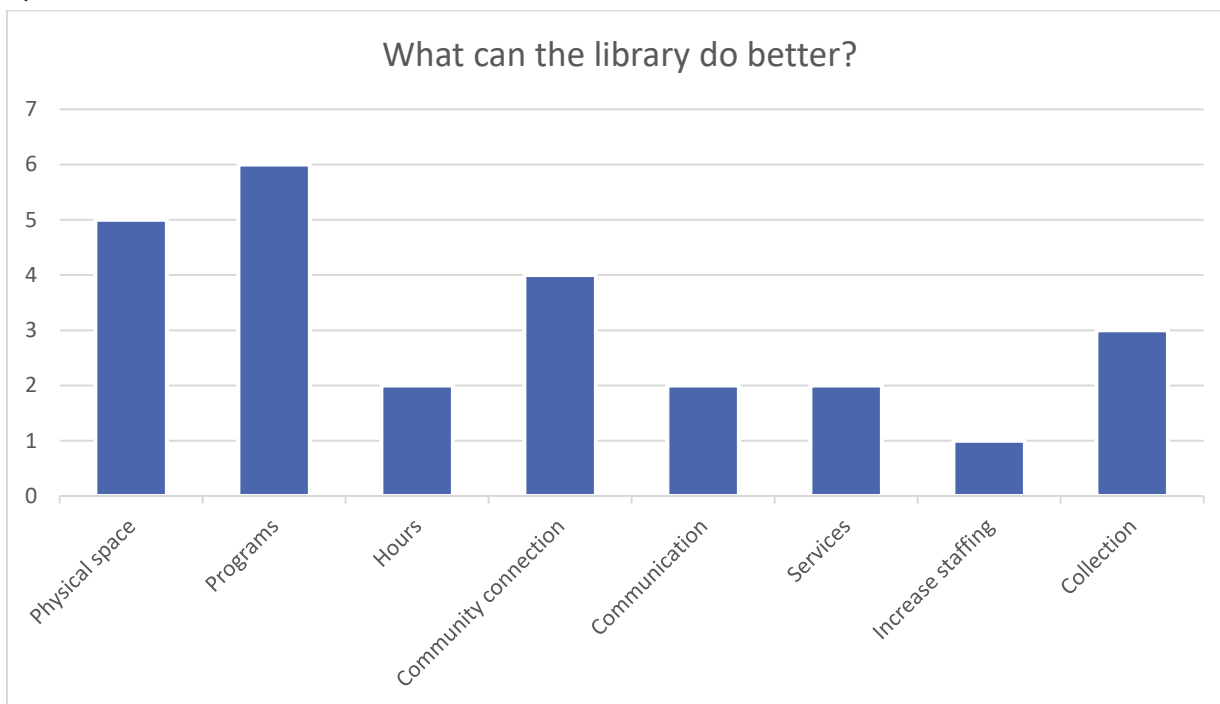
Highest responses were:
- Programs
- Physical space
- Community connection

Code	Description
Physical space	Refers to the physical space and physical items within the library's physical space Includes words and phrases such as: physical space, meeting rooms, location, renovation
Programs	Refers to respondents suggesting specific programs, new types of programs, or more programs either physical in the library or digital/ online Does not include outreach and homebound services
Hours	Refers to changing or increasing hours
Community connection	Refers to any respondents suggesting community outreach, more programs or services outside the library or better community collaboration/ partnerships
Communication	Includes community feedback and surveying
Services	Refers to library services other than programming. Includes homebound service
Increase staffing	
Collection	Includes increasing/ improving multi-lingual collections/ collections in languages other than English

Question 3

What do you think would make your organization and your customers use the library more?

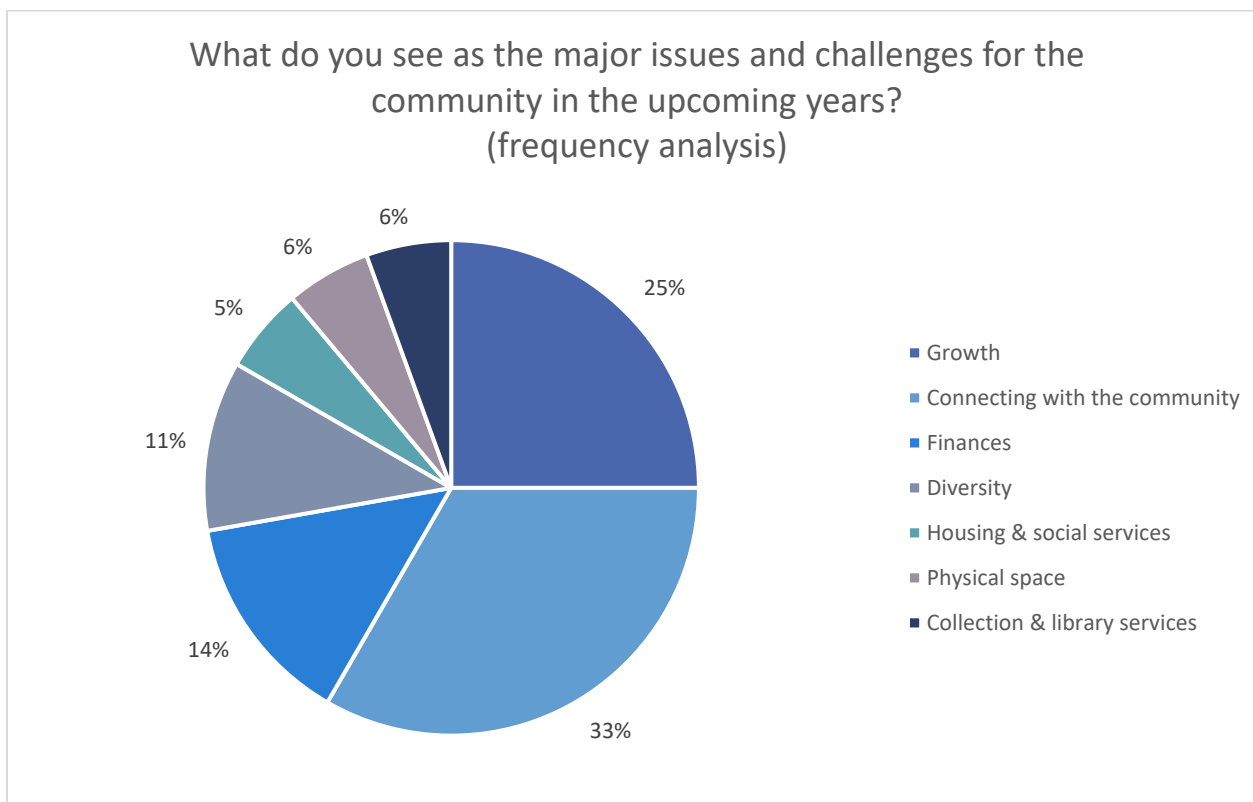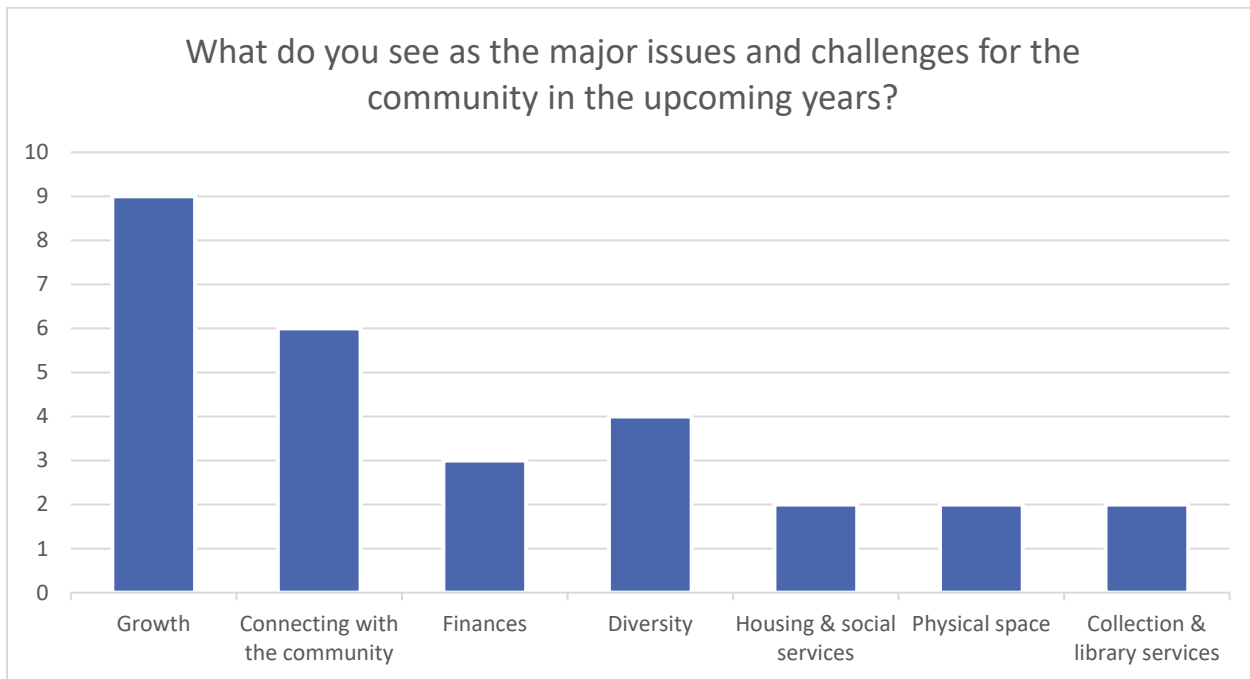**What do you think would make your organization and your customers use the library more? (frequency analysis)**

Category	Percentage
Programs	22%
Community connection	22%
Communication	31%
Services	6%
Hours	6%
Physical space	10%
Increase staffing	3%

Legend:
- Programs
- Community connection
- Communication
- Services
- Hours
- Physical space
- Increase staffing

Highest responses were:
- Communication
- Programs
- Community connection

Code	Description
Programs	Refers to respondents suggesting specific programs, new types of programs, or more programs in the library or digital/ online
Community connection	Refers to any respondents suggesting community outreach, more programs or services outside the library or better community collaboration/ partnerships Includes responses that cover broader topics on themes relating to human connection
Communication	Refers to how the library connects with and communicates with the community and patrons. Includes words and phrases such as: advertising, methods of communication, promotion
Services	Refers to other services provided by the library other than programs, the collection, and not related to the physical space. Includes words and phrases such as: Tech support, online help, homebound services
Hours	Refers to changing or increasing hours
Physical space	Refers to the physical space and physical items within the library's physical space Includes words and phrases such as: physical space, meeting rooms, location, renovation

Increase staffing	

Question 4

What do you see as the major issues and challenges for the community in the upcoming years?

- Growth: 9
- Connecting with the community: 6
- Finances: 3
- Diversity: 4
- Housing & social services: 2
- Physical space: 2
- Collection & library services: 2

What do you see as the major issues and challenges for the community in the upcoming years? (frequency analysis)

- Growth: 25%
- Connecting with the community: 33%
- Finances: 14%
- Diversity: 11%
- Housing & social services: 5%
- Physical space: 6%
- Collection & library services: 6%

Highest responses were:
- Growth
- Connecting with the community
- Diversity
- Finances

Code	Description
Growth	Refers to community and population growth and sustaining the community growth
Connecting with the community	Refers to continuing to connect with community members and patrons. Includes communication and connecting with specific demographics in the community
Finances	Refers to revenues and expenses - being able to financially support the things the library wants or needs to do
Diversity	
Housing & social services	Includes community issues that are outside "traditional" library service
Physical space	Refers to the physical space and physical items within the library's physical space, both indoors and outdoors Includes words and phrases such as: physical space, meeting rooms, location, renovation, needing more space
Collection & library services	Refers to specific suggestions for changes to the library either within the collection or how the library operates

Question 5

Is there anything else you would like to share about the Carleton Place Public Library?

Responses
"Staff are wonderful"
They do a good job with teens and young adults
Staff are super friendly and creative
Not sure if they have enough staffing
"Top notch organization"
Really great facility
Heidi is great at reading with children, she has a "true gift"
More than just books
Such a positive place
Loves fine free
The library is an extremely important organ of Carleton Place
"I hope the funding can keep up"

Very innovative, very on top of things
"very proud of our town library"
Honour your [library] history more
Love the felt farm
People are warm, everyone seems nice
Love the comfy nooks in the kids section
Maybe add a second or third story to the library
Library helps get people engaged again with the community

Appendix E: Carleton Place Public Library Mission, Vision, Values and Strategic Priorities 2017 – 2021

Foundation Statements

Vision

The library will continue to be an inviting community resource offering a full range of materials and services. The library's programs, outreach, collections, staff, technology, and physical and online spaces will anticipate, reflect, and respond to the changing needs of society

Mission

Access and opportunity: We enrich and inspire our community by providing a welcoming destination where people connect to their passions.

Strategic Priorities

- Transform library spaces

  - Prioritize accessibility for all community members

  - Ensure library space reflects the evolving needs of library users

  - Investigate options for revitalizing library interior

- Community connection and engagement

  - Create a marketing plan to communicate library programs and services

  - Improve outdoor library signage

  - Expand community outreach services through active participation in community events

  - Strengthen relationships with community organizations

  - Expand opportunities for community engagement by providing meaningful volunteer opportunities at our library

- Enhance library services

  - Enhance digital library services

  - Ensure library collections are current, and reflect the diverse interests and reading needs of our community

  - Engage library users through interesting and entertaining programming, with an increased focus on programs for seniors

  - Investigate options for improving hours of operation

- Improve service delivery

- ○ Create policies that ensure professional and consistent library services, with a goal of achieving Ontario Public Library Accreditation

- ○ Preserve a vigorous commitment to core library programs and services

- ○ Ensure library services are accessible to all members of our community

- ○ Facilitate professional development opportunities for library Board and staff

Checklist for Action Item Projects

To assist with the successful completion of each action item, consider the following elements/ questions:

- ☐ When developing the annual budget: what action items do you intend to work on/ complete in the upcoming year? What do you need to budget for to be able to complete the action item (staff time, resources, consultant or other external support costs, advocacy efforts, etc.)? Consider hidden costs (such as the cost of staff time) and balancing workloads.
- ☐ Before starting the action item: do you have sufficient resources and time to complete the action item at this time? Are there any hard deadlines (such as a final grant report) that impact the timeline?
- ☐ What approvals do you need to begin this action item? Have you informed the CEO and other relevant coworkers your intention to begin this action item?
- ☐ Is there something else (a policy, a plan, etc.) that needs to be completed or reviewed before this action item will be successful? E.g., strategic priorities need to be completed before action items can be created.
- ☐ Are there any guiding documents or policies that this action item needs to incorporate? E.g., strategic plan, human resources policy, health and safety procedures, annual goals.
- ☐ Is there someone else who might be an expert on this topic? Is the library the best organization for this initiative? (Incorporate collaboration on projects and know when to step back and let others take the lead on an initiative.)
- ☐ Have you consulted the community and/or customer on this action item? How have you incorporated the needs of the community into the completion of this action item?
- ☐ How have you communicated the changes created by this action item to
    - o Staff?
    - o Stakeholders and partners?
    - o Customers and community?
- ☐ For major service changes: how are you communicating the change in a way that creates buy-in and gives those affected by the change opportunities to give feedback and adjust?
- ☐ What barriers exist in the action item/ the outcome of the action item? Have you used inclusive language (e.g., using 'they' instead of 'he/ she')? Do you use words or phrases that might be difficult for someone whose first language is not English?
- ☐ How have you incorporated evaluation into the action item? How will you know the project/ initiative/ action item is successful or completed? When will this need to be reviewed again?
- ☐ Have the appropriate people signed off on completing/ implementing the action item?
- ☐ Have you updated the changes in the relevant locations (e.g., online, social media, shared drive, personal files, etc.)?

Appendix G: Sample Action Item Evaluation Form

Name of the action item:

Date of completion:

Name of person completing this evaluation:

Questions

1. Rate the success of the action item.

   Excellent   Good   Fair   Poor

2. How was the action item achieved? Were timelines met?

3. How does the completed action item support the library's mission, vision, values, and strategic priorities?

4. How could completing a similar project in the future be improved?

   (E.g. increasing efficiency of staff time and resources through automation)

5. What impact has this action item made on the library and the community? How has the action item been received by the community/ customers/ relevant group?

   (E.g. program attendance numbers, customer feedback)

6. What will be the long-term impact of this action item on the library and the community?

7. What, if any, resources are needed to ensure the continued success of this action item?

8. When should this action item be reviewed again/ occur again?

   (E.g. never, once a month programs, annual review, 3-year policy review)