

the Perth & District
UNION PUBLIC
LIBRARY

a place for all



AGILITY PLAN
2024-25



Perth & District Union Public Library

Agility Plan 2024-2025

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 2024-2025. 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 and digital services:				
<i>review and improve process of getting a new library card and renewing a library card</i>	2024	<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>	
<i>update library's collection of lending technology</i>	2025	<i>current technology refreshed, meets needs of community</i>	<i>circulation</i>	
<i>do an accessibility audit of the library's physical space and the library's website; implement any changes that can be made</i>	2024	<i>physical and digital space accessible for all community members</i>	<i>audit completed, changes made</i>	
Invest in library collections:				
<i>analyse results of community survey and/or run a collections survey to determine what our community would like to see more of in the collection</i>	2024	<i>our community sees themselves reflected in our collection, our collection meets community's needs</i>	<i>collection use statistics (# of people borrowing, # of items checked out)</i>	
<i>do a diversity audit of the library's picture books and OverDrive (eBooks & eAudiobooks) collections. Incorporate a diversity audit into the library's collection plan / weeding cycle.</i>	2024	"	"	
<i>increase budget for library collections by 5%</i>	2025	"	"	
<i>purchase targeted collections based on community needs and the results of the diversity audit</i>	2025	"	"	
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. Past initiatives include Orange Shirt Day Storytime, beading workshops, Indigenous-authored books added to the collection, land acknowledgement statement before Board/Friends meeting and at library entrance.</i>		
<i>educate our community about Canada's relationship with Indigenous peoples and help non-Indigenous peoples to actively engage in reconciliation</i>	ongoing	<i>Past examples include offering Indigenous Classroom Kits with Land-Based Learning and Truth and Reconciliation Resources.</i>		
Support our friendly, skilled and knowledgeable staff by:				

<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>implementing tech basics training for all staff</i>	2024	<i>staff comfort with technology</i>	<i>annual staff survey, performance evaluations</i>
<i>providing bi-annual training opportunities in the areas of equity, diversity and inclusion, mental health, etc. Specifically, training on bias, inter-cultural competencies, available community services for referral, de-escalation and bystander intervention, team-building and self care.</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>
<i>providing and regularly updating a community resources list in paper and digital formats (e.g. where to go for help)</i>	ongoing	<i>Staff feel comfortable providing referrals to other community services</i>	<i>community survey, # of referrals to community services annually, annual staff survey</i>
<i>introduce debriefing with another staff member as a standard procedure following any kind of situation and/or incident</i>	2025	<i>staff feel supported and part of a team</i>	<i>annual staff survey, performance evaluations</i>
<i>implement annual staff satisfaction survey</i>	2024	<i>staff feel supported and part of a team</i>	<i>annual staff survey, performance evaluations</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?
Build on the library's existing monthly marketing strategy to increase awareness of library services by:				
<i>reviewing poster locations and ensuring library puts up monthly posters in locations highly used by community</i>	2024		<i>increased awareness and attendance at library events</i>	<i>program attendance</i>
<i>listing highlighted monthly events on local calendars such as Town/ship websites, TheHumm, LanarkLeedsToday.ca, and social media</i>	2024		<i>increased awareness and attendance at library events</i>	<i>program attendance</i>
<i>increasing engagement on the library's social media pages by sharing posts about library services and 'behind-the-scenes' on a regular basis</i>	2024		<i>our community engages with our social media and is aware of the library</i>	<i>increase in followers, engagement on posts (annual evaluation of social media use statistics)</i>
<i>advertising our services, particularly digital services, online via Google and social media</i>	2024		<i>our community connects with the library digitally</i>	<i># of clicks on ads, # of unique website visitors</i>
Build on the library's partnership with area schools by:				
<i>continuing the library's school visit program</i>	ongoing		<i>children in our community use and value the library</i>	<i># of class visits, informal feedback</i>
<i>providing library cards to all children in kindergarten and grade 7, particularly those schools that are not within walking distance of the library</i>	ongoing		<i>children in our community use and value the library</i>	<i>increase in # of children's cardholders</i>
<i>offering Ontario Public Library Week bookmark contest at all area schools and in-library; provide 'kit' for schools and teachers to participate that incorporates promotion of library services</i>	2024		<i>increased engagement between the library and schools, awareness of library services</i>	<i># of bookmark entries, new cards during month of October</i>
<i>promoting library cards to families; everyone has a library card, availability of 'family links' to connect a parent's card to a child's card</i>	ongoing		<i>families in our community use the library</i>	<i># of cardholders with family links</i>
Offer at least one 'after-hours' program each year that brings non-library users into the library (e.g. Library After Dark fundraising concert)	ongoing		<i>increased awareness of library and services offered</i>	<i># of events, # of attendees who are not library users, funds raised</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.	2025	<i>increased awareness of library and services offered</i>	<i># of champions recruited and trained, # of presentations given, number of people reached by champions</i>
Advocate the value of the library to the public via an open house	2025	<i>attendees see the value of library services</i>	<i># of attendees, # of library cards, new or renewed, at event</i>

Outcome: People feel connected to the library and have an improved quality of life.

Strategic Direction: The library is a hub for social connections and offers programs that meet our community's needs.

Action	Year	Outcomes & Indicators		
		Progress on action item:	What impacts will we measure?	How will we measure it?
Focus on programming that meets the needs of the community:				
<i>continuing core, popular, library programming such as Babytime, Storytime, and tech tutoring</i>	ongoing		<i>improved early literacy outcomes, digital literacy</i>	<i># of attendees, feedback</i>
<i>Community-led programming: encourage community members and organizations to pitch and lead programs at the library or online.</i>	ongoing		<i>library is a hub for social connections</i>	<i># of attendees, feedback</i>
<i>Offering or encouraging adult programming during evening and weekend times for working adults</i>	ongoing		<i>library is a hub for social connections</i>	<i># of attendees, feedback</i>
<i>Intergenerational programming: offer at least one program per season that is for all ages</i>	ongoing		<i>library is a hub for social connections</i>	<i># of attendees, feedback</i>
Meet our community "where they are" and offer programs and services in rural areas and virtually:				
<i>continue to build Maberly Hall satellite location</i>	2024		<i>rural residents have access to library programs where they are</i>	<i># of rural programs or events run by library; # of people participating in these events</i>
<i>expand to second satellite location in Drummond/North Elmsley</i>	2025		"	"
<i>continue to offer virtual options for existing programs</i>	ongoing		"	<i># of virtual sessions offered; # of people participating in virtual sessions</i>
<i>invest in digital collections; increase budget for eBooks and other resources by 5%</i>	2025		<i>more collections, increased use</i>	<i># of people borrowing, # of checkouts</i>
Support the work of other community organizations by:				
<i>promoting their services and programs on the library's bulletin boards and social media</i>	ongoing		<i>our community is connected to the services they need</i>	<i># of community referrals</i>
<i>offering free space for community-led programs that are free and open to all</i>	ongoing		<i>our community is connected to the services they need</i>	<i># of partner programs, # of attendees</i>

<p><i>partner with local community organizations such as The Table CFC, ConnectWell, Local Immigration Partnership, etc, to connect people to the services that they need, either through referral or in the library</i></p>	<p>2024</p>	<p><i>our community is connected to the services they need</i></p>	<p><i># of community referrals, # of meeting room bookings for community partners, # of partner programs, # of attendees</i></p>
<p>Implement new statistics collection to evaluate success:</p>			
<p><i>program evaluation</i></p>	<p>ongoing</p>	<p><i>library sees impact of programs</i></p>	<p><i>evaluation results used in annual program planning</i></p>
<p><i>Library use statistics: add categories of use for room bookings (e.g. # of community organizations), "how did you hear about the library?" for new members, # of community service referrals as part of quarterly question tracking, "what brought you to the library today?" sticker board as part of quarterly question tracking</i></p>	<p>ongoing</p>	<p><i>library can demonstrate impact of services</i></p>	<p><i>evaluation results are used in agility planning process</i></p>

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

Strategic Direction: Our funders support the value of library staff and services and a plan is in place to meet the diverse and growing needs of our community.

Action	Year	Outcomes & Indicators		
		Progress on action item:	What impacts will we measure?	How will we measure it?
Using the Ontario Library Service Valuing Ontario Libraries Toolkit, determine the library's social return on investment and incorporate data into presentations to stakeholders and champions toolkit	2024		community sees the value of the library	# of presentations given, response to presentation
Advocate the value of the library to our municipal funders via Tri-Council Networking meeting and annual reports to Council	ongoing		funders see the value of the library	# 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 the library	# of advocacy initiatives in which library participates (signing position papers etc), provincial response to advocacy
Support the library's ongoing fundraising:			the community supports the library and the library has an ongoing, robust fundraising program	amount of funds raised
<i>Undertake bi-annual fundraising appeals in May (Summer Literacy) and October (Canadian Library Month, Giving Tuesday)</i>	ongoing			
<i>introduce adopt-a-book campaign</i>	2024			
<i>create print and web campaign to build awareness of bequests or in memoriam giving opportunities</i>	2025			
Implement the goals laid out in the library's financial plan and 10-year capital budget as follows:				
<i>Undertake library building community consultation</i>	2024		assess current and future community needs	consultation completed with at least 100 responses
<i>Undertake a feasibility study to complete a concept design for a library expansion or renovation, including opinion of probable cost for construction. Ensure accessibility accounted for.</i>	2025		planning for needs of community, stepping stone to shovel-ready plans that can be used for fundraising or grant applications	study completed
<i>assessment and remediation of second story metal roof</i>	2024-2025		library building maintained	completed
<i>improve attic ventilation and insulation</i>	2025		library building maintained	completed

update meeting rooms (Common/Frizell)

2024

*meeting rooms meet needs of groups
using them* completed

*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.*

2025

*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 2024-25 agility plan:

- community survey (Oct-Nov 2023)
- focus session held with working group made up of Friends of the Library, Library Board and Staff
session 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 working group 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 2026-2027). 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
Tool #1: Community Survey <i>(see page 10)</i>	<ul style="list-style-type: none"> ● Who is, and who is not, using the library (based on community demographics). ● What people appreciate most about the library and what they would like to see changed. ● Suggestions for drawing people who are not library cardholders, and who may not be readers, into the library. 	Completed once every two years over a three-month period (May-July 2025). Available online, on library-owned tablets and in hard copy.

<p>Tool #2: Workshop/Program Evaluation <i>(see page 13)</i></p>	<ul style="list-style-type: none"> • Who is, and who is not, participating in library programs (based on demographics). • What people appreciate most about library programs, and how these programs might be improved. • Suggestions for new programs. 	<p>Completed after each one-off workshop, and at least once a year for ongoing programs.</p>
<p>Tool #3: Library Use Statistics</p>	<ul style="list-style-type: none"> • How many people are using the library? • What are they using the library for? 	<p>Collected and reported to the Library Board quarterly.</p>
<p>Tool #4 Demographic Data <i>Census / Lanark County Data Portal Analyse Library membership by geographic data</i></p>	<ul style="list-style-type: none"> • What are our community demographics? • What part of the community is using the library, and what part are we missing? 	<p>Summary completed once every two years as part of community survey/ development of new agility plan</p>

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!

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.

1	2	3	4	5
<i>Strongly Disagree</i>	<i>Somewhat Disagree</i>	<i>Neither Agree nor Disagree</i>	<i>Somewhat Agree</i>	<i>Strongly Agree</i>

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

1	2	3	4	5
<i>Strongly Disagree</i>	<i>Somewhat Disagree</i>	<i>Neither Agree nor Disagree</i>	<i>Somewhat Agree</i>	<i>Strongly Agree</i>

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

1	2	3	4	5
<i>Strongly Disagree</i>	<i>Somewhat Disagree</i>	<i>Neither Agree nor Disagree</i>	<i>Somewhat Agree</i>	<i>Strongly Agree</i>

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

1	2	3	4	5
<i>Strongly Disagree</i>	<i>Somewhat Disagree</i>	<i>Neither Agree nor Disagree</i>	<i>Somewhat Agree</i>	<i>Strongly Agree</i>

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

1	2	3	4	5
<i>Strongly Disagree</i>	<i>Somewhat Disagree</i>	<i>Neither Agree nor Disagree</i>	<i>Somewhat Agree</i>	<i>Strongly Agree</i>

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.

<p>Gender Identity Male Female Intersex Transgender Two Spirit Other: _____ Do not know Prefer not to answer</p>	<p>Combined Family Income \$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</p>	<p>Who Lives In Your Household? 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: _____ Prefer not to answer</p>
<p>Sexual Orientation Heterosexual Gay Lesbian Queer Bisexual Two Spirit Other: _____ Do not know Prefer not to answer</p>	<p>Housing Situation 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: _____ Prefer not to answer</p>	<p>Racial or Ethnic Group (if mixed, please check all that apply) White Black Asian Middle Eastern First Nations Indigenous Inuit Metis Other: _____ Do not know Prefer not to answer</p>
<p>Education Completed Primary School (Grade 8) High School (Grade 12) College Degree or Diploma University Degree (undergraduate) University degree (graduate) Other: _____ Do not know Prefer not to answer</p>	<p>Mother Tongue / Language at Birth English French Other: _____ Prefer not to answer</p> <p>If your mother tongue is neither French nor English, which official language are you most comfortable speaking? English French</p>	<p>Disability Do you have a physical, sensory or mental disability? Yes / No Prefer not to answer</p> <p>If yes, please describe: _____ _____</p>

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!

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

the Perth & District
UNION PUBLIC
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a place for all



Community Overview

background for Agility Plan 2024-2025

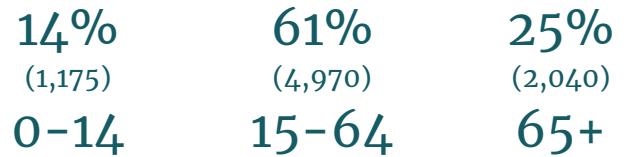
January 2024

Who is our community?

Drummond/North Elmsley



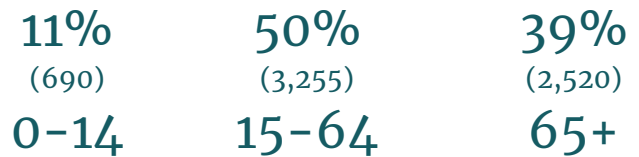
8,183 population



Perth



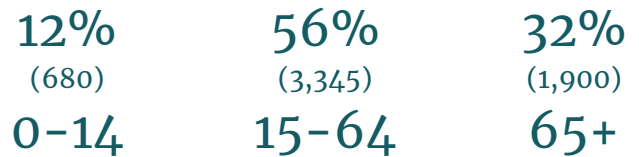
6,469 population



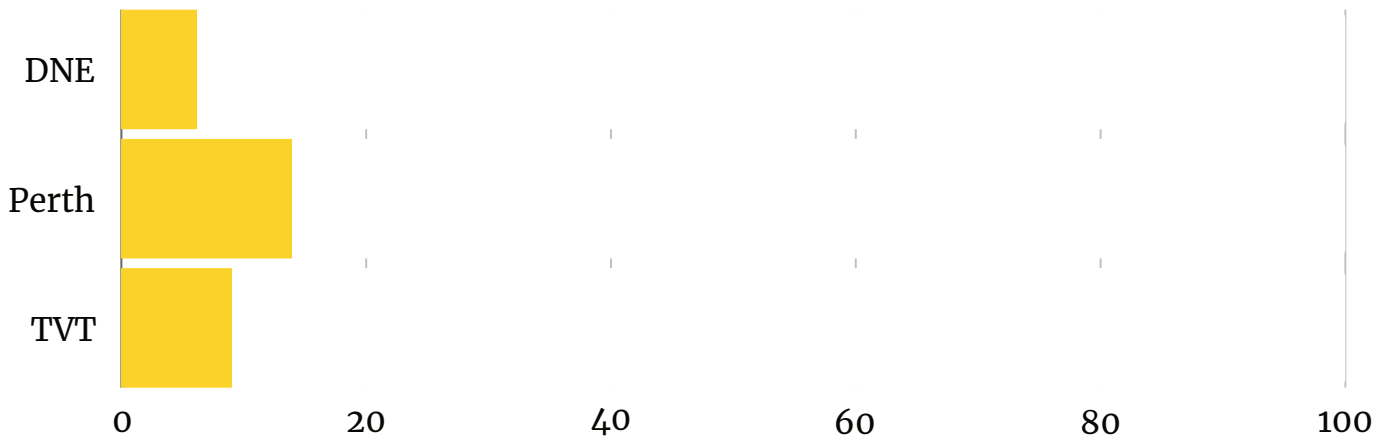
Tay Valley



5,925 population



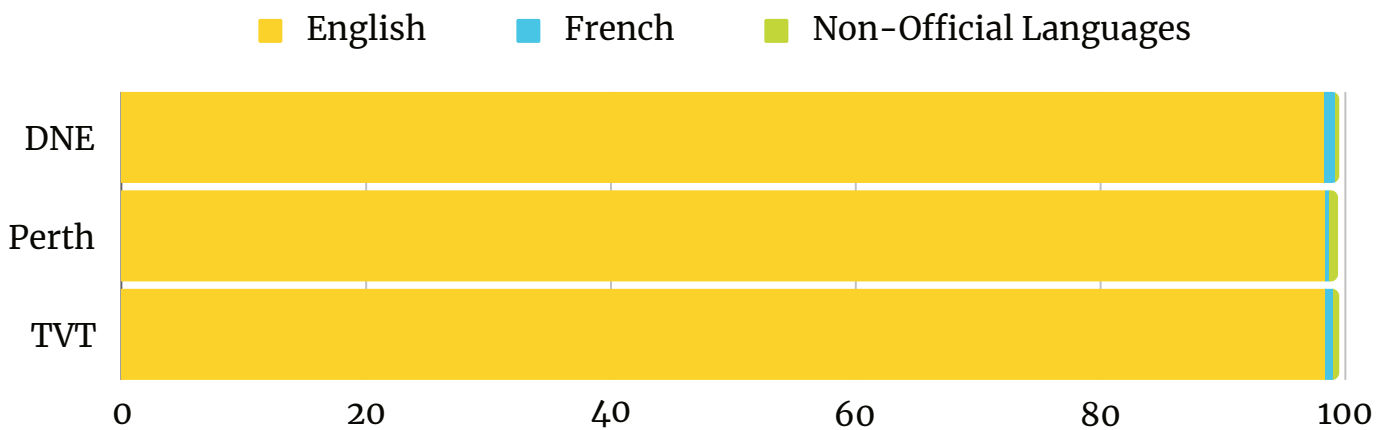
Prevalence of low income based on the Low-income measure, after tax (LIM-AT) (%)



From Statistics Canada, Census Profile, 2021 Census of Population

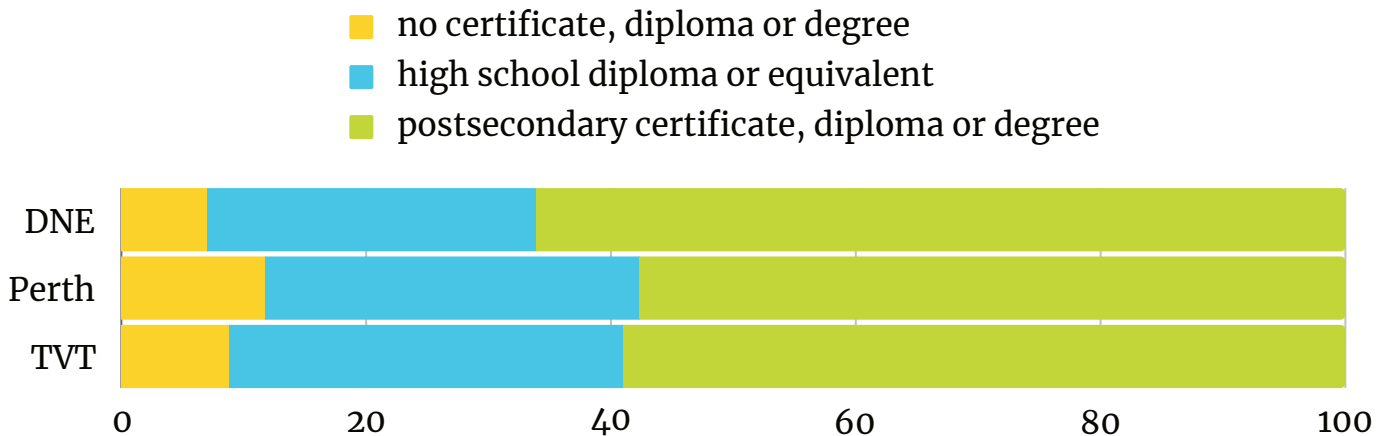
The Low-income measure, after tax (LIM-AT), refers to a fixed percentage (50%) of median adjusted after-tax income of private households. The household after-tax income is adjusted to take economies of scale into account. This adjustment for different household sizes reflects that a household's needs increase, but at a decreasing rate, as the number of members increases.

Language spoken most often at home (%)



From Statistics Canada, Census Profile, 2021 Census of Population

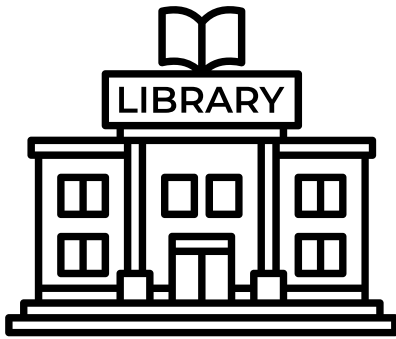
Educational attainment (%)



educational attainment percentages for ages 25-64 years

LGL Health Unit / Statistics Canada: <https://healthunit.org/about/health-statistics-reports/demographic-dashboards/educational-attainment/>

How does our community use the library?



2023

80,183 visits

4,822 computer logins

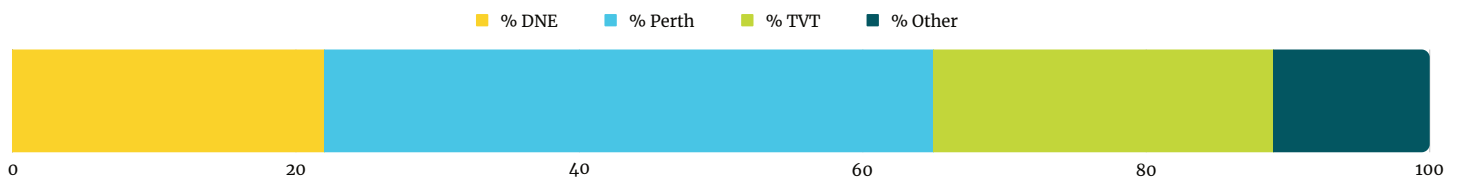
2,349 printing transactions

1,027 meeting room bookings

411 programs offered

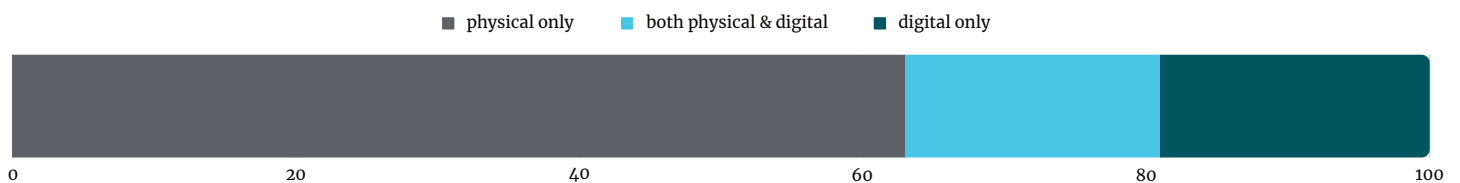
4,772 program attendance

6,455 Library Cardholders



142,686 books, eBooks, and more borrowed

What kinds of materials do people borrow? (%)



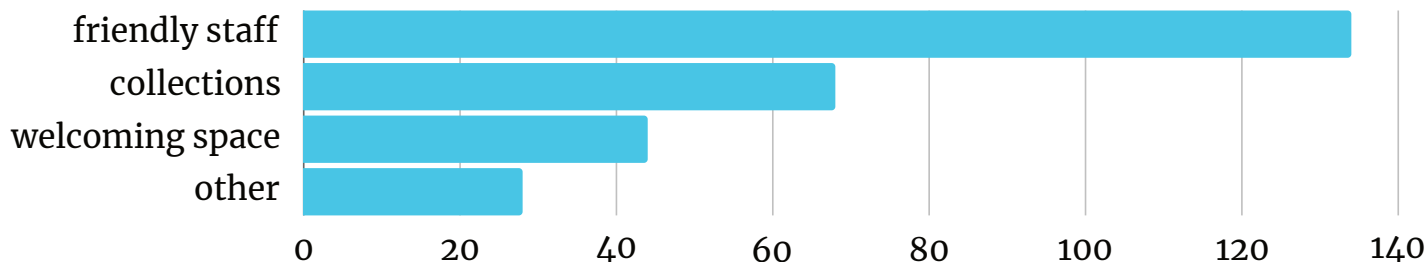
data collected from library use statistics for 2023

circulation data combines physical, eBook, and eAudiobook circulation

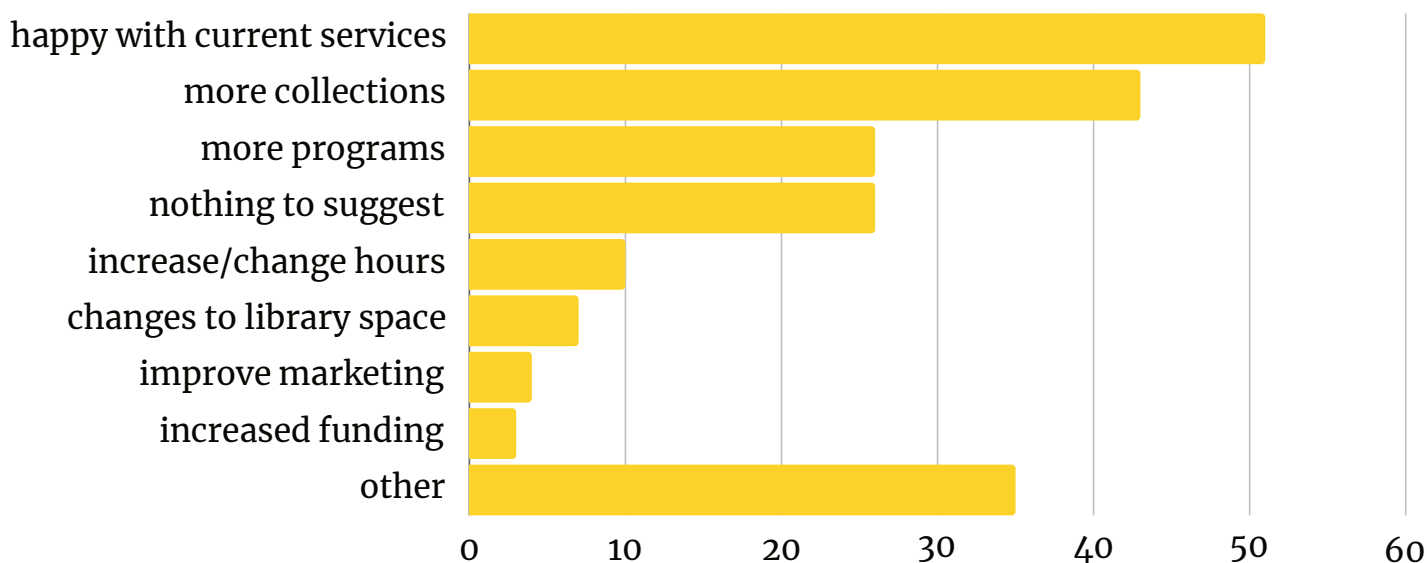
kinds of materials people borrow is an analysis of unique cardholders borrowing physical vs digital material from Jan-Oct 2023

How does our community see the library?

What does our community appreciate or enjoy most about the library?



What does our community think we could do to improve the library's programs, services or collections?



For those who had not used the library's services, when asked what would it take to encourage them to visit the library, the responses ranged from not being aware that Perth had a library, to planning to come in (but hadn't done so yet) and programs for adults on the evenings or weekends.

Library Connections

85% of respondents strongly agreed they 'felt welcome, accepted, and included' when they visited the library. Respondents were neutral or agreed that the library helped them feel more connected to other people or to the community. Respondents disagreed or were neutral that the library helped them connect to other community services, or that the library had helped them learn to use communication devices (e.g. cell phone, computer, etc).