

*the* Perth & District  
UNION PUBLIC  
**LIBRARY**

*a place for all*



## **AGILITY PLAN 2022-23**



# **Perth & District Union Public Library**

## **Agility Plan 2022-2023**

### **Introduction**

The Perth & District Union Public Library has served the Town of Perth and the Townships of Drummond/North Elmsley and Tay Valley for more than 150 years. The library's role in the community has evolved over time and continues to do so. This agility plan sets out the Library's mission, vision, desired outcomes and priority action items for the next two years, from 2022-2023. It will be renewed every two years based on our community survey and other metrics (see Appendix A). The purpose of the plan is to ensure the library continues to adapt in response to changing community needs, while delivering exceptional programs and services, and offering the best possible value for contributing municipalities and library users alike.

### **Review**

Progress on these strategic priorities will be reviewed twice a year by the Library Board (June/November). This will help ensure the Library continues to filter its decision making through the mission, vision and the monitoring and evaluation tools laid out in Appendix A.

### **Our Mission**

The mission of the Perth & District Union Public Library is to share knowledge, foster community, and enrich lives.

#### ***Tagline:***

Sharing knowledge. Fostering community. Enriching lives.

### **Our Vision for the Library**

We envision the Library continuing to evolve as a vibrant community hub for lifelong learning. The Library brings together information, technology and people both at the library and in our community; builds literacy skills; is supported by the community through advocacy, fund-raising and volunteerism; and has a loyal membership. Everyone has a library card!

## Outcome: The library is more equitable, diverse, inclusive and accessible.

Strategic Direction: The library fosters community and is seen as an open and welcoming place for all.

Action	Year	Outcomes & Indicators Progress on action item:	What impacts will we measure?	How will we measure it?
Break down barriers to accessing library services, through a review of common procedures (e.g. new library card, check out, renewal, accessing digital resources, etc) and removal of barriers such as overdue fees.	2022		<i>growing membership, positive attitudes towards library</i>	<i>total number of library cardholders increases year over year, decrease in expired memberships, community survey</i>
Invest in library collections: diversify collections to include voices of marginalized communities, expand collections in areas of community interest as follows:				
<i>expand Indigenous collections by a minimum of 60 titles</i>	2022		<i>our community sees themselves reflected in our collection, non-Indigenous peoples can learn about Indigenous issues and stories</i>	<i># of times items in this collection are signed out</i>
<i>expand sustainability/environmental issues collections by a minimum of 60 titles</i>	2023		<i>our community can access reliable information and learn more about this topic</i>	<i># of times items in this collection are signed out</i>
In collaboration with the library's Indigenous Advisory Circle:				
<i>provide appropriate library services for the Indigenous communities in our area</i>	ongoing		<i>Impacts dependent on initiatives. Initiatives determined in collaboration with Circle.</i>	<i>All initiatives undertaken will incorporate some form of impact measurement</i>
<i>educate our community about Canada's relationship with Indigenous peoples and help non-Indigenous peoples to actively engage in reconciliation</i>	ongoing			

Support our friendly, skilled and knowledgeable staff by:			
<i>reviewing the orientation process and creating an orientation and training checklist for new staff</i>	2022	<i>new staff know and understand their job responsibilities</i>	<i>new staff feedback following orientation</i>
<i>implementing tech basics training for all staff</i>	2022	<i>staff comfort with technology</i>	<i>annual staff survey, performance evaluations</i>
<i>supporting monthly staff team meetings</i>	ongoing	<i>staff feel supported and part of a team</i>	<i>annual staff survey, performance evaluations</i>
<i>providing annual training opportunities in the areas of equity, diversity and inclusion, mental health, etc.</i>	ongoing	<i>staff provide excellent customer service to all. Staff feel comfortable providing immediate supports or referrals to other community services to anyone in need</i>	<i>community survey, # of referrals to community services annually, annual staff survey</i>
Support vulnerable populations by connecting with other social service organizations and providing a neutral meeting space.	2023	<i>library is seen and used as a neutral meeting space by social service organizations</i>	<i># of times external groups representing vulnerable populations use library space, # of people representing marginal populations who use library space (library use statistics, community survey)</i>

**Outcome:** Everyone in our community is aware of the services of the library. It's exciting to have a library card!

**Strategic Direction:** Raise the profile of the library in the community.

Action	Year	Outcomes & Indicators	Progress on action item:	What impacts will we measure?	How will we measure it?
Form an ad hoc outreach group made up of volunteers with staff liaison. Ad hoc group to develop and implement an outreach strategy with messages aimed at the following groups of people:	2022				
<i>new and summer residents: make sure all new and summer residents know where the library is and what services are offered</i>	2022			<i>new residents know about the library and use library services</i>	<i># of new residents reached, # who access the library or get library cards</i>
<i>non-readers and young adults (20s &amp; 30s): promote community-led program opportunities, attendance at alternative events like Library After Dark</i>	2023			<i>non-readers and young adults know about the library and use library services</i>	<i># of non-readers and young adults reached, # who access the library or get library cards, # of community-led programs offered</i>
<i>rural residents: promote programs accessible to rural residents (e.g. held off-site or virtually) via pop-up library sessions at rural community events such as the Maberly Agricultural Fair or other methods</i>	2022			<i>rural residents know about the library and use library services</i>	<i># of rural residents reached, # who access the library or get library cards</i>
Start a library champions program; provide training and advocacy package to supporters. Empower library champions to deliver informal presentations to community groups and to promote library services at community events/locations.	2023				<i># of champions recruited and trained, # of presentations given, number of people reached by champions</i>

## Outcome: People feel connected to each other and the library.

Strategic Direction: The library offers programs that connect people to each other and the library.

Action	Year	Outcomes & Indicators <i>Progress on action item:</i>	<i>What impacts will we measure?</i>	<i>How will we measure it?</i>
Expand class visit program: create and promote an online booking system for teachers to easily book a virtual or in-person class visit to the library.	2022		<i>teachers and school classes both in town and rurally know about the library and use library services</i>	# of class visits, # of students participating in class visits
Offer teen-led programming: form an ad-hoc teen group that creates and runs programs for teens.	2023		<i>teens see the library as a safe space, teens use library services</i>	# of teen led (or teen initiated) programs, # of youth participating in youth programs, community survey
Offer adult-led programming: encourage community members and organizations to pitch and lead programs at the library or online. Focus on young adults in their 20s and 30s.	2023		<i>young adults see the library as a place to connect with others, young adults use library services</i>	# of programs/events pitched and held at/with the library, # of young adults who participate, community survey
Help seniors connect by facilitating and/or partnering to:  <i>offer programs that give seniors the skills to use technology (e.g. tech training, common tech troubleshooting tips for seniors handout)</i>	2022		<i>seniors feel comfortable using technology</i>	# of technology questions answered, # of programs offered, # of partnerships formed, # of seniors who participate, community survey
<i>offer programs that connect seniors with other community members (e.g. Connected Canadians, Reading Buddies)</i>	2022		<i>seniors feel connected to their community</i>	# of programs offered, # of partnerships formed, # of seniors who participate, community survey

**Outcome:** Rural residents feel like the library is "for them".

**Strategic Direction:** The library offers programs and services virtually or off-site.

Action	Year	Outcomes & Indicators	Progress on action item:	What impacts will we measure?	How will we measure it?
Expand our book hubs: incorporate library branding and ongoing marketing as part of existing book hubs, add new book hubs.	2022			rural residents have more access to books, awareness of library services	estimated use of book hubs, # of people who get a library card as a result of learning about library services
Offer programs in rural areas or offer virtual options for existing programs (e.g. Babytime at a community hall, virtual options for Storytime).	2022			rural residents have access to library programs where they are	# of rural programs or events run by library; # of people participating in these events; # of virtual sessions offered; # of people participating in virtual sessions
Identify our capacity to offer other services rurally (e.g. book delivery partnerships, pickup/drop off locations, etc) and look at funding / partnership / volunteer options.	2023			rural residents have increased access to library services and more rural residents use library services	dependent on initiative

**Outcome:** The library is funded to meet current and future operational needs.

**Strategic Direction:** The library has a robust fundraising program and our funders see the value of library services.

Action	Year	Outcomes & Indicators	
		Progress on action item:	What impacts will we measure? How will we measure it?
Create and implement an annual fundraising strategy to raise \$70,000 annually	ongoing		the community supports the library and the library has an ongoing, robust fundraising program amount of funds raised
Advocate the value of library services to our municipal funders via Tri-Council Networking meeting and annual reports to Council	ongoing		funders see the value of library services # of presentations given to municipal councils, Council response to presentations / budget requests
Advocate to the provincial government for an increase to the Public Library Operating Grant and support for Ontario's Digital Library by meeting with our local MPP and Minister of Heritage, Sport, Tourism and Culture Industries	ongoing		funders see the value of library services # of advocacy initiatives in which library participates (signing position papers etc), provincial response to advocacy
Implement the goals laid out in the library's financial plan and 10-year capital budget as follows:			
<i>Undertake library building condition report</i>	2022		assess current and future building needs report completed and reviewed by Board
<i>Undertake library building community consultation</i>	2023		assess current and future community needs consultation completed with at least 100 responses
<i>Make updates to library circulation desk for configuration/electrical</i>	2022		meet current and future staff needs to handle library operations at main service desk updates completed
<i>Paint library interior and update emergency signage</i>	2023		meet ongoing maintenance needs library painted and emergency signage updated
<i>Expand the Library Specialist - Adult and Senior Services role from a part-time to full-time role to meet current needs and expand community outreach and programming.</i>	2024		meet current and future library operations needs without staff burnout Adult and Senior Services specialist bumped up to full-time

## Appendix A: Agility Plan Development & Evaluation Plan

### Development Process

This is a summary of the process undertaken to develop the Library's 2022–23 agility plan:

- community survey (Sept–Oct 2021)
- focus groups held with Friends of the Library, Library Board and Staff  
*focus groups reviewed results of community survey, current community demographics, and library use statistics to identify the Library's priority outcomes over the next two years (e.g. Who do we hope to reach? What changes do we hope to make in people's lives?)*
- first draft of plan
- draft presented to smaller working group (that included both staff and Board) to workshop
- second draft of plan
- second draft presented to Policy Committee (wordsmithing, editorial)
- final draft
- final draft presented to Library Board

### Monitoring, Evaluation and Reporting Plan

This section contains the evaluation tools we will use to monitor, evaluate and report on our work over the coming years. This qualitative and quantitative data enables the Library to identify community needs, track who we are serving, measure how much we're doing and how well we're doing it, and monitor progress toward our desired outcomes. This data will provide a benchmark against which to measure progress in future years and will be used as the basis for developing our next strategic/agility plan (for the years 2024–2025). We anticipate that these evaluation tools will be refined over time as we gain experience working with them.

**The table below describes the evaluation tools we plan to use:**

Evaluation Tool	What the Data Will Tell Us	Frequency
<b>Tool #1: Community Survey (see page 10)</b>	<ul style="list-style-type: none"><li>• Who is, and who is not, using the library (based on community demographics).</li><li>• What people appreciate most about the library and what they would like to see changed.</li><li>• Suggestions for drawing people who are not library cardholders, and who may not be readers, into the library.</li></ul>	Completed once every two years over a three-month period (May–July 2023). Available online, on library-owned tablets and in hard copy.

<b>Tool #2:</b> <b>Workshop/Program Evaluation</b> <i>(see page 13)</i>	<ul style="list-style-type: none"> <li>Who is, and who is not, participating in library programs (based on demographics).</li> <li>What people appreciate most about library programs, and how these programs might be improved.</li> <li>Suggestions for new programs.</li> </ul>	Completed after each one-off workshop, and at least once a year for ongoing programs.
<b>Tool #3:</b> <b>Library Use Statistics</b> <i>(see Appendix B, page 14, for currently collected statistics)</i>	<ul style="list-style-type: none"> <li>How many people are using the library?</li> <li>What are they using the library for?</li> </ul>	Collected and reported to the Library Board quarterly.
<b>Tool #4</b> <b>New Library Use Statistics:</b> <i>Track categories of use and other demographics for library space/room bookings</i> <i>Track age demographics for program statistics</i> <i>Track “how did you hear about the library?” for new members</i> <i>Track # of community service referrals as part of quarterly question tracking</i>	<ul style="list-style-type: none"> <li>Which community organizations are using the library's space and what populations are represented.</li> <li>The number of people who use the library's space.</li> <li>The age of those attending programs.</li> <li>How library cardholders find out about library services.</li> <li>How often staff provide immediate supports or referrals to other community services to anyone in need</li> </ul>	Completed when booking library space, after each program, when signing up new members, and during a quarterly tracking week. Collected and reported to the Library Board quarterly.
<b>Tool #5</b> <b>Demographic Data</b> <i>Census / Lanark County Data Portal</i> <i>Analyse Library membership by geographic data</i>	<ul style="list-style-type: none"> <li>What are our community demographics?</li> <li>What part of the community is using the library, and what part are we missing?</li> </ul>	Summary completed once every two years as part of community survey/ development of new agility plan

## **Tool #1: Community Survey**

Please take a few minutes to complete this survey. Your comments will help us refine our programs, services and collections, and ensure we continue to provide the best possible services for our community. We thank you in advance for your time!

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### **Survey Questions**

- 1. Do you have a library card:** yes / no / don't know
- 2. Have you made use of the Perth & District Library within the past year?**

(please check all that apply)

- a. I have visited the library to borrow books or other items
- b. I have visited the library for meeting rooms or study space
- c. I have visited the library to use a computer or WiFi
- d. I have used the digital library to borrow eBooks or other digital services
- e. I attended a program, either in-person or virtually
- f. I did not use any library services

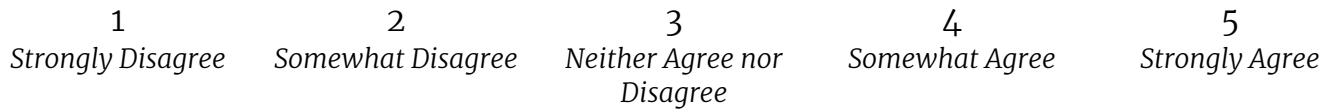
If you've used the library, please tell us what you appreciate or enjoy most about the library?

If you've used the library, is there anything the library could do to improve its programs, services or collections – or to improve your experience at the library?

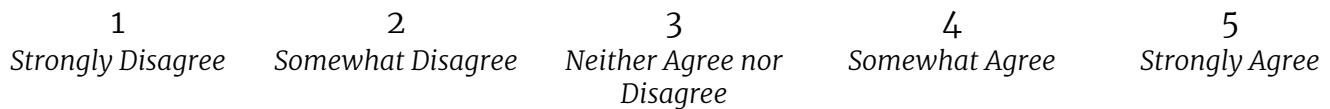
If not, what programs, services or resources could we offer that would draw you into the library? What would it take to encourage you to visit the library?

3. Please indicate the degree to which you agree or disagree with the following statements by circling a response from 1 – 5 with 1 being <strongly disagree> and 5 being <strongly agree>.

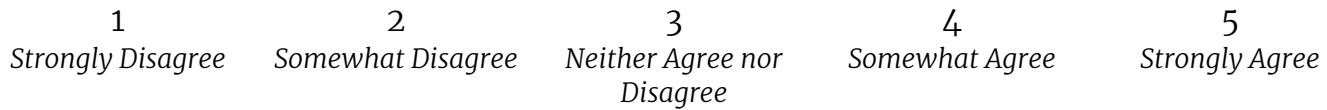
- a. I feel welcomed, accepted and included when I visit the library.



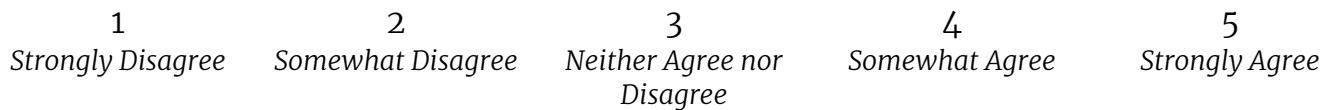
- b. The library has helped me feel more connected to other people.



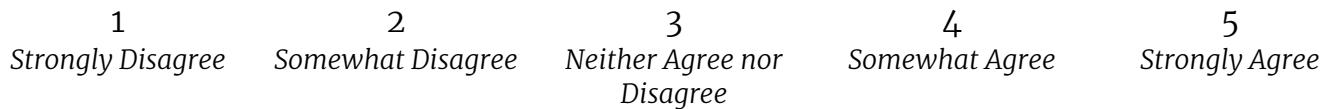
c. The library has helped me feel more connected to the community - like I belong.



d. The library has helped me connect with other community services (e.g. food, housing, legal aid, transportation, health care, mental health support etc).



e. The library has helped me learn how to use communication devices (e.g. cell phone, tablet, laptop or computer).



4. Please answer YES or No to the following questions:

a. Do you have reliable internet at home? Yes / No

b. Do you own a device (cell phone, tablet or laptop) to connect to the internet?  
Yes / No

c. Do you have the skills needed to use your cell, tablet or laptop? Yes / No  
If not, what would you like to learn to do?

d. Do you feel included in community life? Like you 'belong' in our community?  
Yes / No

If not, what would help you feel more included - like you belong?

## Please Tell Us About Yourself

Please tell us a little about yourself. This will help us refine our programs and services to better meet community needs. Feel free to skip any questions you don't feel comfortable answering. Your responses will be kept confidential and will not be shared with others.

<b>Gender Identity</b> Male Female Intersex Transgender Two Spirit Other: <hr/> Do not know Prefer not to answer	<b>Combined Family Income</b> \$0 - \$19,999 \$20,000 - \$24,999 \$25,000 - \$29,999 \$30,000 - \$34,999 \$35,000 - \$39,999 \$40,000 - \$49,999 \$50,000 - \$59,999 \$60,000 - \$79,999 \$80,000 - \$99,999 \$100,000 - \$119,999 \$120,000 or more Do not know Prefer not to answer	<b>Who Lives In Your Household?</b> I live alone Couple without child(ren) Couple with child(ren) Single parent with child(ren) Grandparents(s) with grandchild(ren) Siblings (brothers and sisters) Unrelated housemates Other: <hr/> Prefer not to answer
<b>Sexual Orientation</b> Heterosexual Gay Lesbian Queer Bisexual Two Spirit Other: <hr/> Do not know Prefer not to answer	<b>Housing Situation</b> I live in subsidized housing I rent a room, apartment or house I own my own home I live in a shelter I am homeless or couch-surfing Other: <hr/> Prefer not to answer	<b>Racial or Ethnic Group</b> (if mixed, please check all that apply) White Black Asian Middle Eastern First Nations Indigenous Inuit Metis Other: <hr/> Do not know Prefer not to answer
<b>Education Completed</b> Primary School (Grade 8) High School (Grade 12) College Degree or Diploma University Degree (undergraduate) University degree (graduate) Other: <hr/> Do not know Prefer not to answer	<b>Mother Tongue / Language at Birth</b> English French Other: <hr/> Prefer not to answer  If your mother tongue is neither French nor English, which official language are you most comfortable speaking? English French	<b>Disability</b> Do you have a physical, sensory or mental disability? Yes / No Prefer not to answer  If yes, please describe: <hr/> <hr/>

## **Tool #2: Workshop/Program Evaluation**

Please take a few minutes to complete this form. Your comments will help us improve our programs, and ensure we continue to provide the best possible services for our community.  
We thank you in advance for your time!

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Title of Workshop or Program:

Date of Workshop (for one-off workshops):

Period of time covered (ongoing programs):

1. What did you appreciate or enjoy most about this workshop or program?
  
  
  
2. What did you appreciate most about the library?
  
  
  
3. What could we do to improve this workshop or program?
  
  
  
4. What could we do to improve your experience at the library?
  
  
  
5. Do you have any suggestions for new programs you would like to see offered at the library?
  
  
  
6. Is there anything else you would like to tell us?

## Appendix B

# Library Use Statistics & Community Survey Results

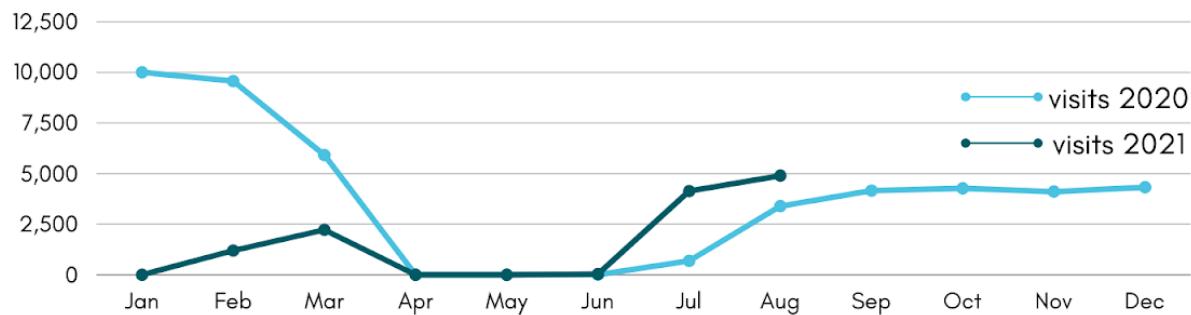
This table lists the categories and performance measures collected for the most recent 2021 quarterly report:

category	statistics type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Grand Total
Community Engagement	Program participants	123	102	73	211	220	169	225	281	1404
	Programs offered	11	31	9	17	14	11	61	60	214
	Volunteer hours	0	6	10	0	0	0	20	20	56
Library as Place	Computer Sessions	0	60	103	0	0	29	121	131	444
	Meeting room booking	0	2	16	0	0	0	10	35	63
	Visits	0	1194	2221	0	0	37	4134	4898	12484
Membership	New members	25	23	39	24	19	27	82	91	330
Physical Collection	Circulation	5039	5863	6118	4844	4274	4042	8185	9440	47805
	People borrowing	673	761	771	620	597	587	934	1041	5984
Virtual Library	Circulation - eaudiobooks	1137	1037	1105	1074	1181	1182	1066	1113	8895
	Circulation - ebooks	2340	2048	2244	2318	2411	2429	2399	2225	18414
	Circulation - films	431	339	414	389	433	356	357	346	3065
	Circulation - magazines	1131	986	1013	952	1073	903	554	690	7302
	Circulation - Tumblebooks	25	0	4	28	2	9	33	0	101
	CreativeBug users	37	21	17	16	5	10	7	6	119
	Kanopy film viewers	63	65	66	77	84	66	70	72	563
	People borrowing (OverDrive eBooks)	511	498	507	513	514	522	523	503	4091
	PressReader users	93	66	47	36	42	25	23	29	361
	Research database sessions	26	31	22	30	32	28	12	28	209
	website visitors	1874	1745	2055	1962	1797	1782	2064	2287	15566

This provides a visual update of the most recent 2021 quarterly report:

## Library as Place

COVID19 had a significant impact on use of the library building, with the library providing curbside service almost half of 2021. Since re-opening in July, computer use has remained low, while visits and room booking use increased significantly.



## Physical Collection

In 2021, an average of :

**748** library cardholders  
borrowed

**5,976** items each month

## Virtual Library

In 2021, an average of :

**511** library cardholders  
borrowed

**3,414** eBooks/eAudio  
each month

## Community Engagement

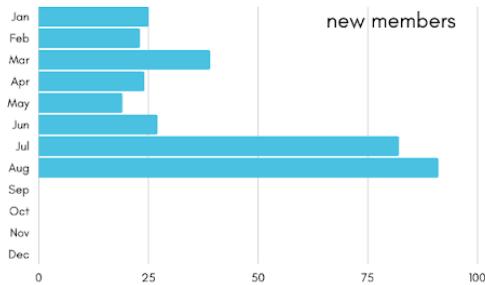
Library staff focused on creative ways to engage our community through virtual programs like Storytime, outdoor programs like the Word Walk and Grad Photo booth, and take home activity kits. OWLS Tutoring resumed in February, then moved to a hybrid virtual/kit model in April. We offered the Summer Literacy Program primarily in-person, with take-home kits and virtual options. The Summer Reading Club offered take-home kits and outdoor programs for kids 0-12.

*"I had a great time. Just like old times. The [Babytime] programme was well done and the babies were lovely. You have a warm welcoming way with moms and babies and a great singing voice".*

## Membership

Thanks to the library's online membership form, the library continued to add new members throughout the year, and saw a spike once the library building re-opened.

**The library currently has 5,992 members.**

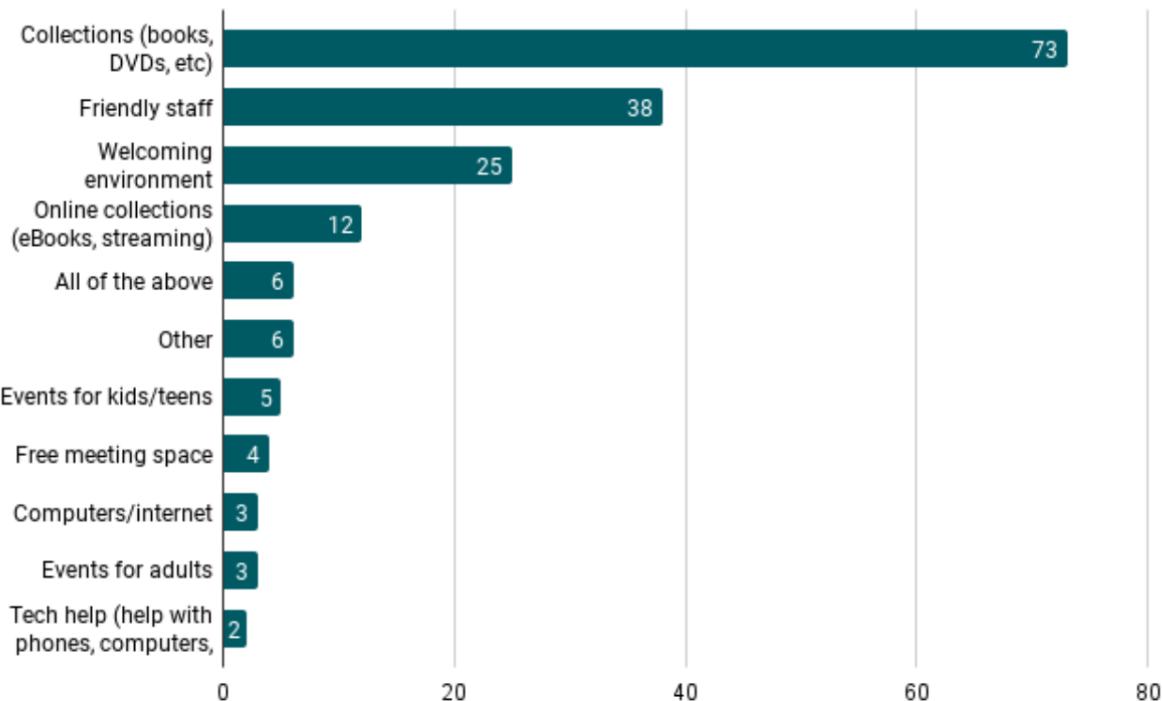


# Community Survey Results

The library undertook a short community survey from September 22 to October 20, 2021. The intent of the survey was to learn more about what keeps people coming back to the library, and also what barriers people experience in using the library. The survey was shared online on the library website, on social media, in a press release, and library staff visited Metro, The Table, and YAK to collect responses.

There were 192 responses to the survey, with 178 respondents saying they used the library and 14 respondents saying they did not.

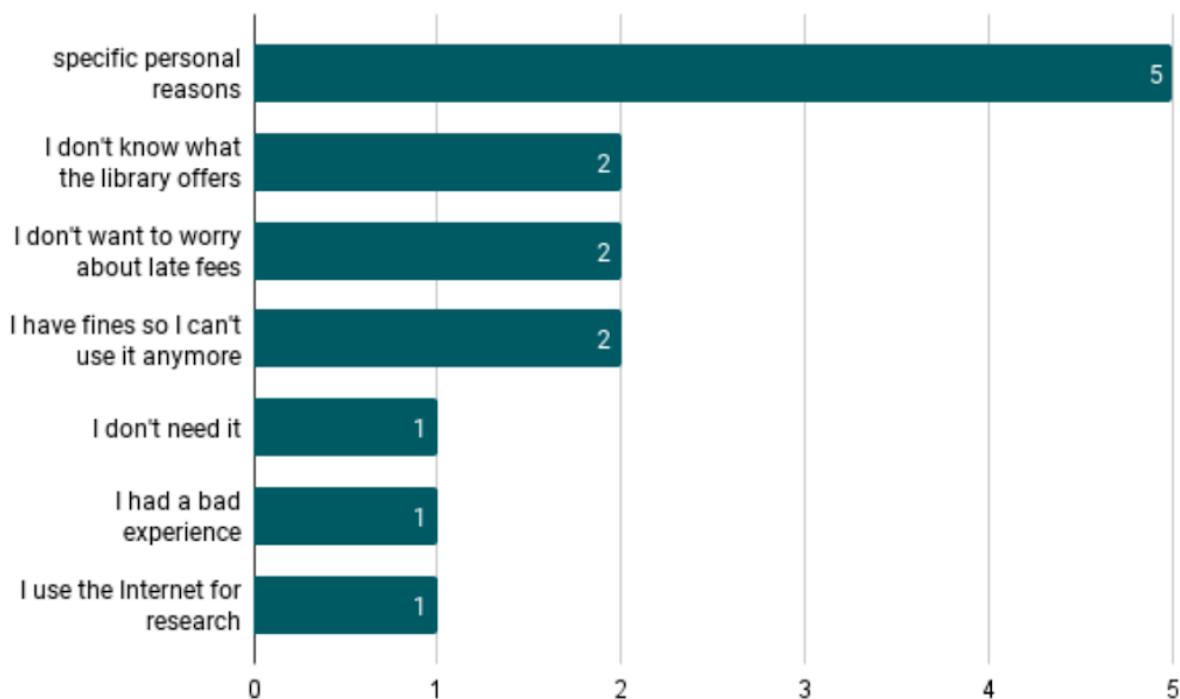
## What keeps you coming back to the library?



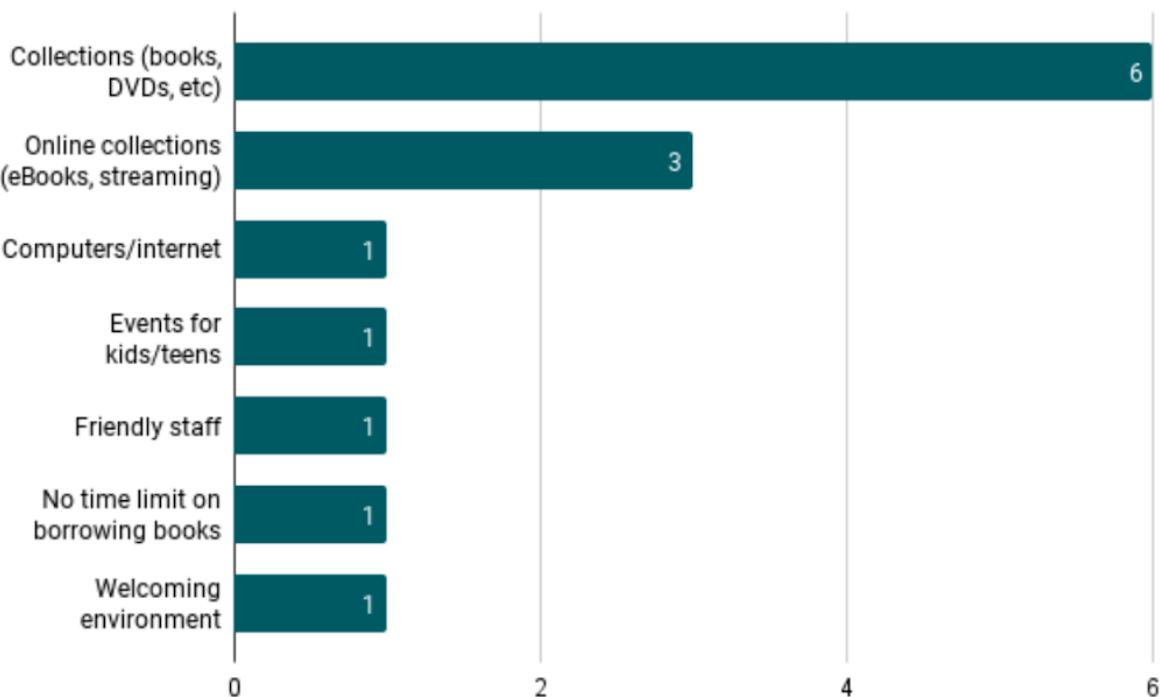
yes  
I use the library

**no**  
**I don't use the library**

### What is stopping you from using the library?



### Is there anything that would interest you in using the library?



## **Is there anything you would like to share about library services?**

The majority of respondents (64%) shared positive feedback about the library. About 20% of responses dealt with collections suggestions, mostly requesting more books in a specific area (e.g. bestsellers, non-fiction, graphic novels). Some specific feedback asked about interlibrary loan funding and the status of the program, adding a focus for rural residents, eliminating overdue fees, and difficulty finding parking. Only two responses were critical, and suggested the library staff were sometimes too friendly and requesting the library "stop rearranging things".

### **selected responses:**

*Amazing staff, welcoming, homey environment, and the most cutting edge collection I've seen in a library of this size!*

*I believe Perth has one of the most efficient libraries in Ontario.. the selection of books is fantastic and if they do not have it they use the interlibrary loan system to obtain it. I use this service frequently. Really the best part of the library for me is the staff.*

*I come for the books and I love the staff. It's a warm and friendly place.*

*I don't have Internet at home (or even cell phone service) so I rely on the library for books, videos and audiobooks. The staff are fabulously helpful, going above and beyond.*

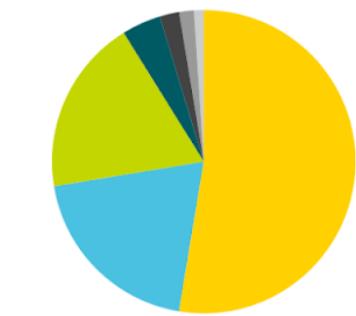
*I love that I can find great books, movies, and CD's and do inter-library loans if what I am looking for is not in the collection. I also love being able to access the internet and use printing and scanning services as I do not like to have internet at home and I do not have a printer or scanner.*

*I love the diversity of items other then books that can be borrowed. I love that the library feels like the centre of the community.*

*I wish there wasn't such a long wait list for online books. My daughter is 200th in line and there are only 10 copies available.*

*Great interaction with the community. Please continue on with that but could you please add to put some focus on items for those of us who live in a more rural setting.*

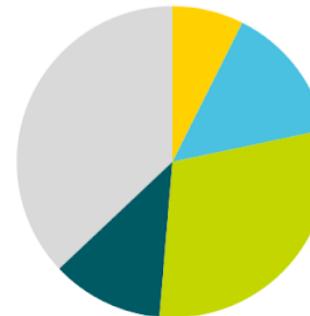
## **Demographics**



- Perth
- Drummond/North Elmsley
- Tay Valley
- Lanark Highlands
- Ottawa
- Rideau Lakes
- Smiths Falls



- Under 18
- 18-29
- 30-39
- 40-49
- 50-64
- 65+



- under \$25,000
- \$25,000-\$49,000
- \$50,000-\$100,000
- over \$100,000
- prefer not to answer