
Library Service Review



Report to Callander Public Library

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in association with

**Beth Ross & Associates
Bibliotechs Inc.**

Callander Public Library Service Review

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Summary of Recommendations

Preamble: A key recommendation emerging from this service review is that the Callander Public Library should continue to plan for the development of a community library facility, with a library as the nucleus of a community hub featuring programming and community meeting room space in the downtown or waterfront area. The existing building is clearly inadequate, inaccessible and possibly unsafe. The recommendation is for an 8,500 square foot space which will enable many of the longer-term service improvement directions to be implemented, as the current small size of the facility would preclude them from being possible at present. Also, it should be noted that these recommendations will help the municipality achieve its new 2024 to 2026 Strategic Plan. Recognizing, however, that a new facility is likely some 3 to 5 years off, the recommendations presented here have been categorized as short-term (from now until a new facility can be developed) and long-term (after a new facility is built).

Short-Term (from now until a new expanded facility is built)

1. Continue planning for a new facility: The on-going planning for a new community library facility should continue, targeting a new community facility of 8,500 square feet. This would include expanded collections space, program and meeting room space, and sufficient administrative space for staff to work effectively. A target date should be set for opening the new community facility no later than 2028 (i.e., five years from now). A coordinated plan to achieve this goal should be developed in concert with the municipality and should include discussions with potential developer(s) who might be partners in the provision of a new facility. However, the CPL and the municipality should set a firm date after which, if such discussions do not lead to an agreement, Callander will develop the facility independently. It is suggested that by the end of 2024 if an arrangement has not been struck, the municipality and the CPL begin unilaterally planning for a new library.

2. Aggressively weed the collection: The existing facility is quite crowded and there is little to no room for collections growth. To make room for new and more contemporary materials (as well as to prepare for the eventual move into a new facility) the CPL should continue or accelerate its on-going activities in terms of removing outdated and unused materials.

3. Develop technology plan: This review has revealed several areas where technology upgrades to both equipment and services are desirable. It is recommended that a 3 to 5-year technology plan be developed, which would include the following components: an inventory of existing technology assets; assessment of staff skills with a plan to develop levels of expertise; annual plan and budget to add technologies to meet service goals; support agreements with vendors and/or municipal departments; disaster preparedness plan; life cycle plan for disposal of dated or broken technologies; and periodic review of technology needs and plans. This plan would cover the technology and related needs of the library over the short-term in its existing location. In the longer term, as the more detailed design and planning for a new facility is

undertaken, this technology plan should be updated as required to ensure that it aligns with the needs and possibilities inherent in a new building.

4. Continue existing programming: For the most part, the existing programming offered by the CPL is highly regarded by the community although there is near-universal acknowledgement that the space is insufficient and that program quality may suffer as a consequence (mostly as a result of cramped conditions). Programs do change and evolve to meet community need, and this should continue to the extent possible given existing conditions. Areas where more programming was desired in this area included children's and teen programming. However, regarding teen and young adult programming, we suggest that any significant efforts in this regard be postponed until after a new facility has been developed, when the new space will be larger, modern, and seen to be a 'cool space' in the community. Other suggestions included small group classes on topics such as sewing, knitting, farm animal care, and gardening. These too should be considered, as the availability of space and staff resources allow.

5. Continue existing hours of operation: The community feedback from both the community survey as well as the stakeholder survey was that the existing hours of operation, which offer daytime hours six days a week as well as two evening opportunities, was entirely satisfactory and should be continued.

6. Continue book delivery service but also explore after-hours access: The book delivery service is underutilized but is in fact essential for a community of Callander's physical size. This should be continued. However, also in the short term, the use of after-hours access should also be explored (desired by over one-third of respondents to the community survey). Holds lockers are not recommended as there are no logical points in the rural areas where there is a critical mass of settlement to make such options feasible, and the cost of a bookmobile service is likely prohibitive.

7. Continue developing online programs and services: The one area where CPL is not constrained by a lack of space is in the provision of online services and resources. Suggestions for new online service which should all be considered including audible subscriptions or digital audio book options and newspapers.com. One common theme that emerged from the community survey, however, was a lack of awareness as to what was available online. CPL should explore the possibility of using the development of a new library to promote awareness of the array of online services available (*e.g. 'we may be the smallest library in Ontario, but our online presence is **HUGE!***) or something to that effect.

8. Proactively develop new partnerships: To a large extent, the development of effective partnerships with other community organizations and agencies has been hampered by the size of the existing facility. With a new building and greater program and meeting room space, the Library will be in an excellent position to develop more such partnerships for the advantage of the community overall. However, rather than wait for the longer term, CPL should start exploring and developing new partnerships **now**, in anticipation of having a larger facility and

the resources available to actualize these. An example might be a partnership to provide a maker space in the community, which could also have facility implications.

9. Comprehensive update of all Policies and Procedures: Ensure that policies and procedures are up to date: the policies should reflect the elements of the new strategic plan. Efficient procedures will ensure consistency of service, particularly where different staff perform the same tasks, such as at the circulation desk. Ensure that the staff and volunteers have training appropriate to their responsibilities.

Long Term (after a new facility is in place)

10. Update the Library's Strategic Plan and this Service Review: Assuming that a new Library facility will be opening on or shortly before 2028, it will be time by then to have updated the CPL's strategic plan as well as this service review. By then, the construction of the new facility should be well under way and anticipation and excitement in the community surrounding the new library will be growing. This heightened awareness and anticipation will provide an ideal opportunity for the updating of both these key policy documents, which will help inform all aspects of the new facility: collections, programs, services, etc.

11. Expand the collection: The benchmarking analysis showed that Callander's collection is much smaller than the benchmark average, due of course to the extremely small size of the existing facility. As a ballpark, the analysis showed that the collection could be expanded by approximately 100% (in terms of the number of items) in order to reach this benchmark average. Particular areas where the collection should be expanded to meet community need would be teen and young adult materials; more children's materials; and more items of interest to seniors (relating to retirement hobbies, financial planning etc.). These areas would be validated and refined through the strategic plan and service review updates discussed above.

12. Expand children's programming: Subject to the refinement offered by the strategic and service review updates discussed above, a greater range of children's programming should be offered to the growing community. This should include greater emphasis upon STEM or STEAM programs, mother and tots' programs, etc.

13. Implement teen and young adults' programming: Also influenced by the updates discussed above, teens and young adults programming should be offered. The development of the new facility has the potential to be one the most interesting and anticipated developments in Callander and so ***active planning with youth in the community*** should take place even in the short term to prepare for this.

14. Offer a wider range of seniors' programs: The demographic analysis has shown that Callander has a greater proportion of seniors than the surrounding area (i.e. North Bay). The new facility will enable a wider range of programming to be offered to meet their interests and needs. This might include retirement planning, book clubs, financial planning etc. etc. Again,

the update of the strategic plan and this service review will further inform this recommendation.

15. Expand non-traditional collections: The community survey revealed broad interest in expanding the collection of non-traditional items such as board games, video games, small appliances, cookware, outdoor toys, snowshoes, etc. The new facility will enable a wider range of items to be provided in this regard.

16. Update technology plan: The technology plan discussed in the short term is meant to be a continuously updated initiative, but will likely require a major update to accommodate the new facility.

17. Implement staffing and organization changes as required: There is a reasonable possibility that the operation of a new facility, with the additional collections, programs and services offered, will require some additional staffing. With the expanded facility, additional staffing could be warranted. Regarding the overall organization structure for CPL, our analysis suggests that the existing organization is appropriate as is and should be suitable for an expanded operation (although this assumption as well should be validated and refined through the strategic plan and service review update process).

1. Introduction

1.1. Background to the Current Situation of the CPL

Callander is a rural municipality immediately south of the City of North Bay. With a population of just under 4,000, it is served by a single library located in the downtown core. The Library has a staff of five (two full-time and three part-time) and an operating budget of approximately \$310,000 per year. There is also a reserve fund totalling approximately \$402,000 specifically dedicated to the construction of a new facility.

The current building is approximately 1,000 sq. ft. and universally acknowledged to be too small to meet the needs of the community. Both the Library Board and the Municipality have been working for over two decades to find a new location for an expanded facility to better meet the needs of the community. While at present a municipal resolution has approved a location and set of architectural drawings¹, this may change in light of the findings of this service review (i.e., the location, size, and design of the proposed new building could change as the Municipality continues to explore all options). Section 1.2 outlines in greater detail the specific purpose of this review.

It is useful to understand the strategic context in which the library operates, and to do this we have examined both the Library's own strategic plan, as well as that of the municipality overall.

Context: The Library's Strategic Plan

In 2022, the Callander Public Library undertook the development of a strategic plan; the directions emerging from that plan were:

Vision: To be a welcoming space for all; by offering responsive and innovative services, strengthening, and supporting our vibrant community, where visitors and residents want to live, work and play.

Mission:

Connecting through community engagement and partnerships

Enriching the community by providing universal access to resources and information

Inspiring by promoting knowledge, ideas and cultural enrichment

¹ In 2017, +VG Architects was retained to undertake a facility planning study for a new Library and Community hub. This design, for a 10,000 square-foot space, was approved by Council in early 2018, as well as a proposed waterfront location.

Guiding Principles: Four guiding principles were articulated in the Library’s strategic plan: these were:

- (1) Community Building
- (2) Service Excellence
- (3) Innovation
- (4) Accountability

This framework led to the development of a plan consisting of three goals and nine strategic actions, summarized as follows:

Strategic Goal	Strategic Actions
Build a Foundation <i>Ensure that the library has a solid foundation to support the community now and in the future.</i>	<ul style="list-style-type: none"> • Grow organizational capacity and empower staff • Develop a resilient long-term financial strategy • Advance the library towards achieving the Ontario Public Library Guidelines Accreditation
Build Connections <i>Communicate the Library's message</i>	<ul style="list-style-type: none"> • Improve community awareness of library service • Develop the capacity of community support for the library (i.e., develop volunteer base) • Expand Library partnerships with local businesses and organizations • Strengthen stakeholder relationships
Build a Community Space <i>The library is for everyone, let's create a space that is welcoming and serves everyone in our community, while looking forward and planning for the future.</i>	<ul style="list-style-type: none"> • Review and implement community needs identified in the community survey • Ensure that the community is best supported by library services, currently and in the future • Support municipal efforts to find a long-term solution for the library building - <i>Recognizing that the current building does not meet the needs of the community, work with the Municipality to create a long-term solution.</i>

Context: The Municipal Strategic Plan

In late 2023 the Municipality also released its own strategic plan, for the three-year period from 2024 to 2026 (and ongoing). Key aspects of this plan were:

Vision: *A vibrant, fiscally sound community that our residents are proud to call home and tourists continue to return to because of its focus on the picturesque natural environment, social interaction and gathering.*

Mission: *To deliver affordable services that support an inclusive community and a thriving local economy that encourages gathering, while preserving Callander’s culture, heritage and natural landscape.*

Key **strategic action areas** that are the foundation of the plan were:

- **BUILD** an Identity
- **GROW** private sector investment
- Keep Callander **AFFORDABLE** while **maintaining quality services**
- **SUPPORT** a dynamic municipal team

While the Library was not mentioned specifically in the plan (other than on strategic initiative to develop a stronger communications link between the Library and the Town), development of a new and expanded library facility would enhance the overall municipal strategic plan in several ways:

- it will help create a stronger **sense of place** in the community
- a new library could help be an incentive for **private sector development** (possibly in two ways: 1) public amenities such as libraries and parks can increase property values in surrounding areas and thus encourage further development, and 2) a municipal asset such as a library and community centre could be the catalyst to encourage a new development if incorporated within it
- a new library will clearly maintain (indeed, *enhance*) the **provision of quality services** to residents
- a new library could help support a **dynamic municipal team** by increasing the attractiveness of the community overall, thus helping to retain existing employees and attract new ones

1.2. Purpose of this Review

In early 2023, the Library Board determined that a service delivery review would help to inform the future provision of programs and services in whatever new facility is ultimately developed. Accordingly, this review was to include an evaluation of the current library service, as well as identify library services that would benefit the community in a larger library space based on community need. Recommendations of this review will identify how the library/community hub could better meet the unique needs of residents and visitors of the Municipality of Callander through hours of service, collections, programming, technology, outreach, and partnerships.

Specific overarching goals of the work were to be:

- a. clear understanding of current and projected demographics;
- b. review of the current library service; and
- c. a plan for how a new facility to house the Callander Public Library/Community Hub could better meet the needs of the community.

Following a public tender process in late spring of 2023, TCI Management Consultants was retained to undertake the service review. The work began in July and was concluded (including Board acceptance of the final report and recommendations) by the end of the calendar year.

1.3. Scope of this Service Delivery Review

The approach to this service delivery review has three key components, which are outlined in the diagram and text below:



One area of analysis investigates the ***internal dimension*** of library operations in terms of what goes on ‘behind the scenes’ and is not typically seen by the public. This includes the policies, processes, technology, organization structure, etc. – all of the aspects of the library operation that enable it to ‘do what it does’ and ultimately deliver programs and services to the community.

The second ***external dimension*** relates to those programs and services that are delivered to the public, and examines the extent to which they meet needs and are responding to changing community demand. In addition to programs and services this dimension will include collections, outreach activities, partnership development, facilities, etc.

A final dimension, often overlooked in a service review, is the alignment between the library’s operations and the overall strategic plan of the community. As a key ‘delivery agency’ of the municipality (albeit one that operates under its own separate authority) we feel it is important to which examine how the library fits with the strategic plan of the community overall. Section

1.1 of this report summarizes the strategic positioning of both the Library and the municipality in this regard.

1.4. Activities Undertaken

The activities undertaken in support of this service review were as follows:

- review of all previous relevant background studies and reports
- a site visit and detailed interview with senior staff by a consulting team member
- a review of policies and procedures
- a community survey (which elicited 143 responses, a very good response rate for municipality of Callander's size)
- stakeholder surveys and interviews with 20 individuals (including Board members, municipal councillors, and key administrative officials)
- a benchmarking assessment of library systems in comparable communities
- creation of this Report, in draft and final forms.

Throughout the project, meetings between the consultants and the Library's project management team were held approximately every two weeks in order to ensure that the project kept moving forward and did not lose momentum.

1.5. Caveats and Limitations

There are a number of caveats and limitations upon this work that need to be addressed in order to understand the recommendations made within context. These are:

- **many of the program and service recommendations made cannot be implemented in the absence of a new facility:** A fundamental limitation on the Library's ability to provide new programs and services is the constraint imposed by the very small existing facility. While there are some marginal and incremental improvements that can be made within the current structure (mostly relating to internal dimensions of the service review) the majority will depend upon having a new and larger facility in place. Accordingly, we have divided the implementation of the recommendations into two phases: Phase 1, which assumes utilizing the existing structure which a new facility is being built, and Phase 2, which assumes the development of a new Library facility of on the order of 8,500 square feet (as subsequently outlined in the report). For provisional

planning purposes, it is assumed that a new facility will be developed within three years and be ready for occupancy by 2027.

- **not a facility plan:** It must also be emphasized that, while many of the service delivery recommendations assume a new facility (as outlined above) this is not a facility or design plan per se. It does not recommend a new location for an expanded Library (other than assuming it will be accessible within the downtown core) nor does it propose a specific design for a new facility. It does, however, suggest the broad general parameters for the new library in terms of the overall size of the space, as well as the configuration of specific spaces within it (e.g., for collections, programming, meeting room space, etc.)
- **not a fundraising plan:** Similar to the previous point, this service review is not a fundraising plan. This would occur after a site has been secured, a design established, and possibly an agreement with a developer ratified.
- **does not examine disposition options for the current library facility:** This project did not examine options regarding the disposition of the existing library facility (assuming it is to be no longer used for library purposes). While broad options would be to sell the site (perhaps to help raise funds for the new Library) or to repurpose it for other municipal or governmental uses, no specific analysis along these lines was undertaken in the current study.

2. Data Collection and Analysis

2.1. Demographic Overview of the Community

Current Population Characteristics

The table below compares Callander to its much larger adjacent neighbour to the north, North Bay, on several key dimensions.

	Callander	North Bay
Population, 2021	3,964	52,662
Population Growth, 2016 – 2021 (%)	2.6%	2.2%
% of population age 14 or under	14.2%	14.4%
% of population aged 65 or older	23.7%	21.7%
% of population aged 85 or older	1.8%	2.9%
Average Age	46.1 years	43.6 years
Median Age	50.4 years	44.0 years
Median After Tax Income (in \$2020)	\$42,000	\$36,000
% immigrants	4.5%	5.4%
% visible minority	2.3%	4.4%
% mother tongue English	86.6%	81.1%
% mother tongue French	9.3%	11.3%
% mother tongue non-official language or multiple responses	4.1%	7.6%

As the table shows, Callander has a slightly higher growth rate than North Bay, although this was slightly less than half the growth rate for the province overall during the 2016 – 2021 period (5.8%). The population is somewhat older than that of North Bay overall, with a slightly smaller proportion of residents under age 14 and a greater proportion over age 65. The median age of 50.4 years is more than 6 years (!) older than North Bay, again reflecting an older population base. (Interestingly, the percentage of residents aged 85 or older is greater in North Bay, likely reflecting the number of seniors residences in the larger city).

Callander is also somewhat wealthier than its neighbour, with an after-tax income of \$42,000 per person, nearly 17% higher than North Bay. It is also somewhat less multicultural, with a smaller share of those identifying as immigrants, a visible minority percentage almost half of North Bay's, and a smaller proportion whose mother tongue is neither English nor French.

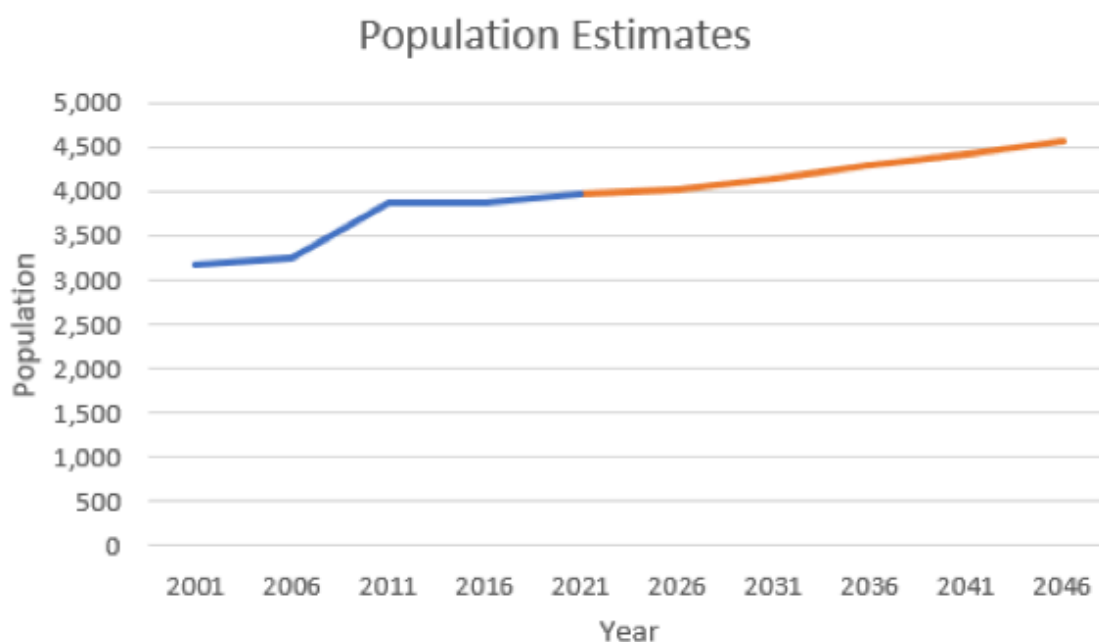
Seasonal Population

Another factor to be taken into consideration is that Callander hosts an estimated 122 seasonal residences (i.e., cottages). This is based on total private dwellings of 1,758 less private

dwelling occupied by usual residents (1,636) from the 2021 Census². This might add another 500 or so to the population base in the summer (assuming say 4 persons per cottage household). This would add on the order of 10% to the population base (and thus potential users of the library) in the summer and shoulder seasons.

Population Growth Expectations

In 2022 a background report for Callander's Official Plan prepared by J.L. Richards³, developed population growth projection for the municipality that essentially assumed the gradual historical growth rate seen over the 2016 -2021 period would continue:



As the graph shows, the population of Callander is projected to be approximately 4,500 over the next two decades. Note that this does not include seasonal residents. For planning a new library, a population level of about 4,500 would appear to be a prudent and reasonable approach.

2.2. Community Survey

In order to help evaluate its public library service delivery, residents of Callander, Ontario, were invited to participate in a confidential online survey to provide feedback on its collections, programs and services.

² This is a fairly common method to develop an order-of-magnitude estimate of seasonal population.

³ J.L. Richards, Draft Background Report, Callander Official Plan, May 2022.

TCI Management Consultants worked closely with Callander Public Library's Service Review Steering Committee to design the surveys using SurveyMonkey. The surveys were available online between September 4 and September 29, 2023.

As an incentive to participate in the survey, respondents were given the opportunity to have their names entered into a draw for one four \$50 gift cards to be spent at Foodland in Callander.

A total of 143 surveys were received which is a robust response for a community of Callander's size. The following presents the top level findings.

Demographics

- 123, or 86% of all respondents live in Callander. Of respondents living in Callander, 68% live in the urban serviced area and 32% live in the rural unserved area. For 94% of the Callander respondents, it is their permanent residence, for the remainder, it is their seasonal or part time residence.
- Of the 19 respondents who live outside Callander, about half live in North Bay, with the others in surrounding municipalities.
- There was a good mix of library users of all ages who use the CPL. Most users are in the 55 to 64 age bracket.
- 80% of those responding to the survey are female which is typical of library surveys.
- The library serves a number of residents identifying with different groups including 27 who are recent retirees; 16 who are relatively new to the community; 9 who identify with the Francophone community; 7 who have a physical disability; 5 who identify as LGBTQ+ and 4 who identify as First Nations.
- Regarding household status, the majority, 45%, are couples with no dependent children and 29% are couples with dependent children.
- 34 respondents have children 12 or younger; and 12 respondents have teens living with them.
- Regarding employment situation, 43% are employed full-time; and 38% are retired.
- When visiting the library, 64% drive themselves; 19% walk; and 9% don't go to the library.
- Most users can get to the library quickly, 52% in less than 10 minutes; and 27% in under 20 minutes.
- Internet service is relatively good for most. 67% report having high speed reliable internet, 23% reliable but slow, while 9% report spotty unreliable connectivity.

Use of CPL

- 71% of the respondents are members of CPL (i.e., they have library cards); 29% do not have cards. 30% (37 respondents) report they are members of other library systems with North Bay most often being identified (14 respondents) as the other library system to which they belong.

- 32% of respondents use the library several times a month; and 21% about once a month on average. 23% report that they rarely or never use the library.
- For those not using the library, 48% said they needed more information on what's in the library, 30% wanted better marketing so they know what's going on. 19% would like programs that are more attuned to their interests. Some commented that they are too busy to use the library.

Rating of Library Services

- When rating various library facilities and services, from high low, the top five rated aspects were welcoming nature of the space (considered entirely satisfactory by 75% of respondents); signage and visibility (51% entirely satisfactory); finding materials in the collection (46% entirely satisfactory); wireless access and connectivity (45% entirely satisfactory) and collections held at the library (43% entirely satisfactory). The five lowest rated categories were amount of programming space to meet community needs (21% entirely satisfactory); creative spaces (e.g. Maker Space) (entirely satisfactory); parking (16% entirely satisfactory); washrooms (18% entirely satisfactory); and amount of meeting space to meet community needs (11% entirely satisfactory).

Alternative Service Delivery

- When asked if there is a need for any type of alternative service delivery of selected library services in the municipality, the top responses were extended access (after-hours access to select library resources beyond regular hours of library operation) (38%); and bookmobile (28%); off-site holds lockers (18%); off-site book kiosks (16%) and some type of service that would bring books to me (17%). CPL currently offers delivery service to its patrons.

Rating of Programs and Services

- The top programs and services rated highly by respondents were friendliness and helpfulness of staff (93% entirely satisfactory); variety of programs and services available (70% entirely satisfactory); programs and activities for children (60% entirely satisfactory). Areas where some dissatisfaction was expressed by a few respondents included hours of operation (5 somewhat deficient); programs and activities for seniors (4 somewhat deficient); programs and activities for adults (3 somewhat deficient, 1 entirely deficient); programs and activities for teens (7 somewhat deficient, 1 entirely deficient), and programs and activities for special needs groups (3 somewhat deficient, 2 entirely deficient).
- When asked if the library should expand its collection of non-traditional items, there was broad interest in expanding items such as board games, video games, small appliances, cookware, outdoor toys, snowshoes, etc.

Possible New Programs and Services

- Respondents also contributed several suggestions for new programs and services such as tutoring programs, health and wellness programs, pottery classes, video consoles,

book club, seed library, firearms courses, boaters' courses, more programs for families and children, robotics, STEAM for kids, Lego, cricut, music night, movie nights, cooking classes, print making, pottery, coding and a place to make tea/coffee.

Groups Well Served

- Groups particularly well served by the library included families with young kids (59% very well served); seniors (48% very well served); middle adults (33% very well served); newcomers to Callander (27% very well served). There were small numbers of respondents indicating that some groups were not well served including teens (7 say not well served); young adults (6 not well served); Indigenous, First Nations communities (6 not well served); local businesses and entrepreneurs (5 not well served); francophone community (4 not well served); newcomers to Canada (4 not well served); black or persons of colour (4 not well served).

How Patrons Receive Information about the Library

- The top ways people receive information about the library include Facebook (58%); website (39%); library newsletter (33%), word of mouth from friends and family (30%) and word of mouth from library staff (26%).

Interest in a Larger Facility

- When asked how the library can work more effectively and efficiently, the most commonly mentioned responses related to the need for more space and there were a few requests for more hours of operation.
- When asked directly if they would be in favour of building a larger public library and community hub with considerably more room for collections, programs and meeting space, 83% said they would definitely support this option, 11% somewhat likely to support this option, 2% probably not likely to support this initiative, and 5% definitely would not support this initiative.
- An open ended question about final comments elicited about 25 responses relating to the need for more space. A few would like to keep the location central, rather than use the waterfront location.

2.3. Stakeholder Input

The team also received responses from 18 key stakeholders to a separate set of online questions. Generally, stakeholders included Councillors, Board members, municipal representatives and some community organizations.

- Most all stakeholders were either extremely familiar (39%) or somewhat familiar (50%) with the CPL.

Partnerships

- A number of stakeholders indicated they had been involved in various partnerships or interactions with the Library. These included providing popup services for vulnerable seniors; EarlyON programs with the Library; regular communications with the museum; collaboration with TD Summer Reading; book clubs; assisting with research; partnering to provide assistive devices for handicapped adults; and assistance with zoning and planning issues.

Strengths, Weaknesses and Challenges

- Some of the strengths stakeholders identified included personal and friendly staff (several mentions); great kids' programs; help with social media; creating a warm and welcoming environment; provision of a wide variety of programs (especially for its limited size); provision of a safe community hub for all age groups; have an excellent understanding of the community and meeting its needs.
- Some weaknesses identified included marketing the programs and letting the public know what they are doing; inability to meet accessibility standards; overall size of the common area; lack of private or training space; old and outdated building; too small space; no parking; lack of programming space; lack of staff work space; lack of space for the collection; and lack of meeting space.
- Regarding challenges or threats the library will face in the future, again lack of sufficient space was identified as an ongoing issue. Other challenges included accessibility, closure due to funding or non-use; inability to grow into a larger building; lack of volunteers; inability of taxpayers to understand the contribution the library provides to the community; lack of a non-residential tax base; and challenges because of space to recruit and retain staff.

Efficiency and Effectiveness

- With regard to ways the library could operate more efficiently and effectively, suggestions included the need for more physical space; sharing their programs with the community and municipality to achieve a shared goal; continue to work with and develop ties with the municipality; and operations could run more efficiently if there are clearer lines of the communication, so that projects proposed by the township could be vetted by library staff for communication and for feasibility.

Groups well served

- Regarding stakeholders' perceptions of which groups are well served, the top three groups included families with young children, seniors and middle adults. The bottom three groups were francophone community, LGBTQ+ and BIPOC or persons of colour communities.

Collections

- When asked about the collections, stakeholders replied that this was the job of staff to weed out was not being used or to acquire new materials. Some noted the lack of space

to add collections; one indicated interlibrary loan works well; another suggested reviewing what young people and teens are reading and using currently.

Technology

- Regarding online access, one stakeholder said they would like to see more technology including computers, scanners, printers, etc. Suggestions for new online material included audible subscriptions or digital audio book options and newspapers.com.

Possible New Programs

- Regarding new programs, topics mentioned included help with technology, tutoring, essay writing, crochet, knitting, tech programs for seniors, package drop spot for Amazon or UPS, arts and crafts for various ages, seminars on topics of interest, ancestry groups, cookbook book clubs, business work stations, information centre for community resources, food insecurity, and exploring more partnerships.

Equipment and Training

- Regarding their views on the types of equipment and training that the public would like to see, there were suggestions of more computer workstations as well as providing help to those who need it. There was also a suggestion of providing training and small group classes on topics such as sewing, knitting, farm animal care, gardening, etc.

Alternative Service Delivery

- When asked about alternative service delivery, 71% identified “extended access to library spaces beyond regular hours of operation”. One individual wanted to have CPL open until 8.00 on Saturday and on Sunday. Four individuals suggested that off-site book kiosks should be investigated.

Interest in a Larger Facility

- When asked whether they would be in favour of having the municipality build a larger public library and community hub with considerably more room for collections, programs and meeting space, 88% of the stakeholders (15 respondents) said they definitely would support this initiative. One respondent said they were somewhat likely to support the initiative. One said that they definitely were not likely to support the initiative; however, the respondent qualified their response by saying that they “would support a larger space, but not the size they have come up with, a new space is required but not at the expense that has been asked for. Money should be spent on equipment and inventory.”

2.4. Benchmarking

Ontario's public libraries report usage and related statistics to the Ministry of Heritage, Sport, Tourism and Culture Industries on an annual basis, which allows for some comparisons that are of interest to libraries and their funders. The data set used here is from 2022⁴.

Many factors can affect the variation in library data, such as the size and condition of the library building, which can affect both costs and ability to provide programming and accessible space. Some municipalities provide in-kind services such as financial, facility, and IT services, which may or may not be accounted for in the costs. Low investment by the funders, affecting staffing levels, hours of operation, and materials budget, will result in commensurately low outputs of material circulation and program attendance. Quantitative measures are just one way that a library can demonstrate its value. Qualitative measures are indicated elsewhere in this report through the community, stakeholder, and staff surveys.

The public libraries selected as comparators include:

Library	Population Served	Library	Population Served
Bancroft	5,349	Hastings Highland	4,075
Blind River	3,969	Huntsville	15,012
Burk's Falls	3,867	North Bay	51,553
Callander	3,863	Parry Sound	10,859
Deep River	4,109	Powassan	6,248
Dryden	7,749	Prescott	4,222
East Ferris	4,862	South River-Machar	2,042

The above libraries are similar in size or configuration, i.e. single service point, or nearby. For the libraries with contracts, the population of the contracting municipality is added to the population of the host municipality.

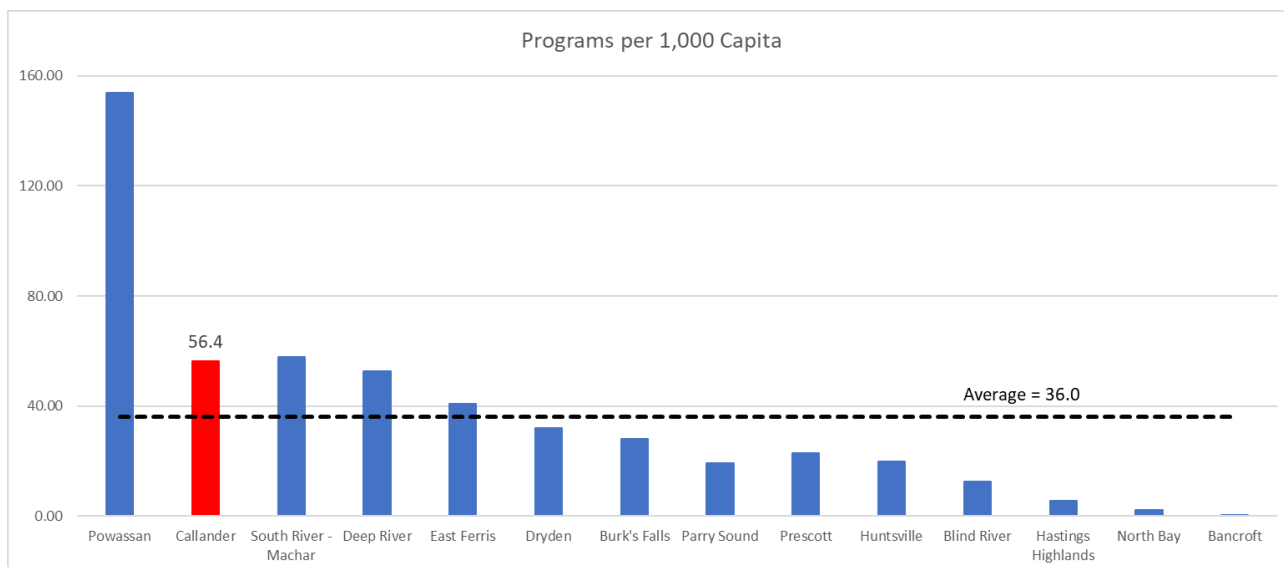
Charts use "per capita" to allow for variations in population by standardizing the measures. The visual display of quantitative information is an effective way to demonstrate the relative activity of the public libraries.

⁴ Data from Ontario Ministry of Tourism, Culture, and Sport, Ontario Public Library Statistics, see: <https://www.ontario.ca/page/ontario-public-library-statistics>

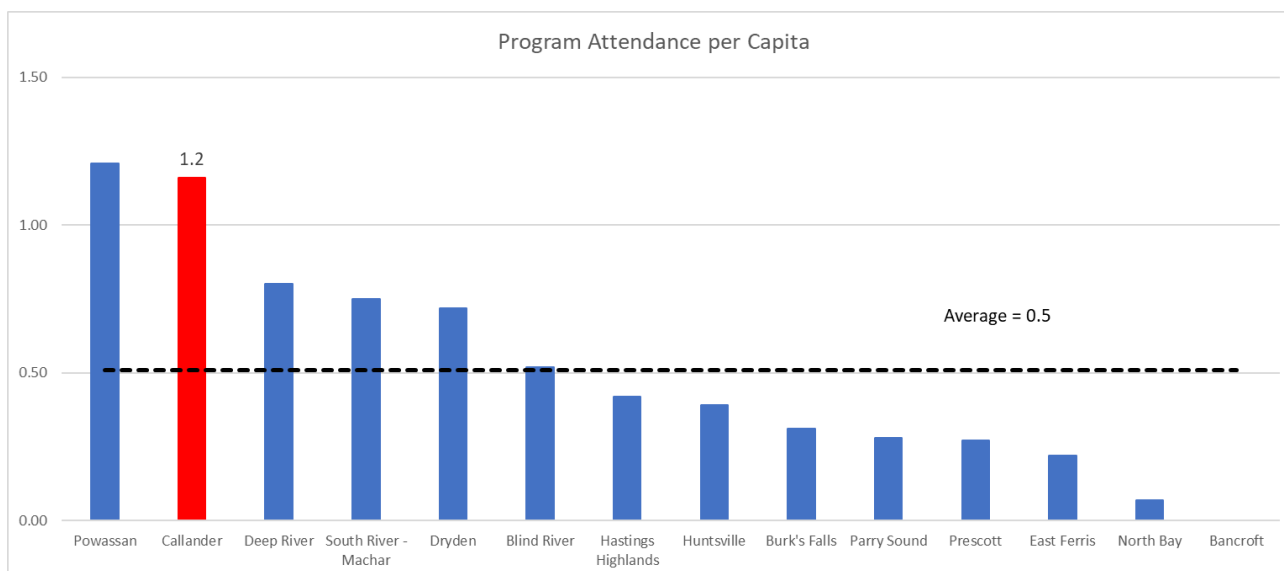
Performance measures

Library Programs

As shown below, Callander was second highest in number of programs offered among the comparator libraries. It should be noted that these statistics are for 2022 and many libraries had not yet returned to physical programming after the pandemic.

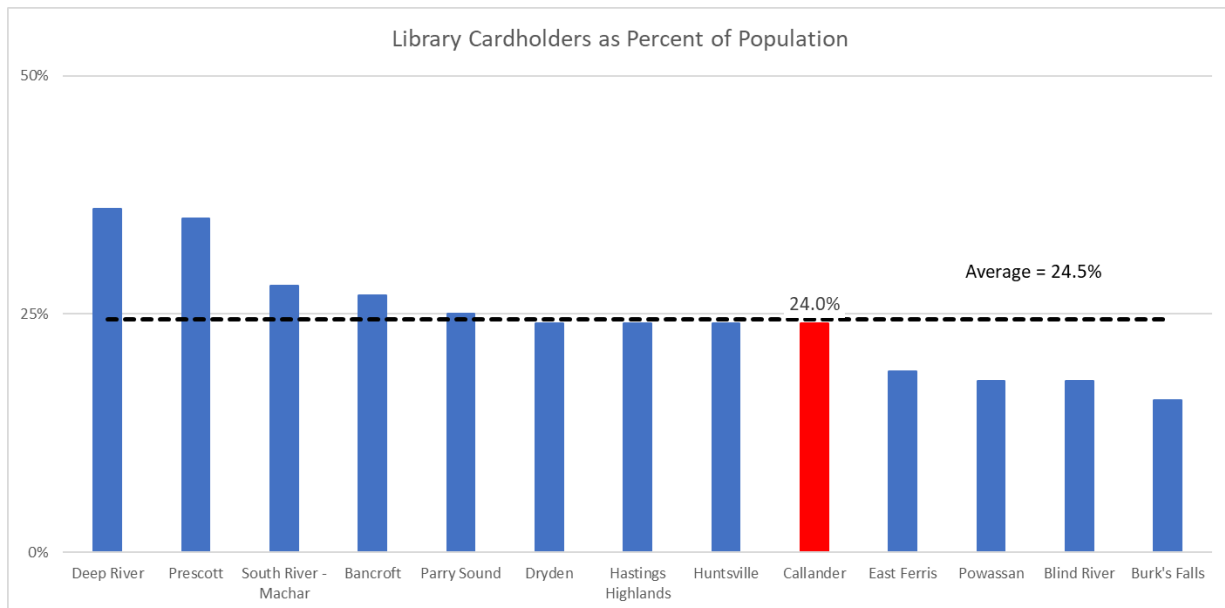


The following graph also indicates a high level of participation of Callander residents in library programming.



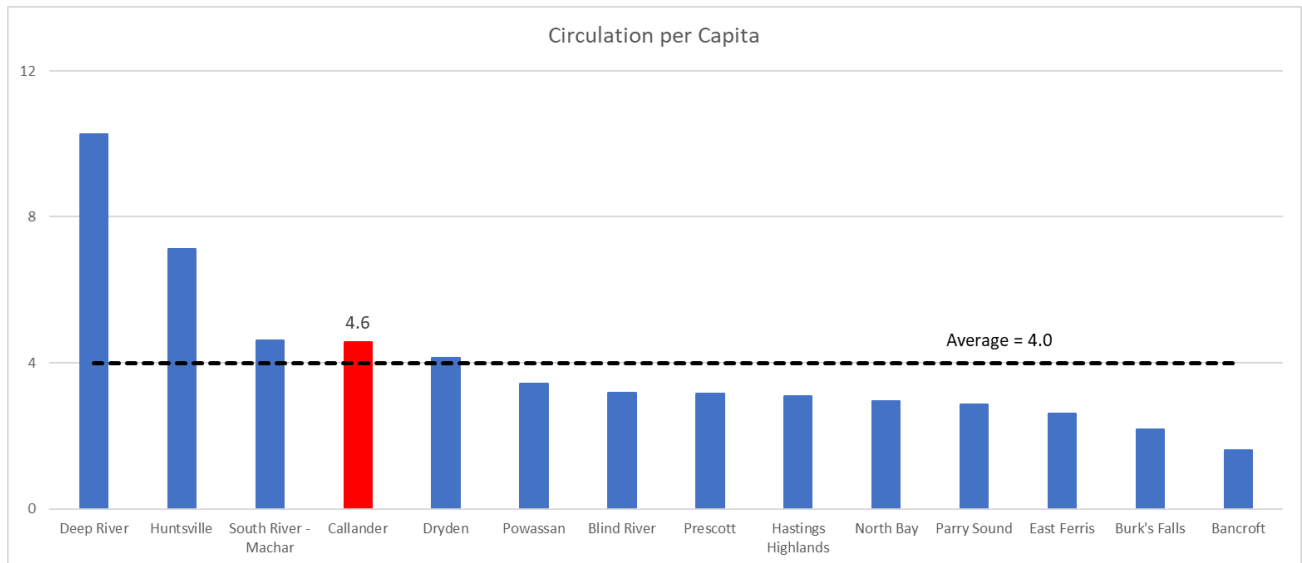
Collections

Traditional library service is often measured by borrowing library books and other materials, including online materials. One of the measures is the percentage of the population with active library cards, indicating that they have used the card to borrow materials within the past two years. In many cases, several members of a family will borrow materials on the same card. So for example, while the chart below shows that 24% of the Callander population holds a library card, actual usage is very likely something considerably greater than that. While some libraries require participants in library programs to have library cards, Callander does not. Likewise, many people use the library without borrowing materials, such as for photocopying, scanning, faxing, reading magazines, and using computers.

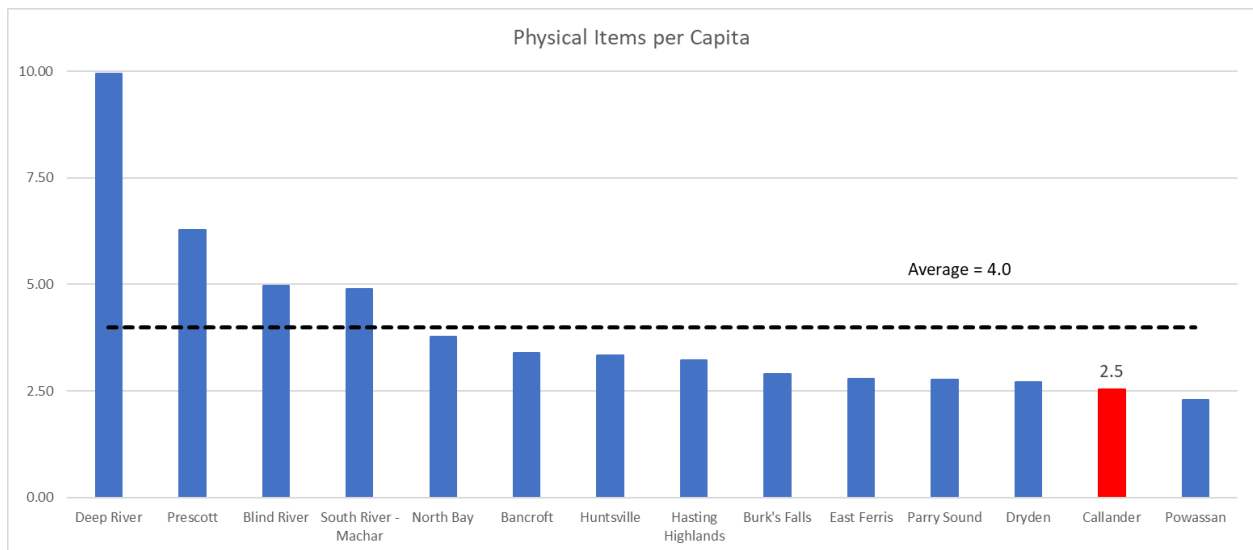


North Bay was eliminated as an outlier on the above metric as the North Bay Public Library collects information differently than the others. Among the rest of the thirteen libraries, Callander is just slightly below average.

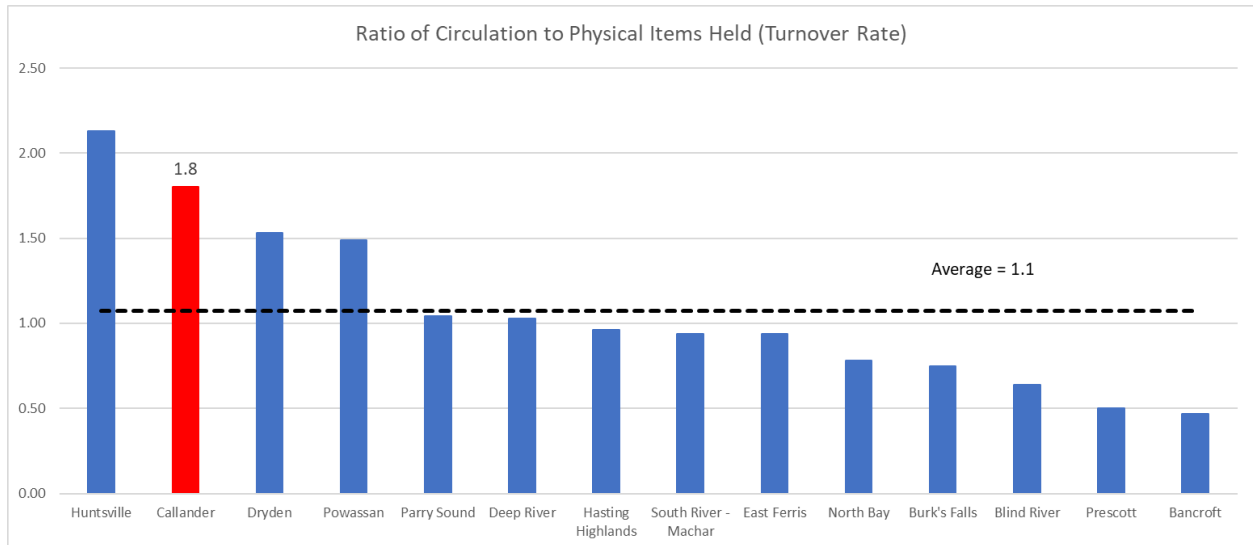
The following graph shows the total circulation of all materials, and that Callander ranks slightly above average.



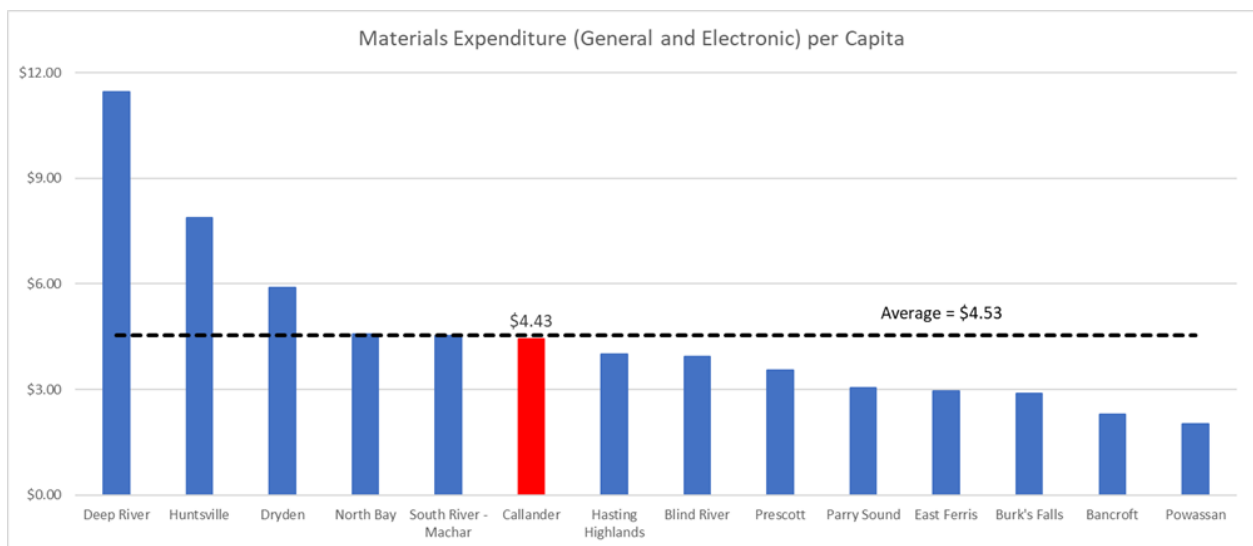
While the circulation per capita and the percentage of library cardholders in the community are about average, the size of the collection per capita is significantly lower than the peer libraries. This is likely due to the lack of physical space available to house Callander's collection.



On the other hand, the following graph shows the turnover rate. This is indicated by the circulation per number of items held and can be a measure of the quality and popularity of the collection. Callander's collection is well used by the community, and speaks to the collection development policies and procedures.

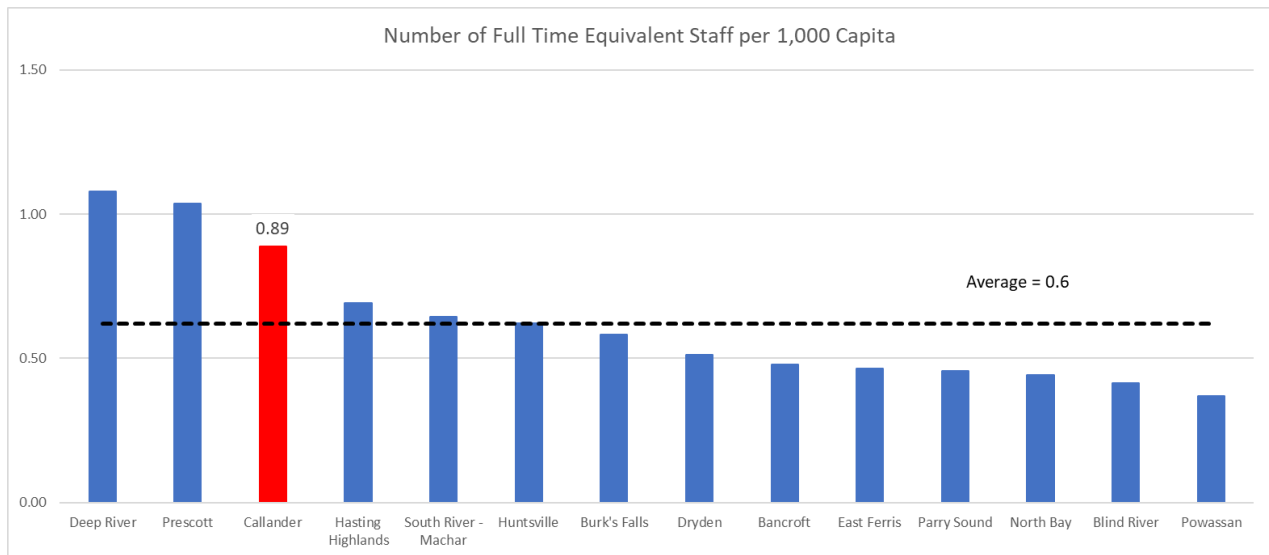


The following graph indicates that the materials budget is essentially average among the peer libraries.



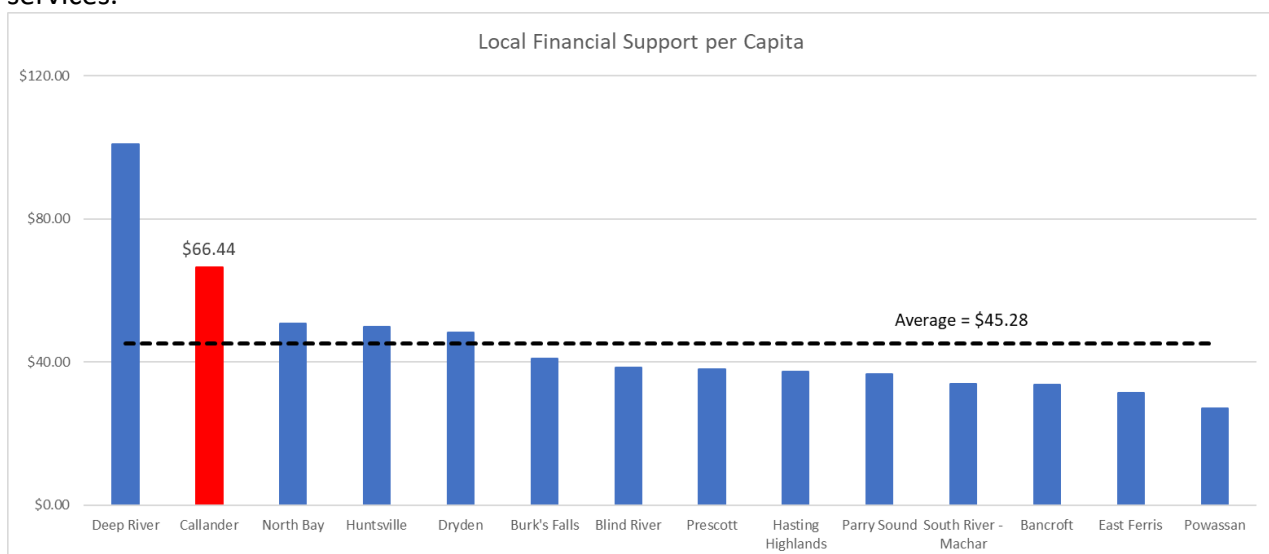
Staffing

The chart below shows the total number of full-time equivalent staff per 1,000 population. Callander's staffing level (3.4 FTEs)⁵ is relatively high compared to most of the peer libraries. This is consistent with the high level of programming that the library produces and the high participation rate by the community.



Investment in Library

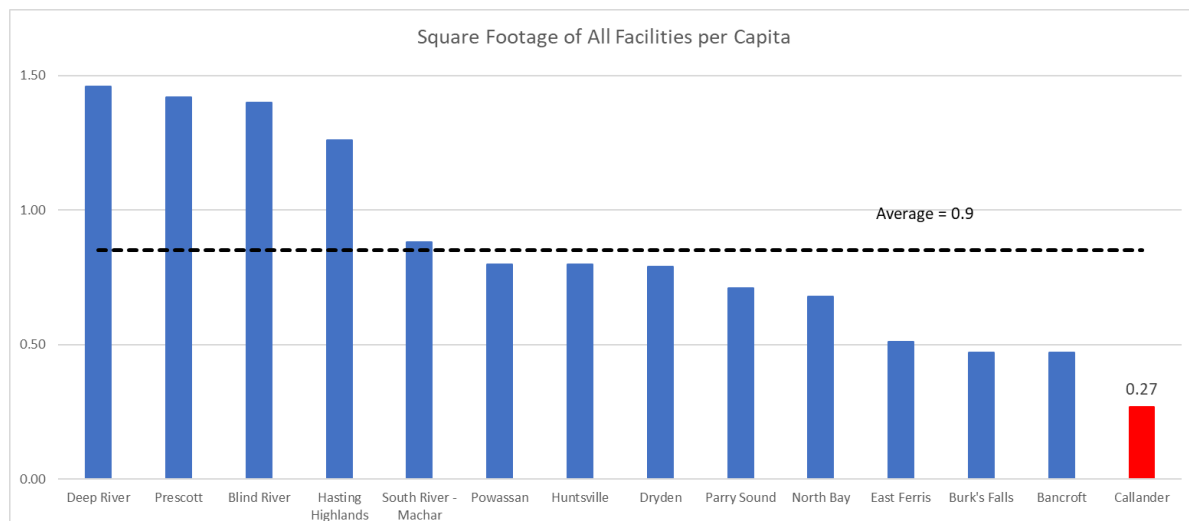
Local financial support is the operating revenue from the municipality and any local municipalities contracting for library service divided by the number of permanent residents of the municipalities. It does not include revenue from library users who pay for memberships, nor does it include seasonal residents. It also does not take into account any in-kind services from the municipality which may vary by municipality. These might include, financial, facility, and IT services.



⁵ 1 FTE is defined as 35 hours per week

The following graph shows the relative size of the library facilities compared to other libraries. The size and nature of the physical library continues to determine the ability of the library to meet the needs of the community, and in many cases, as in Callander's, falls significantly short of what is required.

This has been identified in earlier studies and in other components of this one.



It should also be noted that Bancroft is planning a new library of 4,000 square feet, Burk's Falls, a library of 4,968 square feet, and East Ferris is planning for a library expansion by 2025. These communities and libraries have also done studies to determine what size of library is required to serve the community.

ARUPLO Guidelines

Another benchmarking exercise is to compare the Callander Public Library with the Guidelines for Rural/Urban Public Library Systems developed by the Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO). The fourth edition (2023) was used.⁶

The ARUPLO Guidelines are based on a range of catchment population. Small branches generally serve catchment populations up to 5,000 population, and medium branches from 5,000 to 10,000 population.

While the ARUPLO Guidelines are aimed at branches of multi-branch library systems, they are also helpful for standalone public libraries such as Callander. If anything, standalone public libraries require additional space for administrative and support services, which branch libraries may not need, as well as a larger collection as there is not a rotating or floating collection shared with other branches.

Callander could be compared to the Small Branch Guideline as follows BUT is approaching the Medium Branch Guideline and is the Administrative Centre for the Library as well:

	Guideline (for a small branch)	Callander
Net library space	2,500 – 5,000 s.f.	1,038 s.f.
Hours of operation per week	20-25	35
Staff complement (FTE)	1-2.5	3.4
Number of items in collection	6,000 – 12,000	9,806
Number of user seats	12-30	10
Number of public computers	3 minimum	6

Note that the ARUPLO Guideline is for **NET** square feet. Additional non-assignable space is required for public washrooms, utilities, stairwells, elevators, corridors, foyers, custodian, closets, mechanical, etc. which will vary based on the type of building. This is generally allocated at 27-30% in addition to the above net space.

2.5. Synthesis of Major Themes and Issues

Throughout this project, there were several types of information collected to provide input to this service review (the community survey, interviews with staff, benchmarking, etc.). These 'lines of evidence' suggested a variety of common issues and themes that need to be addressed in the review. In this section of the report, we articulate these themes and show which of the lines of evidence supported this perception. Clearly common themes, revealed through several of the 'lines of evidence', point to areas where recommendations need to be made.

<http://aruplo.weebly.com/guidelines.html>

The 'coding' system for the correspondence chart for the community survey, the staff interviews and the stakeholder interviews is:

- ✓ mentioned only a few times
- ✓✓ mentioned multiple times
- ✓✓✓ mentioned by almost everyone

For the benchmarking and 'consultant's judgment' columns a simple check indicates a 'yes' response with a blank indicating a 'no' response. N/A indicates that there was no information from this line of evidence regarding the particular theme.

Theme	Community Survey	Staff Interviews	Stakeholder Interviews	Benchmarking	Consultant's Judgment
Current space is too small for effective operation	✓✓✓	✓✓✓	✓✓✓	✓	✓
Some lack of awareness by the community regarding programs and services available	✓✓	✓✓	✓✓	N/A	✓
Friendliness and helpfulness of staff	✓✓✓	✓✓✓	✓✓✓	N/A	✓
Good use of programs and services	✓✓	✓✓	✓✓	✓	✓
Good circulation of materials	✓	✓✓	✓	✓	✓
Opportunity to expand collection in traditional and non-traditional items	✓✓	✓	✓	N/A	✓
Opportunity for more children's programming	✓	✓	✓	N/A	✓
Opportunity for more teen and young adults' programming	✓	✓	✓	N/A	✓
Opportunity for more adult and seniors' programming	✓	✓	✓	N/A	✓
Opportunity to expand hours of operation	✓	✓	✓	N/A	
Opportunity to provide after-hours access to collection	✓	✓	✓	N/A	✓
Opportunity for more partnerships with community groups and organizations	✓	✓	✓	N/A	✓
Threat of closure due to non-use			✓	N/A	
Need for more technology to be available in the library: computers, scanners, etc.	✓	✓	✓	N/A	✓
Greater online access to programs and materials	✓✓	✓	✓	N/A	✓
Need to continually update / modernize policies and procedures		✓✓	✓	N/A	✓

Theme	Community Survey	Staff Interviews	Stakeholder Interviews	Benchmarking	Consultant's Judgment
Need for more staff to run expanded programs and services		✓✓	✓	N/A	✓

The major themes and issues identified here are picked up directly in the recommendations contained within the next section of this report.

3. Service Delivery Plan

3.1. External Programs and Services

Collections

For its size, the library provides a good collection including physical books (including talking and mp3), magazines, newspapers and digital collections, interlibrary loan, loans of E-readers, DVDs, public computers, Wi-Fi, fax and physical printing, used book sales as well as many programs and services. CPL also provides its membership with access to Libby's digital collections. Since 2021, to improve equity and accessibility, CPL has been offering its collections on a fines free basis. However, because of its size, the number of physical items per capita (2.5) is well below the average (4.0) of the benchmarked library systems.

In reviewing data from the surveys and benchmarking, it would appear that the library does an excellent job given the limited resources and space available in the facility. However, the library's small space (1,038 square feet) limits its ability provide a more fulsome collection and programs. From the community survey, 11% rated the collections somewhat deficient and one respondent indicated they were totally deficient.

This theme was repeated regularly in the community survey. The following are a few comments from the community survey:

Space for collections and programs is very limited. I would say the library provides excellent programming and services but are limited entirely by space constraints.

The programs, services and material collections currently offered at the library are great, however; the physical space is so small that all of the above services are greatly affected. Confidentiality when inquiring about materials and when using computers is affected by the small space.

All deficiencies are related to lack of space, accessibility, crowding, poor layout of space due to size of the library, building not built for the purpose of a library.

There was also considerable interest in having the library provide non-traditional collections such as toys, small appliances, games, cookware, etc. The library currently offers WIFI hubs, projectors, tablets, decodable readers, Museum passes, parks passes, walking poles, fishing rods and tackle, and snowshoes. Again, the lack of space limits the ability to provide more of these types of items.

Services

CPL offers a good variety of services including six public computers, work spaces, WIFI, basic assistance with technology support including technology lessons, faxing, printing and scanning

capabilities. For schools, the library offers memberships to teachers and children at local schools, book bags, and classroom visits.

CPL has been offering a free book delivery service since 2021. The service was initially offered to seniors who were unable to visit the library in person and is now available to all Callander residents. Volunteers deliver regular and large print books, books on CD, pedometers, puzzles, board games and magazines once a week on a specific day. Seniors who live in Callander can also have tablets, iPads, and Wi-Fi hubs delivered. In the community survey, 14 respondents gave feedback on the book delivery service and 12 of these said the service was entirely satisfactory.

Programs

The library has an active programs calendar on its web site for children and adults and feedback on the programs has been very good. As noted in the benchmarking section, program usage per capita is high in Callander relative to its comparable libraries. Because of space limitations, much of CPL's programming is offered outside behind the library in the summertime or as weather permits.

It's just the pure size of the space. They hold children's programs which are fantastic, but pretty crammed at times.

A larger space is needed to provide a variety of programs and to add to the current collection.

The Callander library does an amazing job of providing programs for all ages using the space available.

They run programs for children that are well attended but there is not a separate room. The little ones congregate in a circle on the floor and shoes, coats and strollers have to be carefully placed.

There were some suggestions from the community survey for additional programs that could be run. A few specific suggestions included baby programs and crafts classes. The following are some comments.

Should offer more programs for kids (steam, music, etc...)

The programs for small kids seems to happen more during the day – I'd like to bring my 4 year old to reading groups, play groups etc. after dinner.

I think more programs to help children with reading and writing would be fantastic. More fun education based programming would be fantastic.

Being new to the library I haven't seen too many programs specifically for teens yet I'm hopeful that will come as the year progresses.

Hours of Operation

The library's hours of operation are open 47 hours per week as follows:

Monday	10 am - 5 pm
Tuesday	10 am - 8 pm
Wednesday	10 am - 5 pm
Thursday	10 am - 8 pm
Friday	10 am - 5 pm
Saturday	10 am - 4 pm

These hours provide a reasonable mix and include two later options (Tuesday and Thursday) for those who need them. They also exceed the ARUPLO guidelines for a small or medium library branch.

Partnerships

CPL collaborates with other organizations in the community by offering space of other resources. Organizations with various collaborations mentioned in the stakeholder survey included EarlyON, the Museum, TD Summer Reading, book clubs, the municipality and Physically Handicapped Adults' Rehabilitation Association (PHARA). A number of additional potential partnership organizations were also identified.

Communications

CPL communicates with its members using a variety of media including its website, Facebook, Instagram, a newsletter, and traditional print media including posters and use of message boards around the community. From the community survey, Facebook appears to be the most commonly used channel used by the community.

3.2. Internal Policies and Procedures

Eighteen policies of the Callander Public Library were reviewed to ensure that they were up to date and comprehensive. Seven of them are also posted on the library website as they have direct impact on the public. The others relate to governance and operations. Some policies such as Human Resources and Workplace Harassment are adopted from the Municipality of Callander. As policies are updated, they also have a review date assigned, which will assist with ensuring currency.

One resource for the library to fill in the gaps for policies is to use the accreditation checklist for the Ontario Public Library Guidelines process. In its strategic plan, the Callander Public Library has already identified "Advance the library towards achieving the Ontario Public Library Guidelines Accreditation" as a strategic priority. While it is unlikely that the library in its current

facility will meet the requirements for full accreditation, the tools in the accreditation process can assist the library to improve its services.

The Collection Development Policy is out of date or should be updated to confirm its most recent revision.

Important policies to add are:

- Working Alone (The Library has a practice of no staff working alone but it is not articulated in a policy)
- Health and Safety
- Public Code of Conduct
- Programming
- Indigenous Awareness and Reconciliation.

Some policies to consider when the library acquires a new facility will pertain to the use of meeting rooms. The Accessibility Policy acknowledges that the building is owned and maintained by the Municipality, and does not meet accessibility standards. Therefore, the Library's Accessibility Policy refers only to library services and collections.

Some procedures and internal operations were observed during the consultant's site visit to the Callander Public Library, as well as identified through staff interviews. Staff identified the importance of consistency of tasks that are shared by different staff at the circulation desk, as well as continued service while staff are away. This can be best done by maintaining a written procedures manual which can be reviewed by all staff responsible for the tasks.

The cramped work space results in inefficient processes where material has to be moved out of the way in order for staff to do other tasks. None of the staff has adequate space to do their work effectively.

Library staff have few opportunities for training and networking. All of the staff have been in their positions for fewer than five years. This means that they are open to new ideas and new ways of doing things. Online courses are available. Some networking among neighbouring libraries is done at the CEO level and the libraries could provide more opportunities for all staff to share ideas.

Recommendation

Ensure that policies and procedures are up to date: The policies should reflect the elements of the new strategic plan. Efficient procedures will ensure consistency of service, particularly where different staff perform the same tasks, such as at the circulation desk. Ensure that the staff and volunteers have training appropriate to their responsibilities.

3.3. Barriers to Optimal Service Delivery

3.3.1. Technology Requirements

Callander Public Library uses creative solutions to deliver services despite limited resources, space, and funding. It faces some challenges that make it difficult to provide additional technology services requested by users in the survey.

One challenge is the uneven distribution of **access to high-speed internet in the Municipality**. CPL provides online resources and services to its patrons but some residents, notably in the rural area, report that poor connectivity restricts their use of some electronic services, limiting the library's ability to serve its community.

Another challenge for CPL is how to deliver technology services within an **undersized building** space. It is difficult to add new hardware for requested training or services such as wireless printing or makerspace equipment. Additional technology equipment usually requires updated infrastructure such as wiring, electrical, venting, furniture, etc. plus health and safety considerations.

Small libraries often lack the **staffing and expertise** needed to manage complex technology systems. Large libraries can have dedicated IT staff to manage their technology systems. Callander is well served as a member of JASI, the Joint Automated Service Initiative provided by Ontario Library Service which administers the SirsiDynix ILS. However, the local network, administrative software, hardware maintenance, backups and security are the responsibility of library staff. The management of these services is becoming more complex and vulnerable. Inadequate training or expertise can freeze services in the cases of failed backups or a network security threat.

Virtual services – the website www.callanderpubliclibrary.ca acts as a virtual branch open 24/7 to market resources, services, and events. Survey results showed a lack of awareness about some services, despite CPL's marketing and social media updates. User requests for new e-resources through the online catalogue https://olsn.ent.sirsiidynix.net/client/en_US/callander are limited by the budget which restricts the number of offerings available to the public.

Small libraries are also challenged with **maintaining current technology**. Limited budgets make it difficult to keep up with the latest technology, leading to outdated equipment and software, and reducing the level of service compared with larger libraries. Time is another factor if CPL plans for a larger building; technology services, costs and availability change quickly, and any technology plan should be adaptable for any current and future planned space.

CPL has a plan for hardware purchase and budget. A formal **Technology Plan** will align CPL's strategic goals to shape technology services over the short and long term especially if building expansion is planned. The plan should assess user needs and expectations so that the

technology service is used effectively. The plan provides a multi-year IT pathway and connects the frontend user interface and supporting backend systems.

Overall, Callander faces several technology challenges that can make it difficult to provide the same level of service as larger or neighbouring libraries. However, with the right resources and support, CPL can continue to serve the community and provide valuable resources and services to its patrons.

3.3.2. Facility Requirements

The Callander Public Library has a well-documented chronology of its efforts to seek an expansion of the library or a replacement for it, starting over twenty years ago.

Facility reviews with recommendations include:

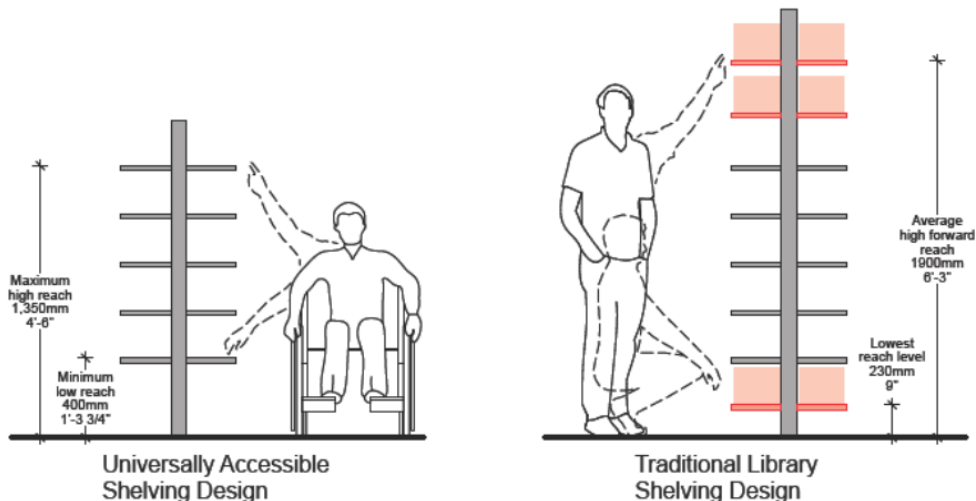
Year	Report	Recommendation
2004	Ontario Library Service	4,000 – 6,000 sq. ft.
2005	LEA Architects	5,000 – 6,000 sq. ft.
2015	Spatial Needs Assessment – OLS and CPL staff	6,297 sq. ft.
2018	+VG architects	Design for waterfront location, 10,000 sq. ft.

Various assessments of the current library building were also done, concluding that the current building cannot be expanded to meet the needs of the community. It is a single-storey building of 1,038 sq. ft. with not enough space to store and display books and other library materials, host programs, or provide study space. There is not enough space on the property for an expansion.

The picture on the left shows the Children's area with picture books for young children on shelves they cannot reach. The adult collection is also on high shelving with narrow aisles.



The following diagram illustrates library shelving that is accessible. The reduced number of shelves per bay also requires significantly more floor space for the collection. At the same time, it opens the sight lines through the library and improves the lighting throughout the library.



There is only one study table with six chairs. No other comfortable seating is available. There is no separate meeting space for programs or community activities and meetings. There is no privacy for tutoring or computer training.

Most library programming is held outdoors during the summer.

Staff workspaces are also inadequate, both at the public service and circulation desk and for support and administrative work.

While there is a ramp at the front door, the aisles and travel areas throughout most of the library do not meet accessibility standards, nor does the one washroom. Recent experience of the COVID-19 pandemic and distancing restrictions further encourage the provision of adequate distance between library users.

A further discussion of Callander Public Library's recommended facility requirements is presented in Section 4.1.

4. Recommendations and Implementation

4.1 Recommendations

4.1.1. Facility Recommendations

Facility Needs for 4,500 Population

This study is not a formal facility needs assessment but some general observations can be made.

For determining the space required to effectively serve the Callander community, the population used is **4,500**. This is based on the growth in population from 2016 to 2021 census, plus 122 seasonal residences. It is also what is projected for the next 20 years in the Callander Official Plan Background Report (2022).

Standards Approach

A useful document for library space planning is Making the Case for your Library Building Project (OLS, 2010), which recommends 2 square feet per capita for a stand-alone public library for libraries serving between 2,500 and 5,000 people. Therefore, Callander would require 9,000 square feet for a library to meet the community's needs for the next 20 years.

Components Approach

The components approach is based on identifying all of the components and number of units of them and calculating the space required for them based on architectural criteria. This was also used in the 2015 Spatial Needs Assessment for the Callander Public Library. The main difference between the unit sizes from that report to this one is the space required for the collections to meet accessibility guidelines. The 2015 Spatial Needs Assessment also used a design population of 5,000, and a higher collection size.

Since then, a few trends have emerged:

1. Physical collection sizes have changed. Libraries have reduced their reference and non-fiction collections with the inclination to use reliable resources on the Internet to meet up-to-date information needs.
2. Makerspaces and non-traditional collections have emerged as a key service of public libraries, providing access to high-tech equipment and how to use it in a creative space, and space-gobbling and popular equipment such as recreational items, games, puzzles, tools, and kitchen utensils for loan to the community.

The following scenario includes meeting room space which can be used as follows:

- a larger program room for meetings of approximately 60 adults, theatre style, or fewer at tables, with kitchenette and storage for chairs and folding tables;

- meeting rooms that can be used for group study, book clubs, or smaller meetings and could be used by agencies or organizations to meet with their local clients;
- smaller study rooms suitable for one person or two, for quiet study, such as somebody who works from home and might need a neutral space to meet a client or have an online meeting.

The community has indicated a desire for the library to also function as a community hub. The above variety and number of meeting rooms is conservative and might need to be increased to meet the community hub function.

Non-assignable space includes corridors, foyer, public washrooms, including a universal washroom. It also includes custodian, garbage and recycling, general storage, closets, wall thicknesses, building services, and mechanical. This calculation assumes a single-storey building. More than one storey would also require stairs and an elevator.

Component	Square Feet per Unit	Number of Units	Standalone Library
Collections	0.14	18,000	2,520
Public Service Areas			
Adult seating	35	30	1,050
Children's seating	30	10	300
Public computers	35	8	280
Program Room	700	1	700
Meeting Room(s)	165	2	330
Study Room(s)	100	2	200
Maker Space	300	1	300
Total Public Area			5,680
Staff and Service Areas			
Service/circulation desk	200	1	200
Work room	300	1	300
Storage	150	1	150
CEO's office	150	1	150
Staff break room and lockers	100	1	100
Staff washroom	100	1	100
Total Staff and Service Area			1,000
Components total (Net Square Feet)			6,680
Non-assignable space 27%			1,804
Total Gross Square Feet required			8,484

The components approach illustrated above shows the need for 6,680 square feet (net) and 8,500 (rounded) gross square feet when non-assignable spaces are included.

4.1.2. Technology Recommendations

There are several solutions that Callander can consider for its technology challenges both in the short and long term.

Training – enhance ongoing training resources for staff and users. Explore volunteer opportunities for training, such as students helping seniors. Assess tutorial software and consider a renewed partnership with Canador College for online training modules.

Develop a Technology Plan: CPL service goals will shape technology programs and services and keep them on track. Create a three to five-year technology plan to include the following components:

- an inventory of existing technology assets
- assessment of staff skills with a plan to develop levels of expertise
- annual plan and budget to add technologies to meet service goals
- support agreements with vendors and/or municipal departments
- disaster preparedness plan
- life cycle plan for disposal of dated or broken technologies
- periodic review of technology needs and plans.

For example, if the service goal is *“to ensure library staff receive ongoing training to provide technology assistance to users with personal devices, including mobile printing and scanning technology”*, determine what equipment, software and services are required. This could include training software, training hours, printer and supplies, Wi-Fi network configuration, website update, promotional material. Provide a multi-year budget including ongoing operating costs, annual software maintenance, etc.

Internet connectivity is unreliable in rural Callander. CPL plans to offer hotspots to provide temporary internet connection to users. Consider adding connection kits (hotspots with tablets) to assist users without internet or devices, possibly in partnership with local organizations. These will help community members with job searching, government services, and online medical appointments,

Virtual services – enhance services in the virtual branch and review additional e-resources, including audio/ebooks, online databases, and digital collections. Regularly assess the use of electronic service subscriptions and budget for new services.

Emerging technologies and generational change point to an increase for on demand service, quick response from providers, and mobile 24/7 library delivery.

- **Self-service** options offer convenience for patrons and reduce wait time. Options include SirsiDynix apps on mobile devices for checkouts/renewals/checkins. Other

options include online registration for library programs, wireless printing from mobile devices, basic self-check stations in the library, and charging stations. After hours online assistance and quick response to queries are available to patrons with third party chat services.

- **Outreach with mobile service** – the SirsiDynix ILS has a mobile app that allows staff to access the system while outside the library building. Staff can provide service beyond library walls with a pop-up library at community events, schools, mobile makerspace, or pop-up learning lab.
- **After-hours access** to library – there are technology options that offer secure card access to library collections after hours, a successful solution for smaller branches in rural areas. It extends opening hours for hold pickups, quiet study spots and computer workstations. A low cost option is to have a holds box outside the library accessible after hours.

IT support tools and operations – review outsourcing options for some technology services. Third-party vendors or cloud services (Google Suite or Microsoft 365) can be responsible for troubleshooting, software upgrades, security, maintenance, and backups of administrative data. CPL can explore partnership with the Municipality to be included in its contract for professional IT services.

4.1.3. Collections, Programs, Services, etc.

As noted throughout the report the lack of space inhibits the library's ability to expand its collections, services and programs. However, there are a number of activities that CPL can undertake to continue to improve its service offering in the short and longer term.

- Continue to monitor circulation with a view to increasing turnover of the overall collection. Consider weeding underutilized collections such as audiobooks, CDs and playaways.
- As space permits, all collections should be expanded. Consider particularly adding decodable books, juvenile fiction as well as more non-fiction materials as interlibrary loan is not always timely to meet existing demand.
- Add more non-traditional collections as space permits. These could include small kitchen utensils and appliances such as multicookers (e.g., Instant Pot), metal detectors, binoculars, etc.
- If a maker space is added, library skills, resources and training will be needed to support the maker space, e.g., cricut, AV production, technology support, 3 D printing, etc.
- As time and resources permit, develop and market programs such as book clubs to serve audiences and demographics such as middle age demographics, small businesses, entrepreneurs, teens and pre-teens, and international students. Programs may also be centred around activities such as cooking, arts, crafts, car repair, gardening, fishing, hunting, etc.

- As resources and opportunities permit, expand partnerships with various local and community organizations including employment services, social agencies, health care providers and local not-for-profit organizations.
- Consider holding events featuring speakers regarding local and topical issues or speakers with unique skill sets (e.g., photography, wood working, gardening, car repair, home renovations, home support, film or streaming club, etc.)
- Consider acting as a brokerage or collaboration service to help link students with tutors or individuals who need help with employment services, etc.
- Consider ways to help reach more difficult or underserved populations through outreach or other means such as a community fridge in the library to reduce food insecurity.

4.2. Proposed Implementation Plan

The implementation plan presented in the following section covers a suggested 10-year period. The first five years (2024 – 2028) assume that the CPL carries on providing programs and services much as it has been doing, with some refinements suggested by the consultation process and the benchmarking activity undertaken. While this is occurring however, there is a concerted effort made to develop a specific plan for the new 8,500 square foot community library facility. (We call this first phase *‘Planning before Construction Begins’*). A second phase occurs when construction has begun and carries on after the opening of the new facility (*‘After Construction has Started’*).

Note that all dates presented here are notional, provided just to give some overall indication as to the approximate timeframe in which events will occur. Ideally, the new community facility will be open on or before 2028. After that time, with additional space and facilities, CPL will be free to envisage and develop a variety of new collections, programs, activities and partnerships are envisaged.

Within this broad overview, the specific recommendations made throughout the report will be implemented. The following sections discuss the timing and critical path of activities, the resource requirements, and suggested targets and milestones.

It should be emphasized at the outset however that this is a **suggested** implementation path. No implementation plan can predict the future exactly: over the ten-year span represented here there will be new opportunities that come to the fore; unforeseen roadblocks that may arise; new demands that come from the public; people coming and going; etc. Accordingly, this implementation plan should be seen as a guideline for how this service plan should unfold, rather than a hard-and-fast requirement of activities that must occur at the precise time and sequence suggested here.

4.2.1. Timing of Recommendations

The chart below shows the suggested timeframe for the recommendations outlined here. As a guide, the following 'coding system' is used:

Initiate Activity	
Continuous Implementation over Period	

Proposed Timeframe for Implementation (note that this is simply a suggested timeframe; actual events may happen sooner or later than estimated here)

Recommendation	Short-Term					Longer Term				
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Phase 1 – Planning Before Construction Begins										
1. Continue planning for a new facility										
2. Aggressively weed the collection										
3. Develop technology plan										
4. Continue existing programming										
5. Continue existing hours of operation										
6. Continue book delivery service but also explore after-hours access										
7. Continue developing online programs and services										
8. Proactively develop new partnerships										
9. Comprehensive update of all policies and procedures										
Phase 2 – After Construction Has Started										
10. Update the Library's Strategic Plan and this Service Review										
11. Expand the collection										
12. Expand children's programming										
13. Implement teen and young adults' programming										
14. Offer a wider range of seniors' programs										
15. Expand non-traditional collection										
16. Update technology plan										
17. Implement staffing and organization changes as required										

4.2.2. Resource Requirements

The resources required to implement the recommendations made relate primarily to human and financial resources needed to implement the plan. The suggested resource requirements should be thought of as order-of-magnitude estimates. As well, for certain of the financial resource requirements estimated below (where indicated), an assumption is made that the CPL will hire outside expertise to assist with the activity. However, if the specific task were to be undertaken in-house, there would be an obvious savings incurred.

Recommendation	Human Resource Requirements	Financial Resource Requirements
Phase 1 – Planning Before Construction Begins		
1. Continue planning for a new facility	- significant time on part of library staff, and other municipal staff	- to be determined
2. Aggressively weed the collection	- small amount of time on regular basis	- none
3. Develop technology plan	- some time on part of management	- if external expertise is retained, could be \$10,000 - \$20,000
4. Continue existing programming	- no net increase in time	- no net increase in budget
5. Continue existing hours of operation	- no net increase in time	- no net increase in budget
6. Continue book delivery service but also explore after-hours access	- small amount of time increase in time	- after-hours access options can vary, could be \$50,000 - \$75,000
7. Continue developing online programs and services	- no net increase in time	- no net increase in budget
8. Proactively develop new partnerships	- small amount of increase in time	- no net increase in budget
9. Comprehensive update of all policies and procedures	- small amount of increase in time	- no net increase in budget
Phase 2 – After Construction Has Started		
10. Update the Library's Strategic Plan and this Service Review	- significant time on part of library staff	- if external expertise is retained, could be \$30,000 - \$50,000 (could be combined as one study)
11. Expand the collection	- significant time on part of library management	- suggest target amount of \$5,000 - \$10,000 per year (additional to existing budget) for collections
12. Expand children's programming	- additional time on part of library staff (see Recommendation #17)	- to be determined
13. Implement teen and young adults' programming	- additional time on part of library staff (see Recommendation #17)	- to be determined
14. Offer a wider range of seniors' programs	- additional time on part of library staff (see Recommendation #17)	- to be determined
15. Expand non-traditional collection	- no net increase in time	- minimal - small
16. Update technology plan	- some time on part of management	- if external expertise is retained, could be \$5,000 - \$10,000
17. Implement staffing and organization changes as required	- significant time on part of library management	- suggest plan for one additional FTE position in longer-term time period

4.2.3. Targets, Outcomes & Milestones

The following targets, deliverable and milestones are suggested for each of the recommendations, in order to determine progress and continuing forward momentum. *(Note that these are simply **suggested** targets and milestones; actual events may happen sooner or later than estimated here).*

Recommendation	Target, Outcome or Milestone
Phase 1 – Planning Before Construction Begins	
1. Continue planning for a new facility	<ul style="list-style-type: none"> • determine, in 2024, whether or not partnership with a developer is possible • if no partnership with developer, create plan for new facility in 2025 • aim to open new library facility on or before 2028
2. Aggressively weed the collection	<ul style="list-style-type: none"> • begin the weeding process more aggressively in 2026, in preparation for migrating the collection to the new facility
3. Develop technology plan	<ul style="list-style-type: none"> • have plan developed by end of year 2024
4. Continue existing programming	<ul style="list-style-type: none"> • create and evaluate at least one new program each year
5. Continue existing hours of operation	<ul style="list-style-type: none"> • maintain status quo
6. Continue book delivery service but also explore after-hours access	<ul style="list-style-type: none"> • make decision on after-hours access by 2025
7. Continue developing online programs and services	<ul style="list-style-type: none"> • create and evaluate at least one new online program or service each year
8. Proactively develop new partnerships	<ul style="list-style-type: none"> • starting in 2026, when a new library is starting to take shape as a reality, start exploring new partnerships with community organizations and enterprises • target at least two possibilities each year
9. Comprehensive update of all policies and procedures	<ul style="list-style-type: none"> • complete by end of 2024
Phase 2 – After Construction Has Started	
10. Update the Library's Strategic Plan and this Service Review	<ul style="list-style-type: none"> • have new strategic plan adopted and • target at least two possibilities each year
11. Expand the collection	<ul style="list-style-type: none"> • aim to double the collection (100% increase) by end of planning period (i.e., by 2033) – implies approximately 20% increase each year
12. Expand children's programming	<ul style="list-style-type: none"> • develop new programs each year
13. Implement teen and young adults' programming	<ul style="list-style-type: none"> • develop new programs each year • consider creating Youth Advisory Group (likely on informal basis) to advise and liaise
14. Offer a wider range of seniors' programs	<ul style="list-style-type: none"> • develop new programs each year
15. Expand non-traditional collection	<ul style="list-style-type: none"> • establish non-traditional items collection and promote to community soon after opening new facility (suggest 2029)
16. Update technology plan	<ul style="list-style-type: none"> • have updated technology plan in place for opening of new facility
17. Implement staffing and organization changes as required	<ul style="list-style-type: none"> • hire new staff person (likely 1 FTE) and have in place for opening of new facility

4.3. Conclusion

The Callander Public Library System is a dynamic and responsive library system that serves its municipality very well. This service review has identified tremendous community interest in seeing new types of collections, new programs and services, and new partnerships with community organizations developed at the library. However, none of this can happen without a significantly larger library facility, adequately staffed. This service review sets out a realistic and achievable road map for the Library Board and the municipality to achieve this end, thus providing even better services to its residents and visitors for years to come. For decades, the municipality has debated the matter of a new and proper library; now is the time to act decisively and invest in Callander's future as a modern and progressive community.