



**MEETING AGENDA**  
**Stormont, Dundas and Glengarry County Library Board**

**Thursday, June 18, 2026, 4:00 p.m.**  
**South Mountain Branch**  
**10543 Main St., South Mountain ON**

---

	<b>Pages</b>
<b>1. Call to Order</b>	
<b>2. Adoption of Agenda</b>	
a. Additions, Deletions or Amendments Additions to or deletions from the Agenda must be made upon consultation with the Board Chair prior to the meeting. All matters listed under “Consent Items” are considered to be routine and will be enacted by one motion. Should a Board member wish an alternative action from the proposed recommendation, s/he may request that the matter(s) be moved to the appropriate section at this time.	
<b>3. Declaration of Pecuniary Interest</b>	
<b>4. Adoption of Minutes</b>	
a. Library Board Regular Meeting Minutes - May 21, 2026	2
<b>5. Delegations</b>	
<b>6. Consent Items</b>	
a. Statistical Summary (Circulation) - May 2026	5
b. Financial Report - May 2026	6
c. Director of Library Services Report - May 2026	7
d. Correspondence	
<b>7. Action Items</b>	
<b>8. Discussion Items</b>	
a. Strategic Planning	8
<b>9. In Camera</b>	
<b>10. Adjournment</b>	

# Stormont, Dundas and Glengarry County Library Board

## Minutes

**May 21, 2026, 5:00 p.m.**  
**Maxville Branch**  
**2 Spring Street, Maxville ON**

Members Present: Margaret MacDonald, Chair; Tony Fraser, Vice-Chair; Jason Broad; Francois Landry; Lachlan McDonald; Jim Algire

Members Absent: Jo-Anne McCaslin

Staff Present: Rebecca Luck, Director of Library Services; Emily Andrews, Community Librarian; Lorna Platts, District 3 Supervisor; Maria Steffen, Communications and Marketing Coordinator

---

1. **Call to Order** – Meeting was called to order at 5:06pm.

2. **Adoption of Agenda**

**Moved by** Frank Landry

**Seconded by** Jim Algire

That the Stormont, Dundas and Glengarry County Library Board approve the Meeting Agenda, as presented.

**CARRIED**

2.1 **Additions, Deletions or Amendments**

3. **Declaration of Pecuniary Interest** – None

4. **Adoption of Minutes**

4.1 **Library Board Regular Meeting Minutes - April 9, 2026**

**Moved by** Jason Broad

**Seconded by** Tony Fraser

That the Stormont, Dundas & Glengarry County Library Board approves the Minutes of the April 9, 2026 regular meeting, as written.

**CARRIED**

**5. Delegations**

Terry Besner, Library Services Assistant at the Maxville branch, provided the Board with a quick of the branch.

**6. Consent Items**

**Moved by** Frank Landry

**Seconded by** Lachlan McDonald

That the Stormont, Dundas and Glengarry County Library Board approve all items listed under the Consent Items section of the Agenda, as presented.

**CARRIED**

**6.1 Statistical Summary (Circulation) - April 2026**

**6.2 Statistical Summary (Circulation) - January-March 2026**

The Board requested that statistical analysis be presented on a quarter-by-quarter basis, comparing the same quarters year over year

**6.3 Financial Report - April 2026**

**6.4 Branch and Supervisors Reports - January-March 2026**

**6.5 Communications & Marketing Report - January-March 2026**

**6.6 Community Librarian Report - January-March 2026**

**6.7 Technical Services Report - January-March 2026**

**6.8 Director of Library Services Report - April 2026**

**6.9 Correspondence**

**7. Action Items**

**7.1 Program Policy – Review**

**Moved by** Tony Fraser

**Seconded by** Jim Algire

That the Stormont, Dundas, and Glengarry County Library Board approve the Program Policy, as presented.

**CARRIED**

**8. Discussion Items**

**8.1 SDG Reads**

- 8.2 Community Outreach and Mobile Services - Upcoming Events**
- 8.3 North Grenville Public Library - Reciprocal Borrowing Agreement**
- 8.4 2026 Operational Plan - Q1 Update**
- 8.5 Chrysler Feasibility Study - 60% Drawings**

Frank to provide the Director with a copy of the legal drawings of the subject property, if available.

**8.6 Performance Review of the Director of Library Services**

The performance review committee for the evaluation of the Director of Library Services will be comprised of Margaret MacDonald, Jason Broad, and Jim Algire.

**8.7 Board Legacy Document - Existing Relationships/Partnerships and Advocacy Efforts**

Members were asked to submit their comments to the Director by email.

**9. In Camera**

**10. Adjournment**

**Moved by** Lachlan McDonald

**Seconded by** Frank Landry

That the Regular Meeting of the Stormont, Dundas and Glengarry County Library Board be adjourned, to meet again on June 18, 2026 at the South Mountain Branch, or at the Call of the Chair.

**CARRIED**

---

Board Chair/Vice Chair

---

Secretary

# SDG Library

## May 2026 Statistical Summary

Branch & Open Hours Per Week	Circulation				Borrowers	Visitors	New Patrons
	Print & A/V	Digital Books	May 2026 Total	May 2025 Total			
CloudLink*	0	11638	11638	13010			
Administration	330	20	350	257	24	N/A	2
Alexandria (44)	3493	247	3740	3132	520	1315	28
Avonmore (20)	593	88	681	859	110	386	5
Chesterville (17)	608	127	735	748	142	348	4
Crysler (20)	1079	60	1139	1362	130	508	4
Finch (16)	596	42	638	446	98	284	5
Glen Walter Express	39	9	48	66	15	N/A	0
Ingleside (44)	1121	117	1238	1169	241	866	13
Iroquois (20)	799	85	884	849	171	603	12
Lancaster (44)	1235	163	1398	1377	254	642	7
Long Sault (30)	1470	135	1605	1642	257	711	13
Maxville (16)	480	57	537	430	106	279	4
Morewood Express	7	0	7	45	4	N/A	0
Morrisburg (44)	1623	138	1761	1637	356	1198	8
South Mountain (16)	563	79	642	852	116	258	3
St. Andrews Express	72	10	82	40	17	N/A	0
Williamsburg (16)	718	71	789	709	79	221	2
Williamstown (17)	648	104	752	757	105	215	23
Winchester (44)	2373	254	2627	2028	381	1190	19
<b>SYSTEM TOTAL</b>	<b>17847</b>	<b>13444</b>	<b>31291</b>	<b>31415</b>	<b>3126</b>	<b>9024</b>	<b>152</b>

"Visitors" are members and non-members visiting a branch.

"Borrowers" are unique patrons checking out and renewing library materials.

\* includes CloudLink (SDG patrons borrowing from other libraries and other library patrons borrowing from our collection).

Digital Books	
CloudLink-Patron Usage	4851
CloudLibrary-Collection Usage	8593
<b>Total</b>	<b>13444</b>

**LIBRARY MONTHLY STATEMENT**

For Period Ending 31-May-2026



	2026	2026	2026	2025	2025	2025
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE
<b>GENERAL FUND</b>						
<b>REVENUE</b>						
ANNUAL PROVINCIAL FUNDING	0	-131,761	-131,761	-131,761	-131,761	0
ONTARIO CAPACITY FUNDING	-615	-1,000	-386	-3,081	-1,000	2,081
STUDENT FUNDING	-2,464	-8,300	-5,836	0	-4,500	-4,500
FEES & FINES	-7,912	-17,075	-9,163	-18,912	-9,500	9,412
DONATIONS & SALES	-10,703	-6,900	3,803	-8,898	-6,500	2,398
TRANSFER FROM RESERVES	0	-133,500	-133,500	-122,242	-153,542	-31,300
<b>Total REVENUE</b>	<b>-21,694</b>	<b>-298,536</b>	<b>-276,842</b>	<b>-284,894</b>	<b>-306,803</b>	<b>-21,909</b>
<b>EXPENSES</b>						
FULL TIME WAGES & BENEFITS	444,994	1,129,119	684,125	1,067,664	1,068,303	639
BRANCH WAGES & BENEFITS	365,378	1,007,480	642,102	956,043	991,494	35,451
STUDENT WAGES & BENEFITS	2,866	24,266	21,400	23,589	23,618	29
BOARD MEETINGS & DEVELOPMENT	2,011	5,916	3,905	10,914	15,452	4,538
STAFF MILEAGE	845	7,500	6,655	7,189	6,000	-1,189
STAFF TRAINING & DEVELOPMENT	4,824	23,885	19,061	22,004	22,685	681
PRINT MATERIAL	58,210	185,500	127,290	180,998	185,500	4,502
DIGITAL BOOKS	29,858	87,000	57,142	86,773	87,000	227
DATABASE SUBSCRIPTIONS	53,188	65,516	12,328	63,197	73,028	9,831
MAGAZINES, PERIODICALS & LEASED BOOKS	88	2,996	2,908	2,719	3,655	936
SUPPLIES & EQUIPMENT	6,349	27,650	21,301	29,233	28,650	-583
CREDIT CARD FEES	79	200	121	205	200	-5
PHONES & INTERNET	18,625	42,372	23,747	53,797	56,309	2,512
PROMOTIONS & WEBSITE	41,511	67,884	26,373	69,149	68,800	-349
PUBLIC PROGRAMS	1,530	10,400	8,870	10,629	10,400	-229
COMPUTER PURCHASES	14,024	17,804	3,780	9,141	9,300	160
SOFTWARE SUPPORT	47,009	57,980	10,972	43,223	50,255	7,032
DELIVERY & OUTREACH VEHICLES	142	29,000	28,858	29,037	29,500	463
COPIERS & PRINTERS	1,453	6,500	5,047	4,294	6,500	2,206
COPYRIGHT & PERFORMANCES LICENSES	763	767	4	1,608	1,700	92
BRANCH CLEANING	1,215	6,000	4,785	4,954	5,000	46
BRANCH RENTS, INSURANCE & SECURITY	234,780	255,768	20,988	246,639	250,833	4,194
FURNITURE PURCHASE	177	61,423	61,246	30,052	29,600	-452
AUDIT & LEGAL FEES	-6,106	6,610	12,716	6,106	6,110	4
SPECIAL PROJECTS	9,735	15,519	5,784	2,897	3,400	503
SUPPORT FROM OTHER DEPARTMENTS	0	197,717	197,717	172,764	172,764	0
TRANSFER TO RESERVES	0	0	0	480	0	-480
YEAR'S SURPLUS/DEFICIT	0	0	0	48,847	0	-48,847
<b>Total EXPENSES</b>	<b>1,333,552</b>	<b>3,342,772</b>	<b>2,009,220</b>	<b>3,184,147</b>	<b>3,206,056</b>	<b>21,909</b>
<b>Total GENERAL FUND</b>	<b>1,311,858</b>	<b>3,044,236</b>	<b>1,732,378</b>	<b>2,899,253</b>	<b>2,899,253</b>	<b>0</b>

## INFORMATION REPORT

<b><u>PREPARED BY:</u></b>	Rebecca Luck – Director of Library Services
<b><u>PREPARED FOR:</u></b>	SDG Library Board
<b><u>LIBRARY BOARD DATE:</u></b>	June 18, 2026
<b><u>SUBJECT:</u></b>	Director of Library Services Report

### **STAFFING HIGHLIGHTS:**

General Staff Meeting scheduled for June 1<sup>st</sup>, 2026.

### **DIRECTOR OF LIBRARY SERVICES: (Rebecca L.)**

- Attended weekly Director's meetings with CAO and fellow County Directors.
- Attended and facilitated Management Team and Administrative meetings.
- Completed a courier ride-along (May 5).
- Attended the webinar: Collection Management 101: Avoiding the Shelf-Life Crisis (May 7).
- Spoke with the Eastern Ontario Training Board about potentially hiring an intern (May 13).
- Attended SDG Counties Council meeting (May 19).
- Met with Management Team to review the Program Policy.
- Authorized rental payments to be paid to all local Municipalities.
- Followed up with all library systems within the UCDSB geographical area regarding the PIC collection.
- Met with coop supervisor to provide regular check-in on coop student.
- Developed a branch wish list document hosted on SharePoint for staff ease and transparency.
- Worked with Human Resources to amend two staff contracts.
- Provided comments to the Planning Department regarding Development Charges, specifically in regard to Library Services.
- Participated in the SDG Jail Open House (May 19).
- In conjunction with Tourism and Transportation department, coordinated the relocation of patio tables.
- Coordinated a staff purchasing opportunity for all SDG Counties staff and SDG Library staff.
- Prepared a report and delivered a presentation to UCDSB's Parent Involvement Committee at their final meeting of the year to discuss eight months in review (May 20).
- Prepared and attended the Library Board Meeting Agenda for Library Board regular meeting – Thursday, May 21, 2026, 5:00pm at the Maxville Library branch.
- Completed a self reflection of my performance spanning the last year. Met with Maureen Adams to complete my performance review (May 27).
- Compiled 805 public survey responses and 34 staff survey responses. Prepared an analysis, thematic review and presentation in preparation for the General Staff meeting.
- Continued coordination with Alex Warwick Architect to complete the Chrysler Feasibility Study.
- Assisted with the coordination and scheduling of the South Mountain carpeting and new shelving project. Carpet installation is to begin June 1<sup>st</sup>.
- Attended Maureen Adams' retirement celebration (May 28).



**STAFF REPORT**

**S.R. No. 18-2026**

**PREPARED BY:** Rebecca Luck – Director of Library Services  
**PREPARED FOR:** SDG Library Board  
**LIBRARY BOARD DATE:** June 18, 2026  
**SUBJECT:** Strategic Planning

**BACKGROUND:**

Strategic planning provides the SDG Library with a framework for responding to evolving community needs, making informed decisions, and allocating resources effectively over the coming years. As a rural, multi-branch library system serving diverse communities across Stormont, Dundas, and Glengarry, the strategic planning process helps ensure that library services remain relevant, accessible, equitable, and sustainable.

To support the development of the SDG Library's 2027–2030 Strategic Plan, the Library undertook a comprehensive consultation process involving the public, staff, and Board members. A public survey was conducted from April 13 to May 16, 2026, and received 805 responses from residents across the region. This level of participation represents a significant increase in engagement compared to the 250 responses received during the development of the 2022–2026 Strategic Plan and the 654 responses received through the 2024 User Engagement Survey. The feedback provided valuable insight into community needs, expectations, service priorities, and emerging trends that will help shape the Library's direction over the next four years.

In addition, staff from across the organization were invited to participate in a survey designed to identify organizational strengths, challenges, opportunities, risks, and future priorities. The responses offered valuable perspectives on staff experiences, operational realities, and the factors that may influence the Library's long-term success and ability to serve the community effectively.

The findings from both surveys were compiled and reviewed during a General Staff Meeting held on June 1, 2026. Through facilitated discussions, staff examined the Library's current environment, explored opportunities and challenges, and considered emerging community and organizational trends. These conversations generated additional insights and recommendations that will help inform the strategic planning process and support the development of a responsive and forward-looking Strategic Plan.

The Board's role in strategic planning is to provide governance-level direction, ensure alignment with community needs and organizational values, and help establish priorities that will guide decision-making over the next four years. The survey results and staff discussions presented in this report are intended to support the Board's deliberations and contribute to the development of the SDG Library's 2027–2030 Strategic Plan.

## **ANALYSIS:**

### **Public Survey Results**

Survey responses demonstrate that the SDG Library is highly valued as a community resource. Respondents identified the Library as an important source of information, lifelong learning, technology access, recreation, and social connection. Many participants highlighted the convenience of having library branches located throughout the region and expressed appreciation for the wide range of collections, programs, and services available both in-person and online.

The survey confirmed that collections and programming remain core priorities for residents. Community members consistently identified maintaining current and relevant collections, expanding borrowing options, and continuing to invest in both physical and digital materials as important areas of focus. Respondents also expressed strong interest in a broad range of programs, including educational workshops, literacy initiatives, cultural activities, technology training, children's programming, and opportunities for seniors and adults to connect and learn.

Access emerged as a significant theme throughout the survey. Many respondents expressed interest in expanded branch hours, particularly evenings and weekends, to better accommodate work schedules and family commitments. Community members also identified facility improvements, accessibility enhancements, and additional programming space as opportunities to strengthen library services and better meet local needs.

Public awareness of library services was another recurring theme. While respondents generally expressed high satisfaction with the Library, many indicated that residents are not always aware of the full range of services available. Increased promotion, outreach, and communication were frequently identified as opportunities to improve community engagement and encourage greater use of library resources.

Technology continues to be an important area of interest for residents. Respondents identified a desire for ongoing investment in digital collections, public technology, internet access, digital literacy training, and technology lending opportunities. Community members also expressed interest in expanding access to innovative services such as the Library of Things, MakerLab equipment, and other hands-on learning opportunities.

When asked to identify priorities for the next four years, responses most frequently focused on maintaining and expanding collections, growing programming opportunities, reviewing branch hours, improving facilities, enhancing technology, and increasing community outreach. Respondents emphasized the importance of ensuring that library services remain accessible, relevant, and responsive to the evolving needs of residents throughout SDG.

Overall, the survey findings demonstrate strong community support for the SDG Library and its role as a trusted public service. Residents value the Library's contribution to literacy, learning, recreation, digital inclusion, and community well-being, while also identifying opportunities to expand awareness, accessibility, programming, and service delivery. The feedback gathered through this consultation will help inform the development of strategic priorities and initiatives for the SDG Library's 2027–2030 Strategic Plan.

### Staff Survey Results

Staff identified the Library's welcoming, inclusive, and community-focused culture as one of its greatest strengths. Respondents consistently highlighted the dedication, professionalism, and customer service provided by staff throughout the system. Many described the Library as a trusted community hub that offers safe and accessible spaces while fostering meaningful relationships with patrons. Staff also recognized the value of the Library's extensive branch network, diverse collections, innovative services, digital resources, Library of Things, MakerLab initiatives, and broad range of programming opportunities.

Several common themes emerged regarding operational challenges. Staff frequently cited workload pressures, competing priorities, and limited time as barriers to delivering services and completing projects to the highest standard. Respondents noted that increasing service expectations, expanding programming requirements, and additional initiatives can create challenges in balancing daily operations with outreach, training, professional development, and long-term planning. Concerns were also raised regarding aging facilities, technology limitations, equipment replacement needs, limited branch space, and budget constraints.

Staff identified a number of opportunities to strengthen service delivery and organizational effectiveness. Many respondents expressed interest in increasing community outreach and awareness efforts to better promote the Library's programs, services, and resources. Additional opportunities included strengthening partnerships with schools, community organizations, healthcare providers, and local businesses; enhancing accessibility initiatives; investing in technology upgrades; and creating additional opportunities for staff collaboration, knowledge sharing, and professional development. Several respondents emphasized the importance of ensuring staff capacity and organizational resources remain aligned with service expectations.

When considering external pressures that may affect the Library's long-term sustainability, staff most frequently identified funding challenges, rising operating costs, recruitment and retention concerns, growing service demands, and facility limitations. Respondents also noted the need to adapt to evolving technology, increasing digital literacy needs, and changing community expectations. Public awareness of modern library services was identified as an ongoing challenge, with many staff observing that residents are often unaware of the full range of resources, technology, programs, and community supports available through the Library.

When asked to identify the single change or priority that would have the greatest positive impact over the next four years, staff responses most frequently focused on increasing community awareness and engagement. Respondents emphasized the importance of outreach, marketing, partnerships, and advocacy to ensure residents understand the value and relevance of modern library services. Other commonly identified priorities included investing in staff development and wellbeing, strengthening organizational planning and communication, improving access to services, upgrading public technology, and ensuring sustainable growth that reflects available resources and community needs.

Overall, the staff survey reflects a strong sense of pride in the SDG Library and the services it provides. Staff demonstrated a clear commitment to serving their communities while recognizing the importance of sustainable growth, organizational capacity, infrastructure investment, and ongoing community engagement. The feedback gathered through this consultation will help inform the development of strategic priorities and initiatives for the SDG Library's 2027–2030 Strategic Plan.

### Board Survey Results

Board members overwhelmingly identified the Library's staff and leadership as the organization's greatest strength. Respondents highlighted the professionalism, commitment, friendliness, and customer service provided by staff across the system. The Library's extensive network of branches and Express Depots was also recognized as a significant asset, ensuring equitable access to services for rural residents throughout Stormont, Dundas, and Glengarry. Additional strengths included diverse collections, innovative services, community-focused programming, valued partnerships, and the Library's role as a welcoming and inclusive community hub.

When considering current limitations, Board members most frequently identified facility-related challenges. Many branches were described as aging, undersized, or limited in their ability to meet modern accessibility standards and evolving community needs. Funding constraints were also noted, particularly in the context of rising operating costs, infrastructure needs, and service expansion. Several respondents observed that many residents remain unaware of the full range of services available through the Library, suggesting a need for continued marketing, advocacy, and public awareness efforts.

Looking ahead, Board members identified opportunities to strengthen existing partnerships and develop new collaborations with municipalities, schools, healthcare organizations, community groups, and cultural organizations. Respondents also emphasized the importance of positioning libraries as community hubs, expanding educational and cultural programming, enhancing digital services, and planning for population growth in several municipalities across the region.

The most commonly identified external risks related to long-term financial sustainability. Board members expressed concern regarding stagnant provincial funding, inflationary pressures, aging infrastructure, and the potential impact of changing municipal and governmental priorities. Several respondents also highlighted the importance of succession planning, workforce sustainability, cybersecurity, and the Library's ability to demonstrate measurable community impact.

From a governance perspective, Board members identified three primary priorities for the next four years: implementation of the 2027–2030 Strategic Plan, ensuring long-term financial sustainability, and strengthening advocacy efforts that demonstrate the Library's value to residents and municipal partners. Additional priorities included facility planning, technology modernization, leadership succession, community outreach, and continued responsiveness to emerging trends and technologies.

Overall, the Board survey reinforced the Library's strong reputation as a trusted community institution while highlighting the importance of sustainable funding, facility investment, strategic growth, and ongoing advocacy to ensure continued success in the years ahead.

#### **IMPACT ON 2026 BUDGET:**

N/A

#### **ALIGNMENT WITH STRATEGIC PLAN:**

Goal 1: Growing our Physical and Digital Infrastructure

Goal 2: Conduct Community Outreach

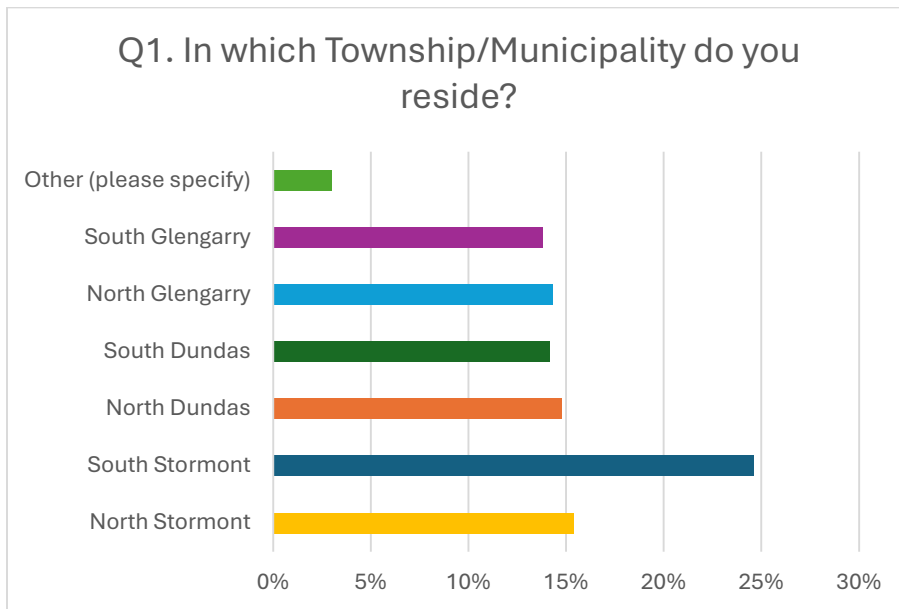
Goal 3: Strengthen our Organization

## Strategic Plan – Public Survey Results Spring 2026

No. of English responses	784
No. of French responses	21
<b>TOTAL responses</b>	<b>805</b>

### Q1. In which Township/Municipality do you reside?

Survey responses were well distributed across SDG communities, with the largest representation coming from South Stormont. Responses were received from all major municipalities, providing a broad regional perspective.

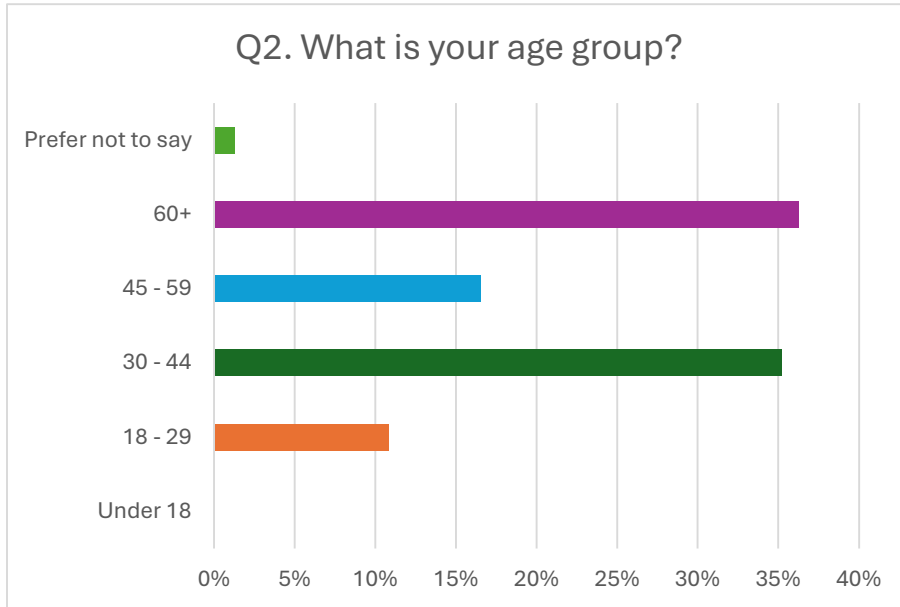


“Other” responses included:

- Cornwall
- Leeds and Grenville
  - Spencerville
  - North Grenville
- Town of Prescott
- Southgate
- Russell
- Saint Polycarpe

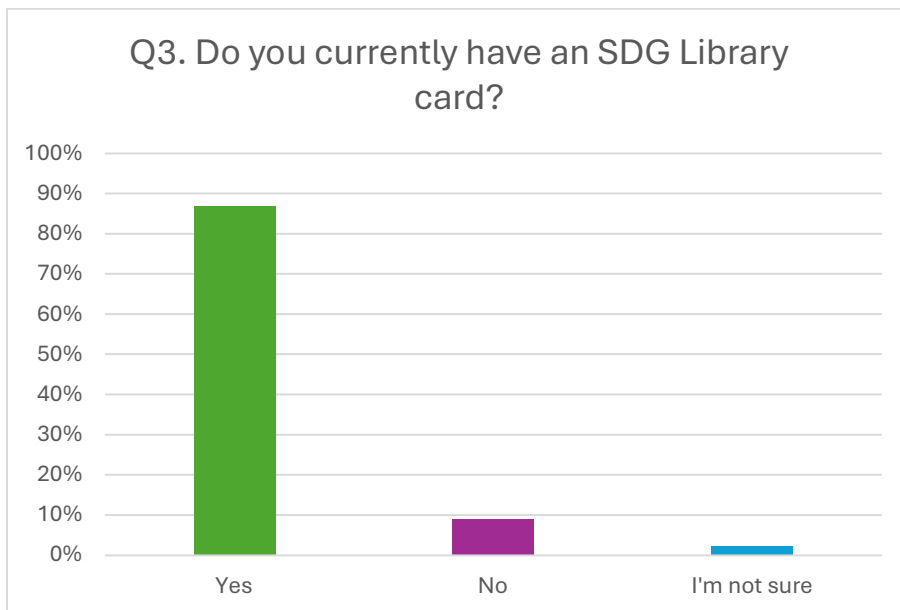
### Q2. What is your age group?

The strongest participation came from adults aged 30–44 and residents aged 60+, indicating strong engagement from both families and older adults.



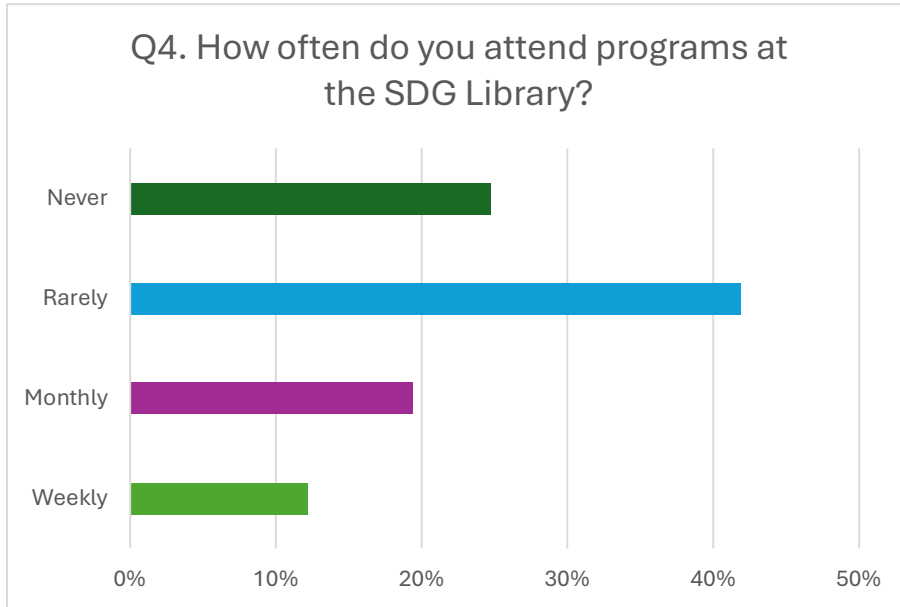
### Q3. Do you currently have an SDG Library card?

Most respondents already hold an SDG Library card, demonstrating strong engagement with current library users while still capturing feedback from non-users and infrequent users.



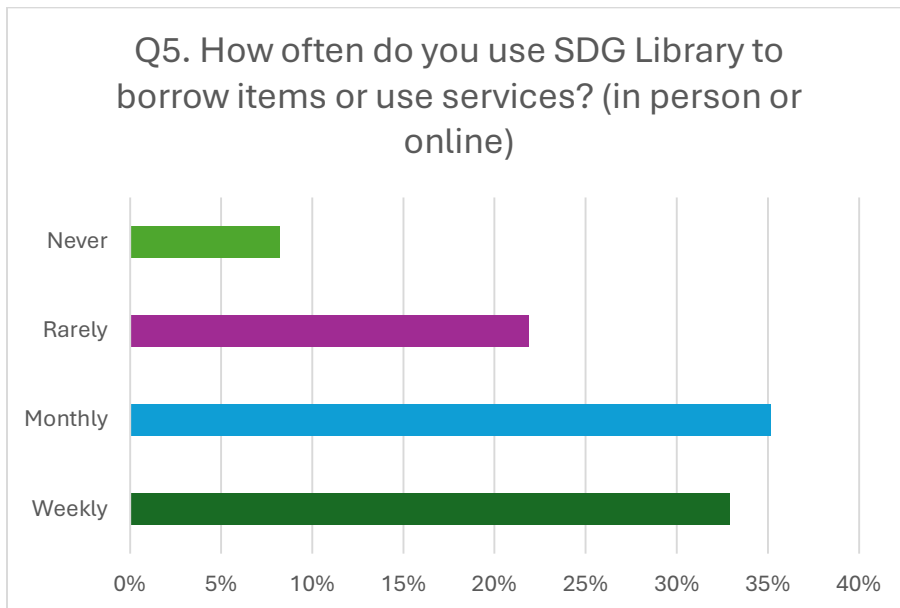
**Q4. How often do you attend programs at the SDG Library?**

Most respondents attend library programs either rarely or occasionally, suggesting opportunities to further increase participation and awareness of programming.



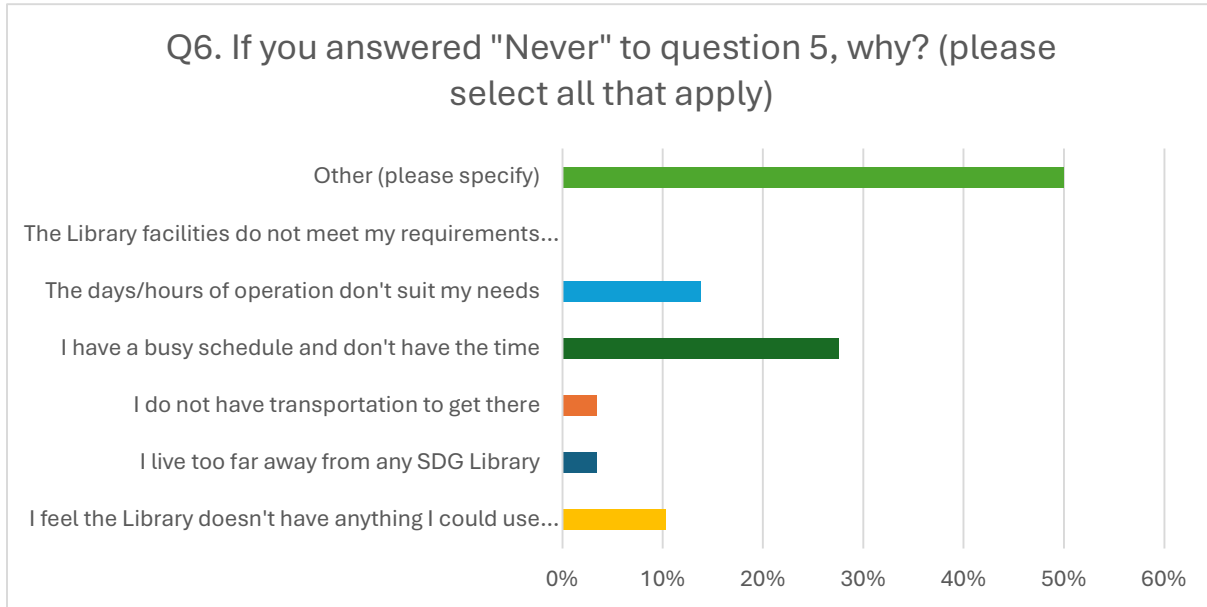
**Q5. How often do you use SDG Library to borrow items or use services? (in person or online)**

The majority of respondents use library services monthly or weekly, showing that the library remains a regularly used community resource both in-person and online.



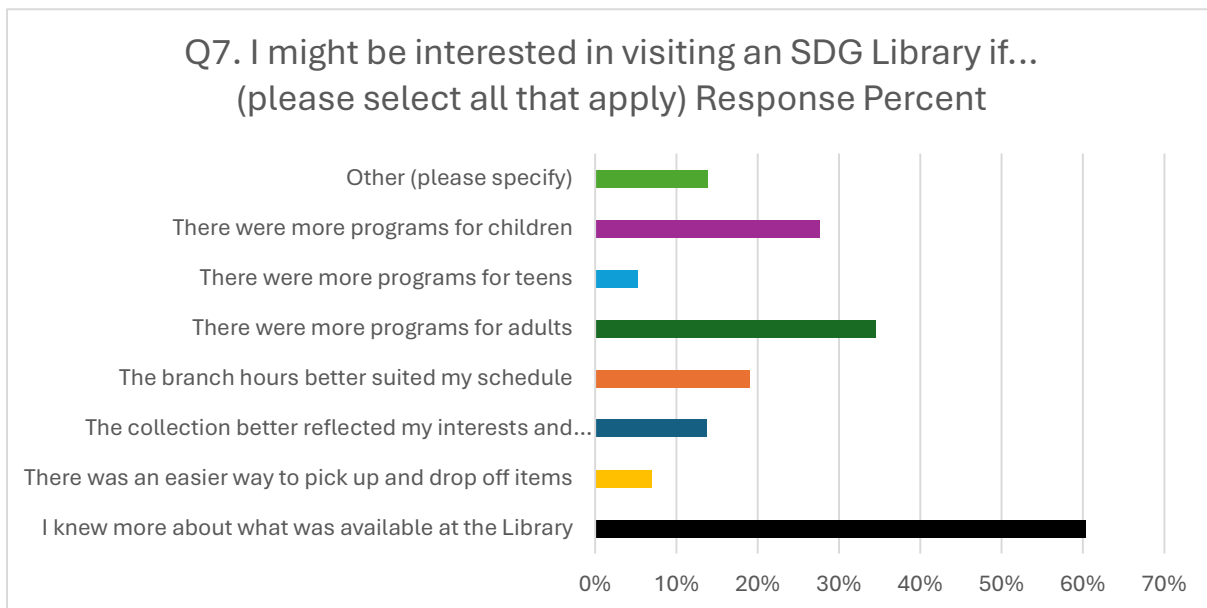
**Q6. If you answered "Never" to question 5, why? (please select all that apply)**

The most common barriers among non-users were busy schedules, branch hours, and lack of awareness of available services, rather than a lack of interest in libraries overall.



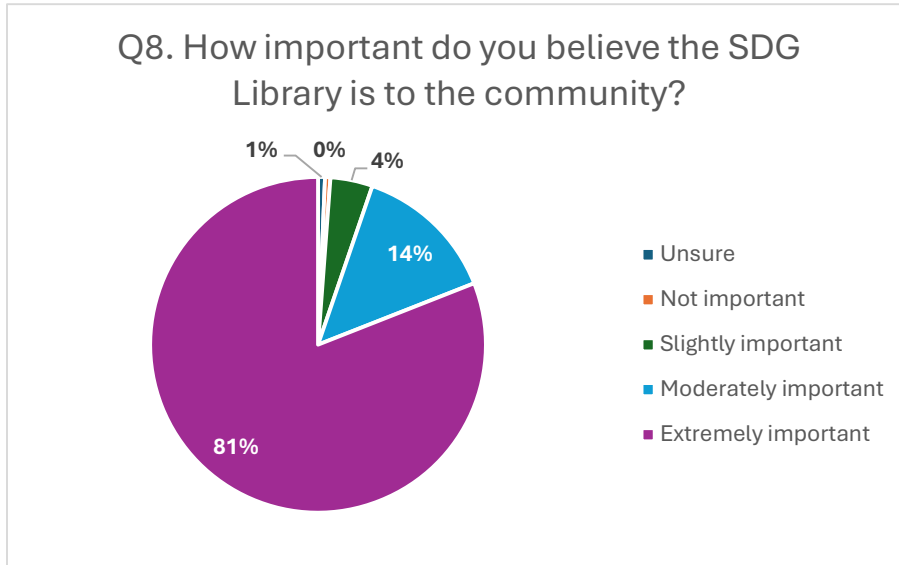
**Q7. I might be interested in visiting an SDG Library if... (please select all that apply)**

Respondents indicated they would visit more often if they better understood available services, had access to more adult programming, and experienced branch hours that better aligned with their schedules.



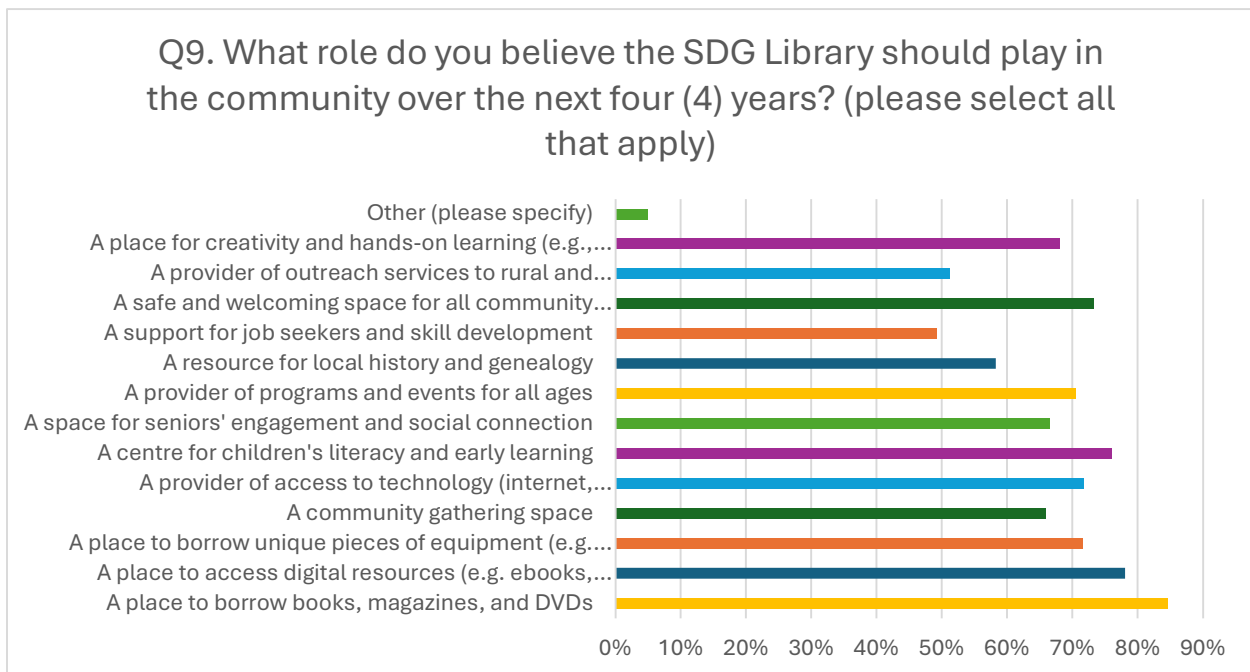
**Q8. How important do you believe the SDG Library is to the community?**

Respondents overwhelmingly viewed the SDG Library as an important or very important community service, reinforcing the library’s value as a community hub.



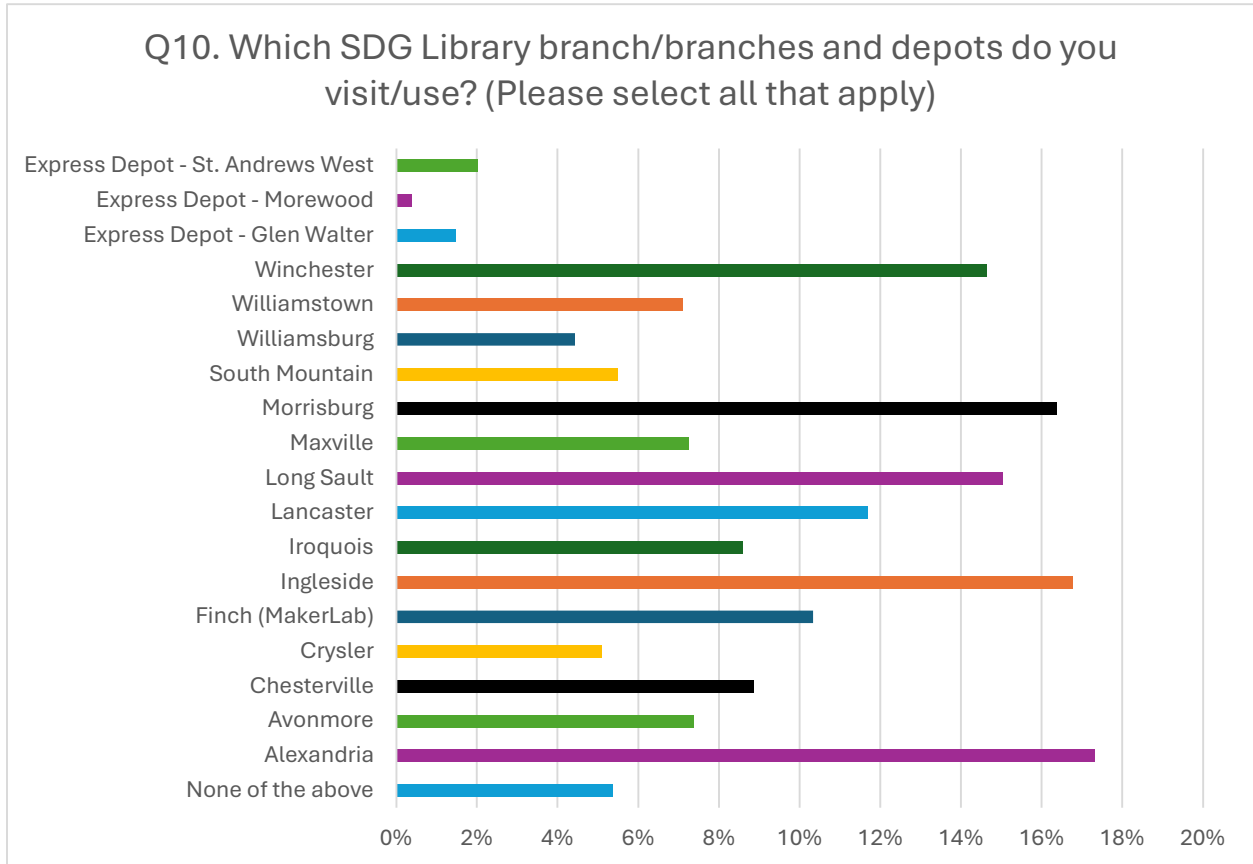
**Q9. What role do you believe the SDG Library should play in the community over the next four (4) years? (please select all that apply)**

Residents see the library as more than a place to borrow books. Strong themes included digital access, technology support, children’s literacy, lifelong learning, equipment lending, and community gathering spaces.



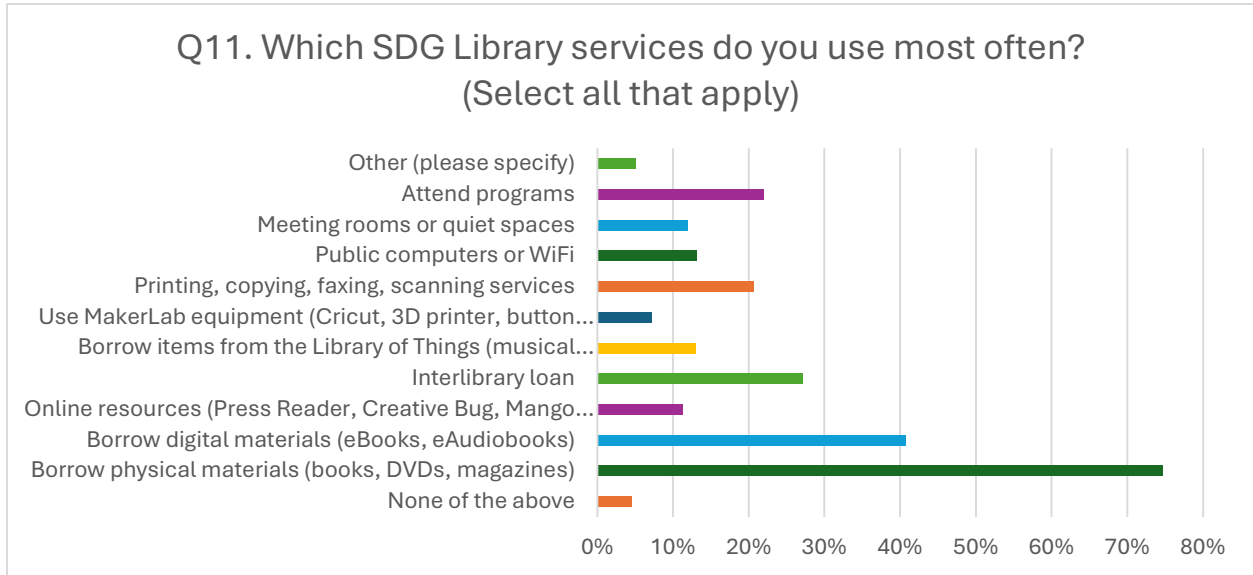
**Q10. Which SDG Library branch/branches and depots do you visit/use? (Please select all that apply)**

Responses show use across the full SDG Library system, with resource branches receiving the highest levels of use.



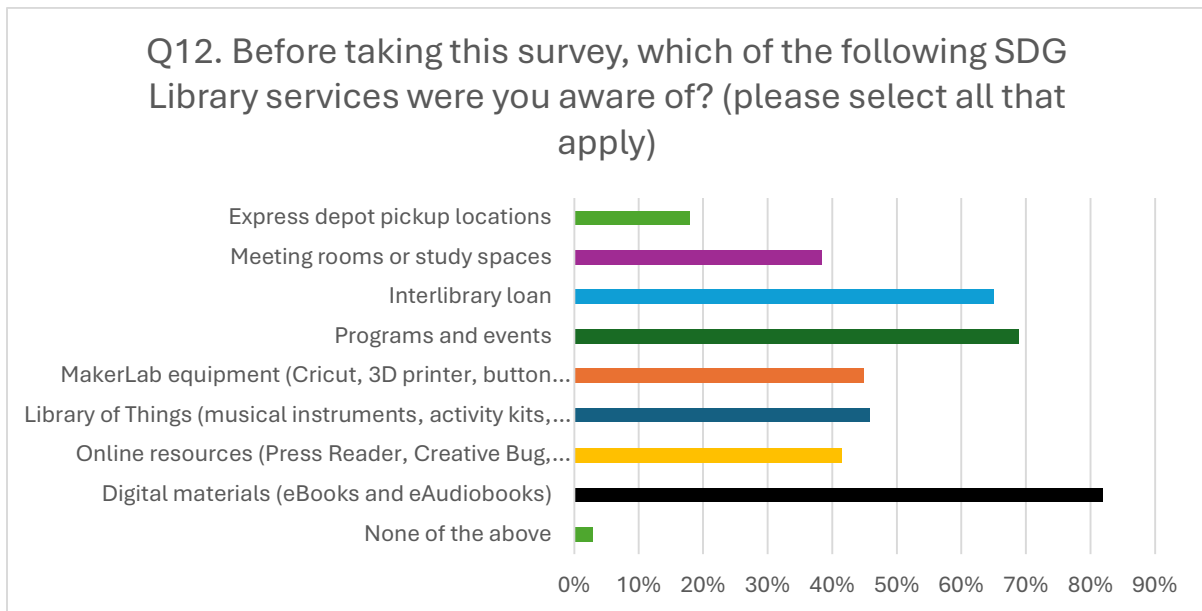
**Q11. Which SDG Library services do you use most often? (Select all that apply)**

Borrowing physical materials remains the library’s most-used service, followed by digital borrowing and interlibrary loan services. Respondents also showed growing interest in non-traditional collections and Library of Things items.



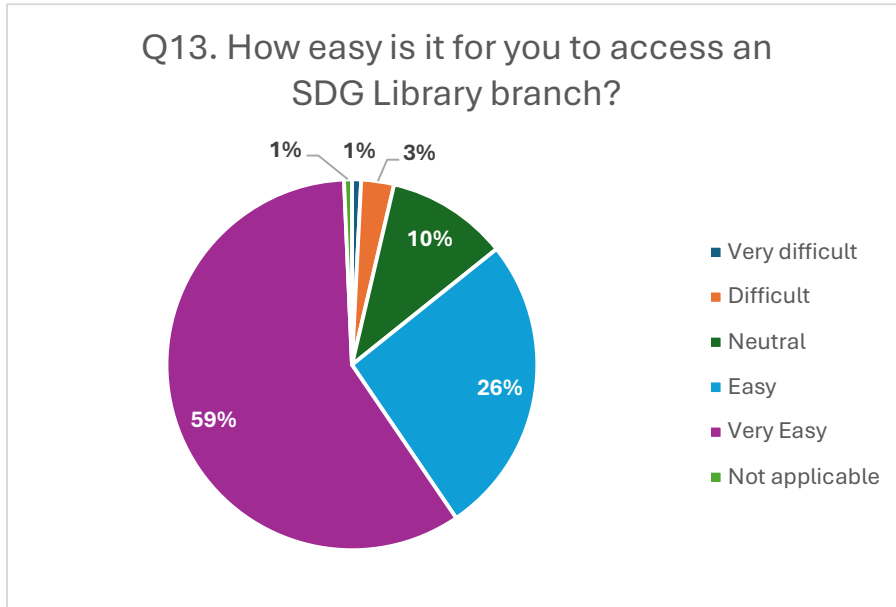
**Q12. Before taking this survey, which of the following SDG Library services were you aware of? (please select all that apply)**

Awareness was strongest for ebooks, audiobooks, and programs/events. However, some specialized services and resources showed lower awareness, highlighting opportunities for increased promotion and outreach.



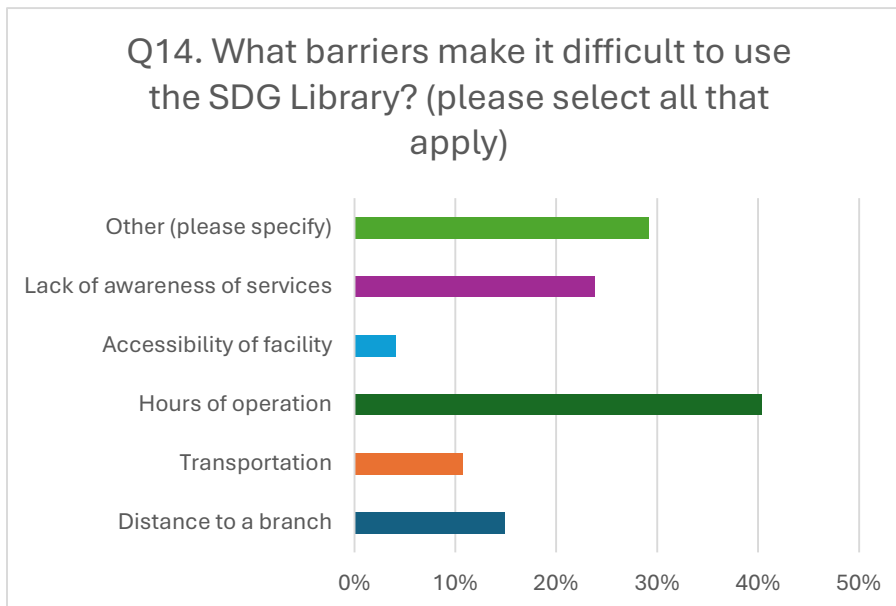
**Q13. How easy is it for you to access an SDG Library branch?**

Most respondents indicated that accessing a library branch is generally easy or very easy, although some rural and scheduling barriers continue to exist.



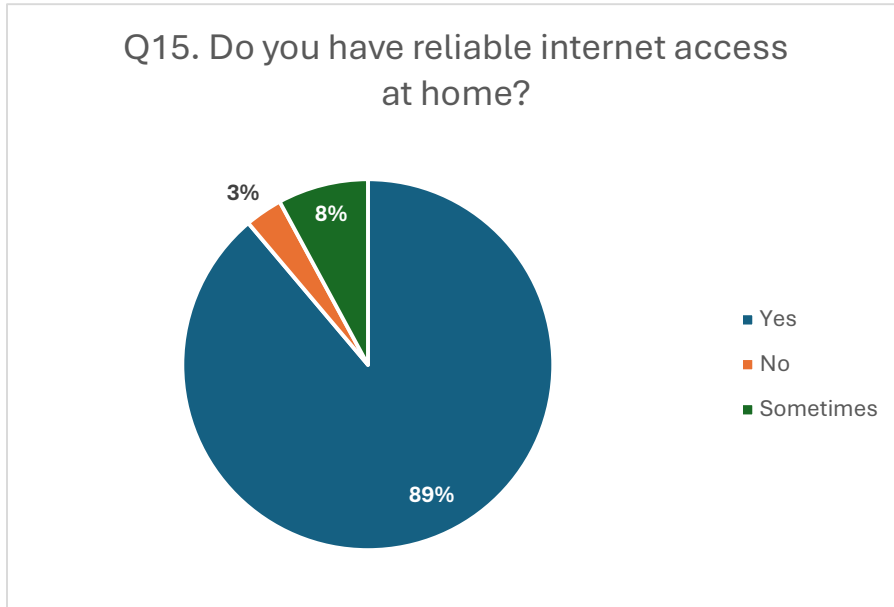
**Q14. What barriers make it difficult to use the SDG Library? (please select all that apply)**

The most common barriers identified were branch hours, lack of awareness of services, distance, and scheduling challenges. Accessibility barriers were mentioned less frequently but remain important considerations.



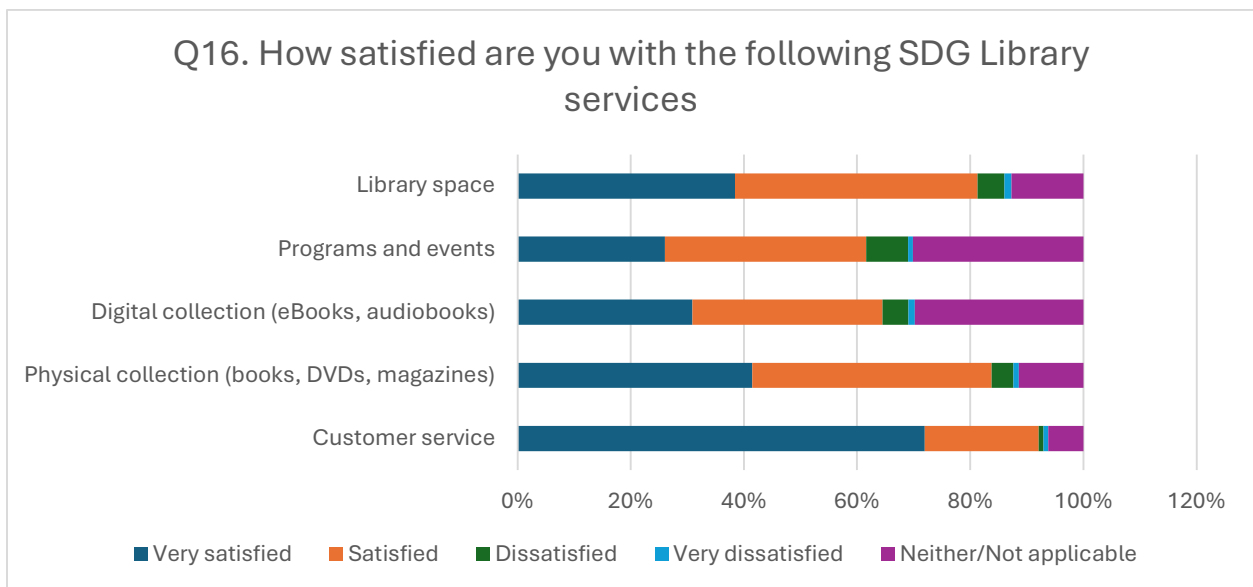
**Q15. Do you have reliable internet access at home?**

Most respondents reported having reliable internet access; however, a smaller portion indicated unreliable or inconsistent access, reinforcing the importance of library digital services and public technology access.



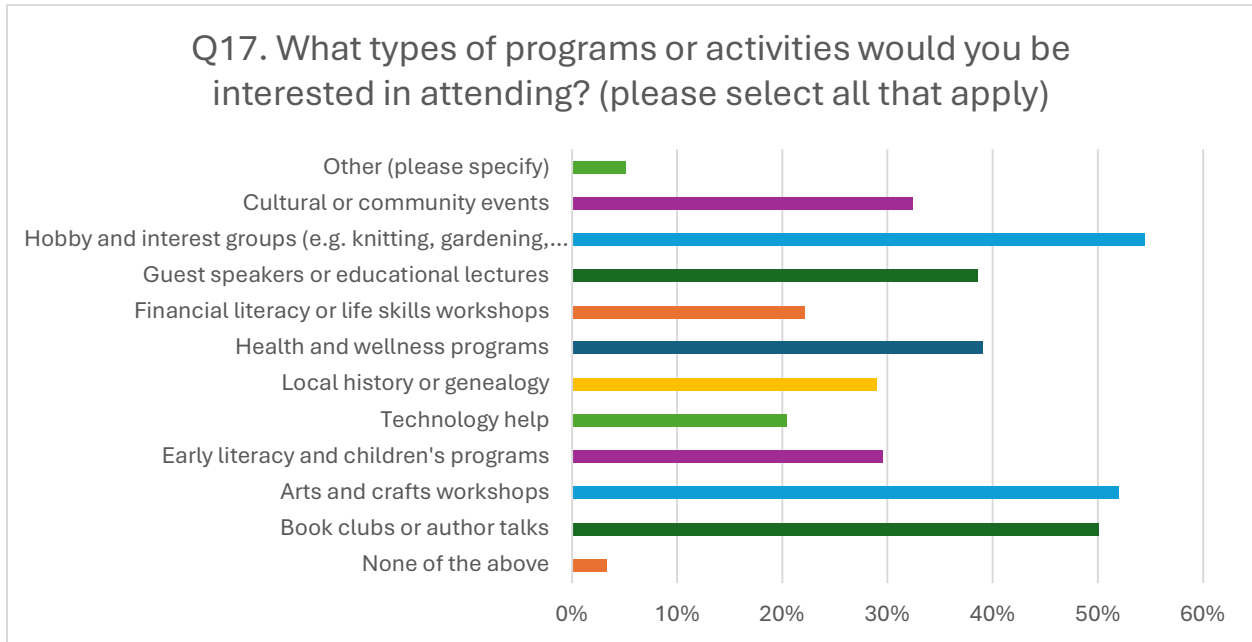
**Q16. How satisfied are you with the following SDG Library services?**

Overall satisfaction with SDG Library services was very strong, especially regarding customer service.



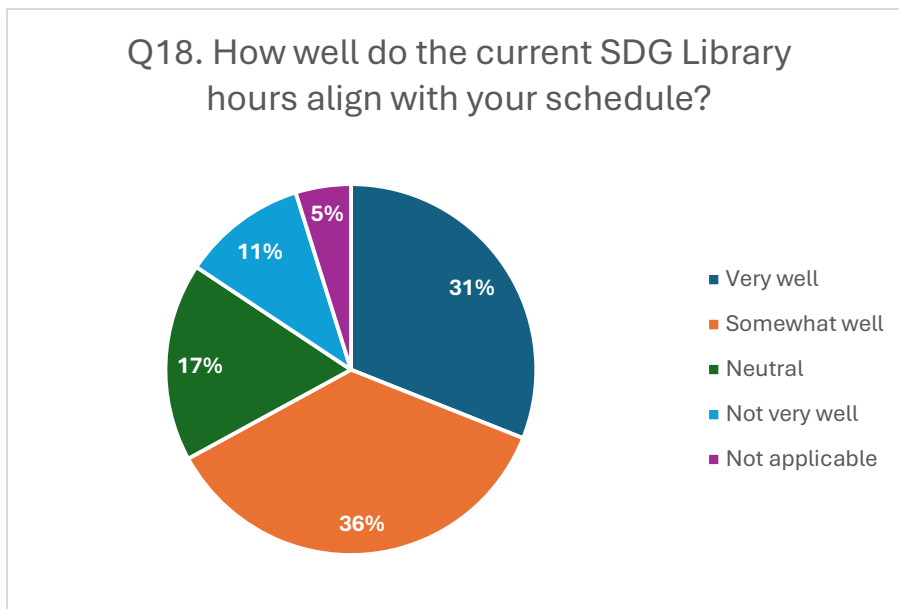
**Q17. What types of programs or activities would you be interested in attending? (please select all that apply)**

Respondents expressed strong interest in arts and crafts, book clubs and author talks, hobby and interest groups, guest speakers, and health and wellness programs. The results support continued expansion of diverse community programming.



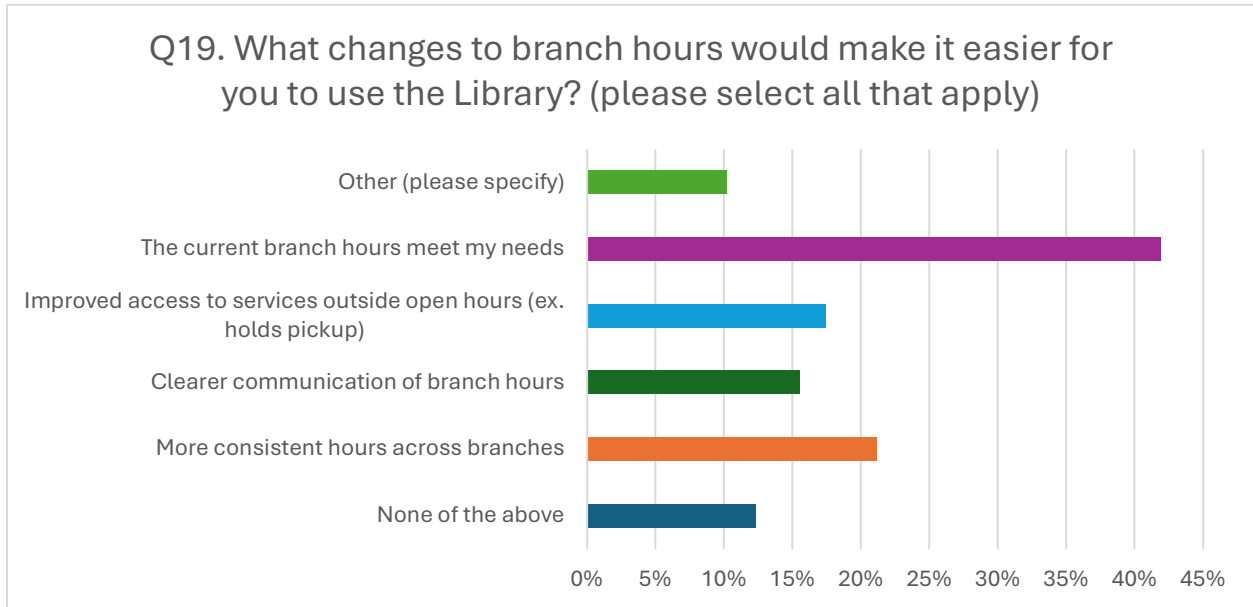
**Q18. How well do the current SDG Library hours align with your schedule?**

Most respondents indicated current branch hours align either very well or somewhat well with their schedules, though a notable portion expressed interest in expanded or adjusted hours.



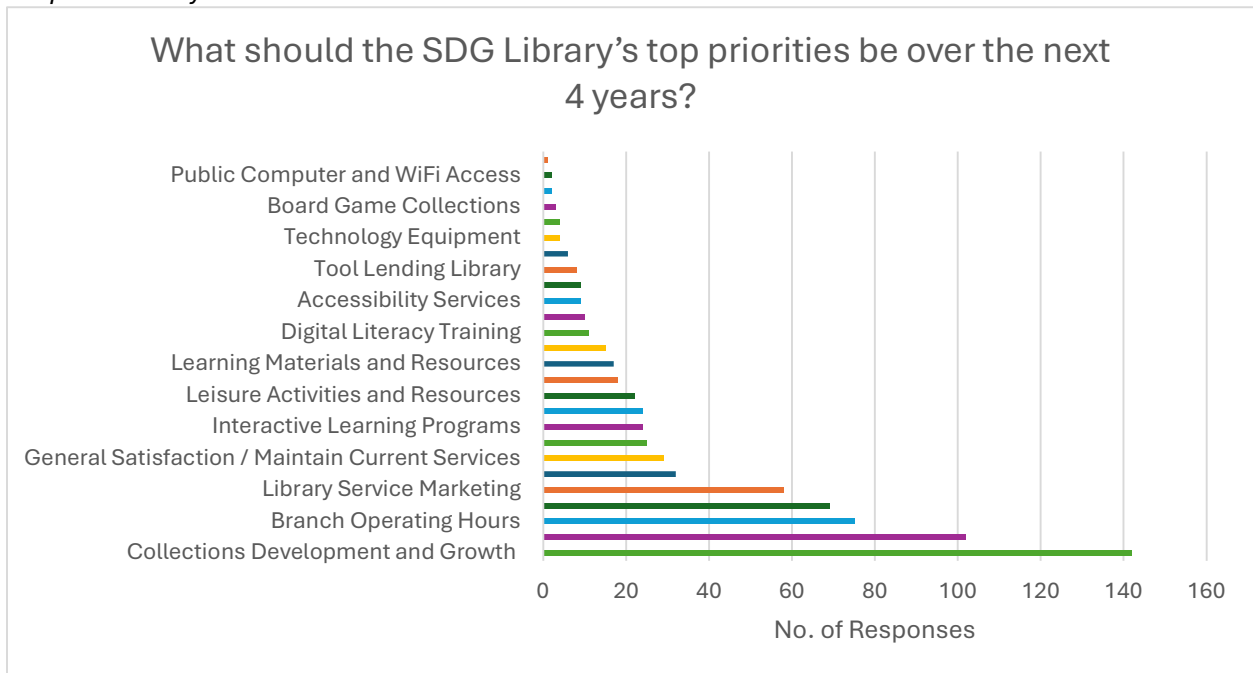
**Q19. What changes to branch hours would make it easier for you to use the Library? (please select all that apply)**

Many respondents indicated satisfaction with current hours, while others requested more consistency between branches, improved communication of hours, and expanded access outside regular operating times.



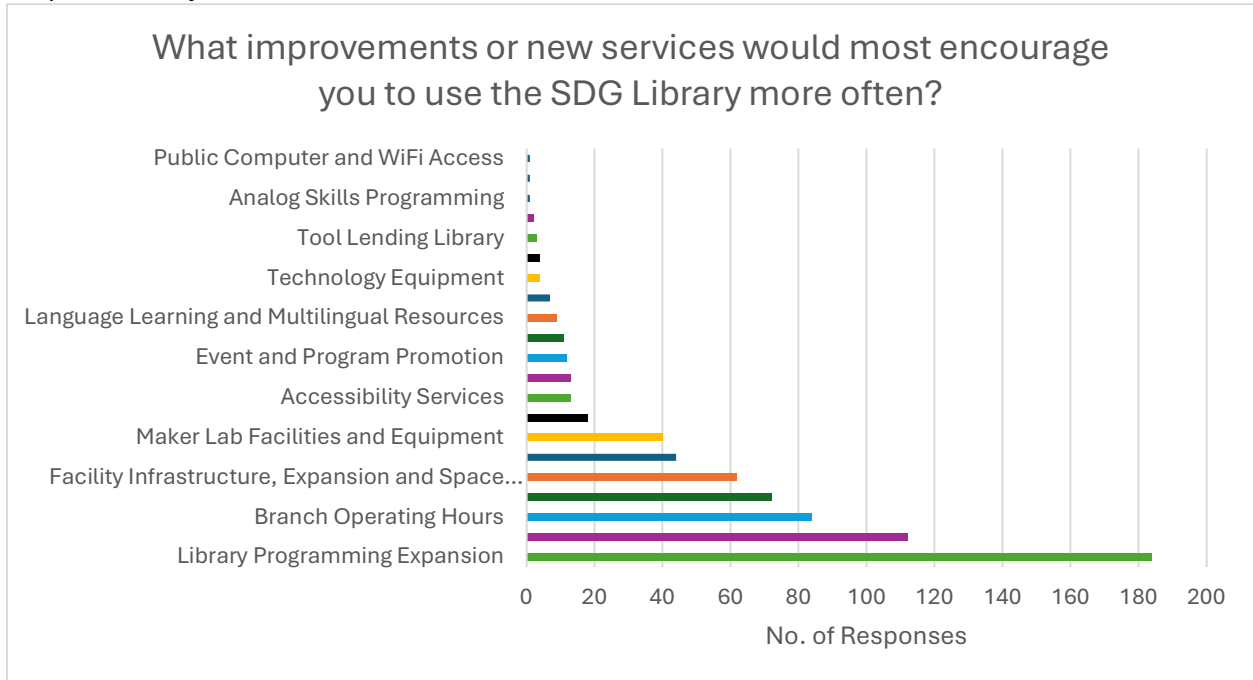
**Q20. What should the SDG Library's top priorities be over the next 4 years? (Examples might include collections, programs, technology, branch hours, facility improvements, outreach, etc.)**

Responses analyzed: 549



Q21. What improvements or new services would most encourage you to use the SDG Library more often? (Examples might include facility improvements, MakerLab equipment, programs, new collections, updated hours, etc.)

Responses analyzed: 512



## Strategic Plan – Staff Survey Results Spring 2026

### What do you believe the SDG Library does particularly well in serving our community and supporting staff?

SDG Library has a warmth to it that lends itself easily to serving our community. I've heard many times how patrons are so thankful for the services we offer and the help we are able to provide, in comparison to other libraries they've visited in the past. The same can be said for the way that the library supports its staff. I am sure I am not alone in saying we have a really great management team, one I feel comfortable being able to ask questions of or explore opportunities with.

outreach to specific targets, i.e. seniors, hobby enthusiasts... polling patrons to customize programming options, staying tuned to the respective patron traffic through engaging conversation with the "regulars"

The SDG Library is the place to be. SDG Library does accessibility particularly well by offering the community of SD&G multiple branches across rural areas and small towns. SDG Library reduces the barrier of distance throughout the counties of SD&G. The SDG Library also does programs very well, offering a variety of wonderful programs across the counties.

New and innovative services offered are ever growing which is attracting patrons of all ages. District supervisor is always making herself available when needed.

Makes time to listen to community needs and strategize to provide increased levels of service. Staff are genuinely cared about and improvements are always being made.

providing computer access for patrons and non-patrons alike who come in to the branch to use our PACs; providing a safe space for individuals who want to spend some quiet, alone time; abundant programming at the various branches

We are a community hub where people:

- connect with each other and with library staff
- have access to technology they would otherwise not have
- are exposed to a variety of ideas and knowledge
- are all welcomed

Staff are valued and well paid.

-Actively listens to the unique needs of communities across the counties and tailors programs and services accordingly

-Demonstrates openness to feedback and provides opportunities for staff and community input

-Responds thoughtfully to concerns and strives to adapt services based on evolving needs

We provide a wide variety of material types to the community. Our Library of Things has continued to grow. People visiting from other communities, or people recently moving here, have commented on their old library not providing as much. Patrons also have been faxing more often this past year and have been so happy that it is free!

Being an open and barrier-free space for our community. I think all of our branches have competent and caring individuals who care about their patrons and their community. Providing exceptional customer service and offering a great variety of reading materials on and off line as well as many other services and especially our Library of things.

blends in with serving our community, community comes first

SDG library offers tailored and diverse programs for all ages and provides a welcoming environment focusing on diverse needs, offering free access to information, digital materials and technology. Supervisors are always willing to support staff and provide them with knowledge to deliver several tasks.

Providing a welcoming safe place with a variety of services for all.

We have a strong catalogue and invest a lot into digital resources for patrons. We also try to provide really great programming across the branches and offer a really wide variety of events that people can attend. The CSA system is a great support for staff when it comes to programming and helps keep things running smoothly in branches.

Communication is something we're always working on improving, and there's a clear effort to keep getting better at that.

We are also really good at turning on a dime and churning out deliverables on short notice when asked.

The SDG library is above all a place for everyone, they strive to provide services to all communities, and ensure everyone feels welcome and safe at the library.

I believe we are very fortunate to have so many branches in SDG Counties, which provide services, library materials and an overall sense of community to so many smaller towns. The SDG Library system is very well run by dedicated staff who are committed to making sure we stay up to date in our lending materials, programming, website and social media. I think our Library staff do an awesome job!

I believe that we offer excellent customer service at all of our Branches, and that most staff go over and above to deliver what a patron is looking for.

We excel at offering thoughtful and professional customer service to all walks of life.

For the community, I believe that SDG Library does a great job in offering a wide range of items other than physical books to support the interests and needs of the community. The library of things is constantly growing, and there are many excellent digital resources and interesting programs offered. I think that the Library is also great at training staff on new resources, which helps staff understand and promote new items/resources/etc.

I also think that the library does a great job of supporting staff with different means of communicating with one another, such as teams. Its a great resource when you have a quick question to pose to colleagues that may not require an email that will bog down everyone's inboxes.

We offer programs that serve the community, we have great staff that support each other and make our libraries welcoming spaces.

For a rural library system, I feel SDG Library is very innovative with the collections and the branch staff are exceptional in building relationships with their local communities. In terms of supporting staff, ample training is provided as well as a fair workplace in terms of benefits and accommodations.

The staff are all phenomenal and patrons can feel the warmth when they enter any of the branches. Offering, accessible, safe spaces, especially for the the more vulnerable population

I believe SDG Library does well at creating inclusive community spaces and offering programs that reflect local interests and needs. Staff are encouraged to be creative, and develop meaningful programs that connect people through learning, culture, and community engagement.

Friendly staff that are able to engage positively and constructively with patrons - eases the awkwardness of asking for recommendations or help, increases trust in a public institution, encourages participation with programming.

We help our patrons to be best of our abilities and the SDG Library continues to offer various free workshops/clubs for all ages and interests.

Programs are so wonderful, well thought out, give our community an affordable place to belong, and allow staff to be creative in pursuing a variety of passions. Our collections are so vast and what isn't available comes so quickly thanks to a hard working ILL services that we can most often, give our readers what they want.

I think that the communication between District Managers and lower staff is done very well. I always feel like I have someone I can go to whether I am just asking for clarification on something, or I am having an issue with a peer. I also feel that if I ever have a patron with an issue that I cannot handle for whatever reason, my district manager is always willing and prompt to help.

The SDG Library provides a great third space in the community a place that people use for a variety of needs. So much more than borrowing books. Our staff makes wonderful connections with their patrons, often able to address them by name and assist without much prompting. In many of our communities the library provides a safe space for children and tweens that might not otherwise have places to go. We also offer technology access and are able to adapt services to suit a range of age groups and needs.

There's also strong value in how the library supports digital access and learning, especially for people who might not have reliable technology or internet at home. Services like this help reduce barriers in a meaningful way.

With the MakerLab, and Library of Things we offer patrons the ability to try and use equipment that they may not have access to otherwise, or a chance to try them before they make purchases. Items we provide like the Museum passes.

For staff, there is a generally supportive team environment. People tend to step in and help each other out when things get busy, which helps keep things running even during high-demand periods. There's also a clear commitment to serving the public well, which creates a sense of purpose in the work.

I believe that the SDG library does well is sharing resources between branches and the growing library of things collection.

Engaging a wide variety of ages/genders/interests.

The library is very open to suggestions from patrons and staff and it has a collection that rivals many larger centres. New patrons have commented that they are happily surprised at the breadth of the collection and how quickly items are available to them. Patrons also appreciate the convenience of having a branch close to home. They would also like the hours extended at the neighbourhood branches to make them more accessible, but are understanding about the current schedule.

Yes

We are doing great in engaging with our patrons and providing new and existing services, collections, and events. For our size and reach (and budget!), I believe what we offer is impressive. Every branch as its own personality as a reflection of the community which welcomes a sense of belonging not only for the visitors, but also for staff. I think we've also made great strides in living our values and providing a safe space. On that note, I'm happy we've continued to do pulse surveys and that we've been able to improve communication within the system. Lastly, I'm really enjoying the new staff newsletter and the clear programming cycle with its deadlines.

Community:

We are available, friendly, and welcoming, and we ultimately act as a community gathering space. Our

---

libraries are clean, accessible, and safe. Some of our older or less economically strong towns are still served by branches that provide an adequate place to learn, study, and spend time.

We make ourselves available to our patrons and communities. While I do occasionally run into some language-related challenges when serving my community, I still feel that our presence and accessibility are major strengths.

Staff:

I feel supported organizationally. There is always an offer of support not only from my direct supervisor, but from other supervisors as well. We also have strong working relationships with our colleagues.

This is not a critique, nor is it based on any negative situation. However, when looking at staff as part of this analysis, I believe staff are the most important resource we have. Continued investment in staff wellbeing, morale, and joy in working here is one of our greatest strengths.

---

## What challenges, constraints, or limitations make it harder for you to do your job effectively?

Most of the constraints I face within my job are location specific: lack of space, lack of interest in new programs, etc.. I feel sometimes it might be easier to engage with our communities if we were able to market to them directly or if we marketed to them in specific spaces. I don't always feel comfortable sharing programming from my personal social media to community pages and I feel like those are people we are missing out on marketing to by not being able to share without breaking down a professional boundary.

at times there always seems to be a good deal of work to do... and to do the best job--time constraints usually make the "best" difficult to deliver, unfortunately--I hate having to "settle" with displays, programs, etc. that could use a little more time to get closer to "perfect"

Limited budget is often a challenge. It makes it harder to run programs and spruce up the library space, often having to choose between the two so the Branch looks a little under decorated for various holidays.

Outreach is also difficult when working alone. It is hard to find time for deeper community engagement outside the Branch. Tasks like delivering and removing posters at the arena, post office, and schools often have to be done on my own time.

Time constraints (results in doing certain tasks on our own time), always multitasking (doing tasks which require concentration with frequent interruptions may at times lead to mistakes...).

Lack of clarity about goals; not enough time.

as a CSA, there can often be considerable timelag between me performing certain functions or remembering specific changes/updates to format, policy, Polaris etc

Sometimes communication breaks down given that we primarily work alone. The digital communication log is helpful especially for CSAs.

I would like more time with my supervisor but they seem so busy, it is hard to fit in quarterly check-ins.

-Ongoing budget constraints limit the ability to implement meaningful improvements at the branch level (equitable branch resources)

-“Wishlist” items are submitted but often lack follow-through or timely action

-Limited discretionary funding restricts ability to address immediate needs (e.g., furniture, space improvements)

More hours would be helpful at times. Not knowing ahead of time if we will be having a quiet or busy day.

Difficult patrons. I find that is the one part that I struggle with the most (I always will even though I've received so much training!). I also struggle with managing time with patrons who seek tech help when I am the only one in the branch and I have other patrons to serve. Working alone does provide numerous constraints and limitations but I have learned to work efficiently around that. Having the night-time support was very helpful in getting personal training done and catch up on tasks.

we used to pride ourselves on the service we provided to our patrons same day or next day delivery of a requested item, patrons know which branches to order from for same day delivery so they have gotten used to that service, they know when a book is in a branch, books marked sent 7 days ago and still not here, not a good look, I know we have to show patience, and it is not always someone's fault, but when we provide that service for so many years and now all of sudden we don't provide it, it does not look good,

Provide regular training on new digital platforms and other library services.

It is sometimes hard to find time to do required training on paid work time.

---

We tend to try and do too much at once, and there are often short-notice requests or shifting priorities that make it hard to complete projects on time. It can feel like other priorities are always being added in, which makes it difficult to see things through properly. A longer term plan of deadlines (year by year), taking into account all of the existing requirements that have to be done needs to be looked at before inserting extra tasks or demands on staff. There's also a real feeling of overwhelm at times because of the volume and pace of work. For extra projects, it's usually the same small group of staff who step up, which is going to lead to burnout over time.

Budget is also a challenge. Costs continue to rise, but funding doesn't increase to match, while expectations keep growing around offering more programs, services, and initiatives to bring people into branches. That gap between expectations and available resources adds pressure across the system and makes it harder to deliver everything that's being asked.

---

Time constraints, there is just never enough hours in the day to complete tasks to the best of our ability. Never ending changes, and new items makes it hard to feel confident in all the new stuff and tasks. It would be nice to have sometime where it was just maintaining the current status quo, so that we can allow time to reenergize, and enhance our knowledge on everything we offer now.

---

The biggest challenge in some community branches is equipment: outdated printers with on-going tech and internet issues! In a world that has seen so much technical advancements, community branches are still operating with black and white printers that are old and incapable of scanning to email. Many branches also have limited hours that do not always meet the needs of the community, with library space that is too small for some programming and/or community events. Shared public washroom facilities is also a huge challenge as staff need to leave the branch unattended, and have very little control of what happens in the washroom spaces of the unlocked buildings that we are a part of.

---

The PAC stations in the Branch are a continual source of frustration. The amount of time spent trying to "reboot" the stations could be better spent elsewhere. The fact that some of the neighbourhood Branches can't offer colour printing is a detriment and means we can't offer the same services at every Branch, so patrons have to travel to a Branch outside their community to get some services. I also feel that our District Supervisor is over-stretched and isn't able to visit the Branches as often as she should.

The lag in time between when programs are submitted to when they are approved can be problematic. It seems LSAs have to have the next quarter programming submitted while still in the middle of delivering the current programming, which makes it hard to focus. When programs are approved, it's a rush to get posters done and printed in time to advertise those programs occurring at the start of the next cycle. If programs aren't approved or changes have to be made, there is a rush to get them done in time.

---

Aging equipment that make the job more physically demanding and time consuming.

As a casual, it can be tricky to figure out the little differences between how one branch operates to the next. When working at a branch that you are less familiar with, on your own, sometimes it can be hard to find items.

I also ran into a situation during the winter months, where a lock box was frozen shut at the end of shift. If I had been unable to get it open, I would have had to contact a supervisor and wait for someone to travel to the branch. I would like to recommend that an additional set of branch keys be kept on-site in the branches in case of emergencies!

I know that the branch manuals are being updated, (which is great and may solve the issue I am bringing up), but as of right now, it sometimes seems like there are many different things that we are trained on that are not always saved in a central and convenient location for future reference. It

would be helpful to have a more central/convenient location to reference training files on various newer procedures and software. A place to reference new muggo procedures, the new "one in, one out" collections maintenance procedure, etc. It can be challenging when there are too many places to look for the information you need.

I can be constrained by time, the branch is busy and it can be hard to get tasks done such as working on development and training and program planning.

Challenge: the volume of work and ensuring ample attention is given to every initiative.

Constraints: lack of a bigger picture, siloed communication, and lack of a structured, cohesive plan on a yearly basis.

Limited hours. Staying current on procedural and collection changes.

Balancing service demands with limited time and resources is a key challenge. At times, unclear or inconsistent direction can make it harder to prioritize work. This can limit opportunities for program development, and outreach.

None that I can think of.

I am still in training so it is difficult for me to answer this question.

No budgetary increases to account for inflation of program supply prices. Limited program hours to account for Outreach goals outlined by our Strategic Plan. Delayed responses between departments on time sensitive information (ex when processing volunteers.)

I have some patrons that don't like to book appointments for tech help, and come in with complex problems that take much longer than 10 minutes. When it is slow I don't mind helping for as long as they need, but that lets them expect that every time they come in, and they can get frustrated when it is just myself and very busy

A major challenge is the amount of work and competing priorities happening at the same time. Projects often overlap, and surprise or last-minute deadlines can make it difficult to give each task the time and attention needed to do it really well. At times, it can feel like staff are expected to juggle too many things at once, which impacts the quality of work and overall stress levels.

There can also sometimes feel like a disconnect between branch staff and staff in administration or tech services. Communication, priorities, and day-to-day challenges are not always fully understood across departments, which can lead to frustration, delays, or staff feeling unheard.

Communication and support in general can also be difficult because there is not always enough time for regular, meaningful check-ins. Everyone is busy, so conversations can end up being short or rushed, even when more guidance or collaboration would be helpful.

Budget limitations are another ongoing challenge. Limited funding can make it harder to run high-quality programs and provide the best experience possible for patrons. It can also affect the ability to maintain, repair, or replace equipment in a timely way, which can impact day-to-day operations.

There is also some uncertainty at times around roles and responsibilities within the administrative team, which can make it unclear for staff at other levels about where to go for support or decisions amongst all levels of staff. Clearer delineation of roles would improve efficiency and reduce confusion and repetition.

As a casual support assistant sometimes it's difficult because every branch organizes their computer shortcut layout on the desktop differently, as well as the actual desk station.

I don't have much feedback in this area; still learning the job. Staff have been friendly and helpful, patrons have been kind and understanding.

---

Efforts have been made to share programming knowledge, but I find we are still developing ideas somewhat in a silo. Just recently, I discovered a branch is offering a similar idea only after both programs were entered in BiblioEvents. Also, it has been difficult to find time for program preparation and professional development. We are urged to use quiet times at the branch, but as we offer more programming there's less time available for these other tasks.

It can be challenging to work on training or program ideas while running the circulation desk.

Sometimes it feels like I am constantly promoting new contests, collections, services, etc. on top of my regular programming and community events and I just don't have the space for it all. I don't want to inundate my patrons with information every visit either. Outside of that though, I find myself very busy all the time with various duties. This has meant that I've been having difficulty doing things that require reflection (like answering this survey). Not to out myself, but I'm beginning to feel overwhelmed in that I never seem to have enough time to properly do everything I should be doing. Oftentimes my regular desk duties (displays, strays, collection maintenance, etc.) fall to the wayside since I'm busy dealing with other tasks, projects, and requests. I also know the district supervisors are busy, so I'm unsure what I could do to raise or maintain a good level of service in both aspects of my job.

I would not say we have many limitations that directly impact our ability to function. Budgets for programming are reasonable, and overall we are able to provide strong service to our communities.

That said, I do think additional hours at some of our busier neighbourhood branches may be worth reviewing. I understand there are scheduling considerations around breaks and the five-hour maximum shift length. I do not see this as a major barrier, but rather as a practical issue worth exploring and working through. The more hours we have open the more opportunity to serve our community.

---

## What ideas, improvements, or new approaches could help us better serve our community or support staff?

I would love to see us get more access to and engage more with librarian made resources, and hire more staff with library and information studies degrees. Or even have librarians speak at our district meetings. It's really important to have that knowledge available from the top down and I see that fracturing our ability to support ourselves and our community without having that perspective at the management/administrative level.

more community outreach and engagement at external events to increase traffic and awareness

To support staff in a larger capacity, we could offer a paid hour or two of outreach hours each month for staff to deliver posters and engage with the community and schools.

Extra cleaning time allowance for Branches that have unique cleaning challenges such as the Williamstown Branch or Branches that have larger spaces to clean compared to other neighbourhood Branches.

Double staff at the Alexandria Branch.

A new location for the Williamstown Branch due to challenging building maintenance constraints and ongoing building maintenance issues.

Certainly appreciate the marketing efforts being made but we still seem to direct our efforts towards existing patrons within our system. Our patrons are amazed at some of the services offered and it would be quite advantageous if more people in the community were made aware of what a modern day library is really like.

Consider limitations of rural locations and staff capacity. Focus on supporting busy branches with increased staffing, especially as communities grow.

I feel the library is constantly working to make things better

Public Computers that are reliable.

- Foster a culture of compassion, with a strong focus on staff wellbeing, inclusion, and belonging
- Strengthen collaborative practices and remove barriers to continuous improvement
- Develop a dedicated accessibility strategy, including budget, planning, and municipal commitment
- Improve wayfinding and signage to enhance user experience
- Provide accessible tools and supports for staff to better serve diverse needs
- Increase awareness of library services by sharing impact stories (our resource had this result for this patron)
- Explore opportunities to support local schools through targeted collections or partnerships

Patrons have mentioned being open more hours. Several times I have had patrons come here because the branch closer to them is not open when they need one.

One idea that I have to help with empathy fatigue especially, would be shifting staff around to different locations so that they could get a break from certain difficult patrons and meet new people (maybe it'll make us realize that our difficult patron isn't as bad as some other difficult patrons in other branches!). I really enjoyed the game days that were organized. I'd like to see that start again or other staff get-togethers.

partnerships with each community, public survey should give us an idea of what each community, patrons and the public wants our Library to look like and the services they want to get at the Library

Provide more interesting programs for teens, so that it encourages them to use our library services more often.

Team meetings to plan events and programs that could be run and rerun in different branches. A larger supply budget would help with this as well.

Better planning and clearer prioritisation would make a big difference, especially reducing short-notice requests and being more realistic about timelines so projects can be completed without constant shifts in focus. Also considering what else is happening in branches, so that staff can promote what we have really successfully. Spreading extra projects more evenly across staff would also help reduce burnout and make things more sustainable.

Overall, a bit more breathing room in workloads would help staff feel less overwhelmed and better able to focus on quality offerings for the community. Selecting what is achievable and what we can actually do with great success and getting rid of some of the initiatives we have to allow some breathing room and allow us to develop and grow a little more.

Mobile advertising, QR codes to the website, on the courier truck, van and other places, where people gather.

Double staffing and more hours would be awesome, to provide better services to the community and allow staff to collaborate with each other.

More budgeted money to technical upgrades for printers, computers and internet. Being able to offer more community programs if library space were not an issue, many branches are undersized for programming space. To provide more children's programming and space for children with sensory and disability issues. New "open" signs with greater visibility, and updated book return boxes.

Give the DS's more time to spend in branches actually "supervising" rather than downloading more work onto them. Upgrade PAC stations (yes, cost is a factor, I know). Equalize the services so that smaller Branches can offer colour printing, scanning, etc, the same at the larger branches. Shorten the time between when programs are submitted to when they are approved to allow more time to address any changes that need to be made.

Also, get CSAs trained faster so they are able to take on shifts in a more timely matter (eg. District 2 CSAs hired in early March, delay in getting their offer letters, then delay in training being started. Now May and unsure if they are ready to go.)

Relocating resources to key areas of our system and resource branches. Look at closing branches/depots that yield little circulation.

After hearing that there may be a new scheduling system implemented soon, I would love to see how that can support staff. I like the idea that I would be able to enter and alter my own availability as needed, as that would free up my supervisor's time a bit. Is it possible to use the new system to pick-up a shift when there is a last-minute absence if you are available?

Built in weekly time to collaborate with LSA coworker for branch.

To serve our community:

- A majority of households are feeling the vice of the increased cost of living, programs that help with budgeting, managing finances, cost saving tips and tricks I think would be welcome.
- More items in our Library of Things to advance families, such as additional iPads, electronic games, exercise equipment, cricut (heat press, joy).
- A possible discount card that can be used at local businesses (collaborative partnerships - we can offer discounts to our patrons, and the businesses get another avenue of promotion).
- It would be wonderful to see the Little Hygiene Library initiative rolled out at every branch.

To support staff:

- A clear plan of programs and initiatives so we can identify if we need to space them out. We can't be everything to everyone, but we can focus on what is important for us as a collective, so we aren't being overwhelmed.

- A portion of District Meetings to be a space where branches can make suggestions or put forward ideas rather than just updates. I find staff tend to zone out when there is less interaction.
- Add some fun, teambuilding events, doesn't have to be a lot, maybe once a year (not at a meeting) but something that we can work together on as a system like a walking challenge or collective art project.

That's a good question.

Continuing to expand hands-on, and community-driven programming would help strengthen the library's role as a community hub. Increased outreach, partnerships, and promotion of services could help reach people who may not currently use the library but would benefit from its resources and programs.

Using community building events to spearhead more specific programming. Run an event that gets people into the library for a general socialization (eg. new parents/families) so people get to know their community members. Take feedback at that event regarding more specific programs that those that attended may be more interested in joining (eg. new parent and tot readings, what days would work best for the group? More interested in toddler art rather than reading?).

I am still in training so it is difficult for me to answer this question.

Greater incentive and budgeting of program hours for community outreach.

Doing more programs like the book mark challenge. I found the parents of the children who were finalists were getting their friends and family to go to the facebook page and even in branch, and a lot of these people may not have come in or looked at the page otherwise, and once they're in we can show them all the things we have to offer and hopefully get a returning patron

Offering branch staff the opportunity to opt into medical benefits would help improve staff support and well-being. For staff retention overall, it would also be valuable to review wages, hours, and benefits to ensure positions remain sustainable and competitive, especially in rural communities where recruitment and retention can be challenging.

A dedicated budget for ongoing accessibility improvements would also have a meaningful impact. This could help ensure library spaces, programs, technology, and resources are more accessible for both patrons and staff, while allowing improvements to be made proactively instead of only when issues arise.

Another helpful improvement would be having a dedicated budget specifically for accessibility upgrades. That way, we could keep improving library spaces, programs, and equipment to better support both patrons and staff, instead of only making changes when something becomes urgent.

As the Library continues to grow, additional staffing support should be considered in key areas. An extra staff member in Tech Services would help support the expanding collection and ongoing operational demands.

The workload within Communications and Marketing is also significant, with a high number of ongoing deadlines and responsibilities. This role plays a critical part in supporting the Library and its visibility, and the workload can sometimes feel underestimated given its scope.

Adding a fourth supervisor, as was previously suggested, would also help alleviate pressure on the district supervisor team and improve overall support for branches and staff.

---

I think expanding our library of things even more will help serve the community. I think getting out to more community events and engaging with the community to highlight our new offerings at the library to attract new patrons.

---

Continuing to listen and asking for feedback.

---

Extended hours could make the branch more available for patrons, especially those who commute for work. Also more time to develop programming and more time to share program ideas between staff at different branches.

---

Puzzles as part of the Library of Things.

---

Opportunities to job shadow other staff, such as branch staff, DS, Tech Services. To give us a better understanding of different locations and positions.

---

I'll be happy to see Mugo in use for the MakerKits to help book them. As for serving our communities, I see a need for a safe space for tweens and teens to come in when their parents are busy or when they're lonely. And as a new approach we could try prioritizing sustainability with our practices, collaborations, and collections.

---

We need another supervisor. All three of our current supervisors are doing an incredible job, but they often appear overwhelmed, as though there is not enough time to get everything done across their branches.

---

Moving to a four-district setup would require an additional salary, benefits, and related costs. However, I believe this would be better for the organization in the long term. It would allow for more balanced workloads, stronger support for branches, and more sustainable supervision overall.

---

## What trends or pressures, internal or external, do you think could negatively affect the SDG Library's ability to operate or grow?

I feel as though the shift toward the use of generative AI in the workplace negatively impacts our ability to serve our patrons. It disheartens me to hear my colleagues say "Oh ChatGPT gave me this idea" or "Look what I made using AI for my program" when I know that there are so many real person powered resources for us as library staff to use for programming (including within our own system). If patrons see library staff embracing AI tools, what's to stop them from doing the same and abandoning library resources.

As a library patron, myself, if I read a blog post attributed to generative AI, I might think twice about trusting my library staff. As library staff, it is frustrating to receive an email from colleagues that sounds like it was edited by AI.

I think it is important for us to build trust with our patrons, especially older patrons who are skeptical about the use of AI and might not fully understand the implications of its use. I worry about the cognitive dissonance in the relationship between generative AI and libraries as a whole in this reality of constant disinformation we live in. Rural libraries are so important and I would hate to see our growth hindered by this.

budget pressures, negative commentary from individuals that have not done their homework with all that the library delivers to the community

Increasing costs for program materials, coffee and refreshments, maintenance, and new technology continue to put pressure on the SDG Library and limit its ability to grow.

In Williamstown, the building owners are not investing in maintaining or improving the leased space, leading to ongoing maintenance and safety concerns for staff.

Staff retention seems to be an issue which is disruptive for all involved.

It is beyond disheartening when people share that they thought the library is only about books...

Part-time/casual staffing. Jobs aren't as appealing/competitive to candidates. Communities are growing too fast for psychal infrastructure of Branches. Increasing trends towards digital services across customer service- but resistance from communities to adapt/adopt.

Facility accessibility seems to be uppermost in mind

If the economy continues to worsen, tax payers and municipalities may have difficulty funding the Library at current levels.

- Stagnant or decreasing funding over time, limiting growth and service delivery
- Non-competitive wages and limited hours, impacting staff recruitment and retention
- Misalignment with comparable municipal or county roles in terms of compensation
- Ongoing social pressures related to censorship and challenges to intellectual freedom

People come in and often speak about it being so frustrating to deal with many business', offices, etc., that are not open to them and they have to try doing too much electronically. Very stressful to them. If we follow that trend, we will become one of these services that cause stress to our patrons.

The internet is definitely a pressure as things are constantly changing and it's hard for staff to keep up with new and emmerging tech. Helping patrons with tech help is getting more difficult as more "security" measures are put in place. The weather when it impacts the closing of our branches. Getting information out to the public about our services. I still have people asking me if the library is still relevant or people being amazed at everything we offer and they didn't know.

pressure of changing system wide programming every 3 months or so, we should have an outline with what ADMIN expects of the branches each January, beginning of the year,

Program sustainability- many of the programs are short-term which makes it difficult to maintain continuity.

Having well located and appointed branches would help, as well as a centrally located administration, training and storage facility.

Ongoing pressure to do more with limited time and staffing could make it harder for us to operate sustainably or grow. Internally, shifting priorities and short timelines can stretch staff too thin and make it difficult to focus on longer-term goals or complete projects well. Branch staff can't be expected to provide the amount of programming being asked for on the limited budget they have. The MakerLab needs to consistently evolve to remain current, but there is no budget for new equipment, repairs or supplies to keep the machines going, outside of programming, which then takes funds away from all other branches.

Externally, there's an expectation for libraries to deliver more services and programming without a matching increase in resources - both time and monetary, which adds to that pressure. If this continues without adjustments to workload or capacity, it could impact staff wellbeing and limit what we're able to realistically take on.

To many new items: In the past few years we have added so many new items and collections. It seems that branch staff have to spend a lot of time counting pieces of items, (board games, puzzles, nature backpacks, phonics kit, mini maker kits, story time kits, etc.)

Tightened budgets, especially the impact of increasing costs of fuel for courier truck, and operational costs. The increasing of municipal taxes make tax payers hesitant to put more money into libraries. Staffing challenges with "part-time" hours and evening hours, and staff burn-out with difficult patrons/guests.

Economic pressures and the rising cost of everything may mean the Library is not able to keep up with technology, as in not being able to afford to replace the PAC stations or complete upgrades to facilities due to rising costs.

Rising costs of materials and equipment.

I think that budget and financial pressures remains one of the major things that could negatively affect the library's ability to grow. There is an increasing demand for new programs and services as the population of SD&G continues to rise, but it does not seem like the budget is reflective of those demands. This results in fewer outreach and services offered, outdated resources and delays in technological upgrades.

Misconceptions of irrelevance from the public, shift to more digital content.

Trends: Libraries are adopting a more humorous avenue in attracting people to the Library, it's a strong effort to move away from the stereotypes of a Library being boring, stuffy, introverted. It would be great to incorporate that human element to our external communications.

AI has a lot of the community divided. To avoid it being negative, it would be good to have a clear public stance on it not just in a policy but to openly talk about it and the role it plays in our Libraries either through blogs or programming.

Internal pressures: as mentioned before, without a clear plan that we can all focus on, it will hamper our ability to grow as a system as our efforts will always be divided and we will feel we are constantly running behind instead of ahead.

Public interest and misconceptions about the library. Funding.

Limited funding, and increasing service expectations are likely the biggest challenges affecting the potential growth of the library. Rising costs, evolving technology needs, and changing public habits

around information and entertainment also create pressure to continually adapt while maintaining core services.

The idea that libraries are only for books- we have a great library of things and is great to continue pushing this information to patrons and our broader communities.

I am still in training so it is difficult for me to answer this question.

Limited opportunities for professional growth (internally,) combined with rising cost of living (externally,) could continue to negatively affect staff retention and deter potential staff. Overall cost of living also creates fear of budgetary restrictions on library services as communities aim to reallocate funds to other emergency and social services.

I think the growth of AI is eliminating the need for people to use the library for research tool much more than just the internet ever did. People don't even need to look for the answers to their questions, they can just ask chat gpt and it will give them all the answers. The need for someone to help locate the information and then having to read through the book to find the information is much less desirable in a world of people who have short attention spans and would rather talk with a computer than talk to a person.

A few trends and pressures could make it harder for a rural library like the SDG Library to operate or grow.

Funding is a big one, costs keep going up, but budgets often stay the same or don't increase enough to keep up. That makes it tough to maintain services, replace equipment, or expand programming.

Staffing is another challenge. In rural areas it can be harder to recruit and keep staff, and that often means heavier workloads for the people already in place, which can lead to burnout.

There are also rising expectations from the community for more programs, services, and technology support. Meeting those expectations without extra resources can stretch things pretty thin.

Many branch locations also continue to face limitations in terms of space and accessibility. Several branches lack important accessibility features, and overall space constraints make it difficult to fully meet the needs of growing communities. While we are looking to address this is some of our Branches such as the planned Chrysler expansion, there are other Branches that still don't even have accessible washrooms.

Spaces like the MakerLab add another layer of pressure. While it is a great service, it requires time, training, maintenance, and up-to-date equipment. Keeping everything running well and making sure staff feel confident supporting users can be difficult with limited capacity.

On top of that, limited time and staffing can make it hard to focus on planning or new ideas, since day-to-day operations take priority.

Finally, keeping up with technology and accessibility needs is an ongoing pressure, and it requires steady investment in both training and infrastructure.

Municipal or provincial funding and rising operating costs could negatively affect SDG library. Limited staff hours can make it difficult to retain employees and maintain consistent programming.

Following the trend of what you think you should be doing vs. being aware of the needs of each specific library community-since they range in needs, abilities, demographics, etc.

---

As the cost of living rises, the library will face more taxpayer scrutiny and the challenge will be to show the library's relevance. People are turning increasingly to digital for both information and entertainment, but the library is often not on their radar as a good source for these resources. Usually, people are just unaware, so this facet of the library's resources needs to be shared with the wider community. People who are library fans continue to cheer the many improvements made to the system.

---

ai

---

I think the digital literacy of our patrons may continue to be an issue we need to deal with regularly, especially with AI possibly being used for scamming or spreading misinformation. It's also disheartening to see what is happening in Alberta in terms of censorship. Is there a way to safeguard the library as a neutral space regardless of the political parties in power at any given time?

---

The biggest pressure is that the growth of our communities is outpacing budgetary allocations to the library. More people in growing communities means more demand on library resources.

If our resources cannot keep up, whether through sufficient hours during the week, the ability to maintain current and relevant collections, or the ability to provide adequate spaces, then we are not fulfilling our role or mandate as effectively as we should be.

The biggest complaint I hear from patrons is, "I would come, but the library is always closed." That perception is a real negative. It suggests that even when the library is valued by the community, access is still a barrier.

---

**What is one change or priority you believe would have the greatest positive impact on the SDG Library over the next 4 years?**

Behind the scenes, I feel like as a system we could be better organized, especially in our knowledge management. While staff turnover is low, we have gotten used to the same people doing the same things for us, and not prepared for a future where they might not be here to do that. I would love to see an emphasis on improving our knowledge management. That way we are able to best serve our communities and have access to a greater amount of knowledge as a whole.

Increase budget for additional items to purchase for the popular borrowing items from the LoT, i.e. hotspots, museum tickets, etc. that always seem to have such a long hold queue--that would enable more foot traffic, more opportunity for additional "book" borrowing, increased awareness for programming, also increase budget for staff development so that the staff will be more aware of trends and tactics for the changing patron needs (and enabling a positive, and motivated staff)

The greatest positive impact on the SDG Library would come from investing in staff. Providing additional hours for part-time LSA staff would allow more time to maintain branches (especially in the winter months) and build stronger connections with the community and local schools through outreach and program marketing.

Tell the people! It doesn't matter how great we are if only a small percentage of the population know about us.

Building strong partnerships with other community service type groups (GIAG, Naomi House, Schools, Connect North, Townships etc.)

Allowing the branches to be utilized more as a community hub by various groups without the administrative paperwork and charges being applied

Providing reliable up-to-date public computers and printers (color, scanning and faxing) at all branches.

- Strengthen ongoing staff training and development opportunities
- Better utilize staff meetings for collaborative learning, knowledge sharing, and innovation (conference-style formats)
- Empower all staff and volunteers to deliver inclusive, high-quality, and welcoming experiences
- Invest in training focused on customer service, inclusivity, and program delivery
- Encourage cross-team collaboration and recognize staff contributions
- Position the Library as a community leader in equity, diversity, inclusion, and environmental sustainability
- Continue to amplify and represent the diverse voices of SDG communities

Courier truck needs more maintenance etc to keep us running smoothly. We have so many larger items now compared to 5 years ago, that have to keep moving.

I think the one change or priority would be more staff, especially at the administration level. So another person to help at admin as I know that staff there are overworked and have way too much to do. The district supervisors are also way too busy. Maybe there could be a staff member that takes care of checking the hours that staff have done, organizing extra staffing etc, then the DS could focus on their staff and the branches a bit more.

the public survey is a great start, finding out what our patrons or the public want in their Library, partnerships with each community

Offer programs based on digital services for all age groups. Keeping up to date collections to ensure that the library stays relevant.

Continued media attention to promote what your library can do for all of us.

A clearer focus on priorities would probably have the biggest positive impact over the next few years. If there was stronger agreement on what the key priorities are, and more discipline around not constantly adding new ones mid-stream, it would help staff complete projects and feel more in control of their work. Cutting back on work that isn't really necessary or clearly beneficial and refocusing on core library services would make things more manageable and effective overall.

Alongside that, better alignment between expectations, staffing, and budget would make a big difference. Right now there's a lot of pressure to do more and more with limited increases in resources, and that isn't really sustainable long-term. Getting that balance closer would help with staff wellbeing and ultimately improve what is provided to the community.

Spread the word, where are we, who are we, and how can we help you. It seems that so many people think of the library as a place with books, I think we should lean into the idea of a community space. A place for seniors to gather, a place for parents to play with their kids, after school hubs a safe place to study, somewhere for everyone.

Creating a need for the community to WANT to use the library! Updated computers and printers in the library, expanding services, and becoming a community hub.

Not sure.

Continue to look an improving efficiencies, utilize staff meetings as an opportunity to discuss key areas that can be improved.

One priority that would have a beneficial positive impact is to increase community awareness of the different resources and items that the library has to offer. I believe that the library is an under-utilized resource, and it would be interesting to brainstorm creative ways to promote what the library has to offer.

Better patron use computers would be a positive change, offering programs that foster relationships is a priority

Clear communication and direction. 40+ people working on the same goal versus 40+ people working on different goals is going to have a positive impact. Our Library system is innovative and is beloved by the community and we can achieve more if we all combine our strengths and ideas.

prioritizing engagement with the community (partnerships, meeting spaces, free programs, technology). OUTREACH

I think community outreach would have the greatest positive impact over the next four years.

Investing in people and community relationships would strengthen programs, improve services, and help the library continue to grow as a trusted community partner.

Priority- community building-based programming to encourage our communities to come together as a group and to cement the library as a pillar or knowledge and networking within our communities. Eg. programs in conjunction with various other community groups/societies/clubs to help patrons connect with other resources and individuals in the community. We are all better together!

With the cost of everything increasing in this economy, it is important to continue offering a variety of services and items to our patrons, adding more as needed or requested.

A more generous budget for programs, both in supplies and allocated hours. With such a focus on libraries as social spaces (not just spaces of collections,) it would be nice to see a growth in our programs rather than see a claw back based on the constraints mentioned in question 2.

Getting more reliable PACs. I find at least one of them is always down. I have some patrons who call every time before they come to make sure the computers are working because they've come too many times and had none of them working

One key priority would be focusing on sustainability and manageability of existing services before continuing to expand into new ones. For example, the number of kits currently offered has grown

over time, and they take a significant amount of staff time to count, maintain, and circulate properly. While they are a valuable resource, there needs to be a realistic balance to ensure we can consistently manage and maintain what we already have at a high standard before adding more.

It would also help to take a more structured, long-term planning approach. This could include regular planning meetings where a couple of key projects are selected each year, with clear short-term goals and milestones. Those yearly projects could then build toward a larger 4-year goal, helping ensure progress is focused, realistic, and sustainable rather than spread too thin across too many initiatives at once.

This type of approach would also go a long way in preventing growing staff burnout and would support better staff retention by creating more manageable workloads, clearer priorities, and a stronger sense of direction.

Overall, being more intentional about growth, pacing, and planning would help improve service quality, reduce pressure on staff, and make sure new ideas are fully supported and achievable.

Expanding outreach opportunities to high schools, trade shows organized by the library and other local events would help improve consistency and strengthen community engagement.

Continuing to listen to patrons and hearing their feedback on programs being offered, needs, growing communities etc.

Community outreach would be a top priority. We have to get more people engaged with their library, show them what's available. Libraries have changed so much in recent years and many still think libraries are limited to borrowing books. Others think there's a cost for signing up for a membership. The big question is how do we draw more people in and keep them as active members.

Expanding items in the Library of Things. Adding to the resources available at the MakerLab.

To focus on being a trusted source of information from which anyone can learn and everyone is welcomed to learn.

One priority that would have the greatest positive impact on the SDG Library over the next four years would be improving access across the system, especially at busier neighbourhood branches.

As our communities continue to grow, library service needs to grow with them. This does not only mean larger collections or more programming, but also ensuring that branches are open at times when people can realistically use them. When patrons say, "I would come, but the library is always closed," it shows that the demand is there, but access is becoming a barrier.

Over the next four years, I believe the library should prioritize a sustainable review of branch hours, staffing models, and supervisory support. This could include looking at extended hours in high-demand locations, moving toward a four-district supervisory structure, and continuing to invest in staff wellbeing so that expanded service does not come at the cost of burnout.

The greatest positive impact would come from making sure our resources, staffing, and hours match the needs of our growing communities. That would strengthen our role as a welcoming, accessible, and essential community service.

## Strategic Plan – Library Board Survey Results Spring 2026

### What do you see as the SDG Library’s greatest strengths in delivering services and creating value for the community?

1. The friendly, cheerful staff who are so helpful to all patrons - can never be replaced by AI !!!
2. Strong management team
3. The systems work (i.e. computer notifications of status of "holds" and "checkouts")
4. The collections

The SDG Library’s 15 branches ensure that rural residents have access to resources. It focuses on removing barriers for residents (i.e. being fine-free). It has a great mix of traditional and e-resources, along with free Internet, online databases, and “The Library of Things”. It hosts numerous events, including community-focused programming. It offers safe and inclusive spaces. Each branch has a deep connection with the community it serves. Staff play a big role, offering approachable, personalized service. It has valued partnerships. It’s a key partner in supporting literacy, education and social connection across the counties.

- The number of branches including the Express Depots.
- A committed and engaged staff.
- Community focused activities and events.
- Wide variety of offerings.

# of Branches and Express Depots geographically positioned in SDG to serve patrons.

Reciprocal Agreements and Partnerships in place with the Municipality of North Grenville and the Upper Canada School Board.

Offering of generational programs.

Free public space - with access to all.

Engaging community hubs for people of all ages. Provides resources and programs to family that may not otherwise have access to. All with great staff and volunteers that make it happen.

The staff who directly serve.

The Staff is the library's greatest strengths, super helpful, friendly and the excellent programming they facilitate. Leadership is outstanding.

### Where do you see gaps or limitations in the SDG Library’s current services, resources, capacity, or strategic positioning?

Some of the branches are very small, but they seem to function quite well.

Facility constraints (space at many branches is limited). Building accessibility and standards (conditions across the 15 locations). Despite offering diverse services, there’s a gap in community awareness of the library’s full value which translates into more strategic ongoing marketing. Annual provincial funding remains stagnant leaving the system reliant on municipal and county budgets.

- Some of our branches are aging and/or undersized.

While Staff do an excellent job of promoting and communicating programs and activities offered at our libraries, some members of the public are still unaware of all the services provided at our libraries - we are more than just books.

Small older buildings cannot be retrofitted to meet today's standards for accessibility and modern

community needs.

Internet service interruptions - rural connectivity.

Dealing with growth comes with a price. Increased hours comes with additional staff insufficient space brings discussion on expansion, which all comes at a cost.

I don't necessarily agree that we have to up the game, I'd be glad to deliver what we have or a little less, if it means we are financially sustainable. Limitation - money.

The size of some of our facilities, or the availability for attached space for some of our programming.

### **What emerging opportunities should the SDG Library consider to enhance its role, relevance, and value in the community?**

Emerging population growth, especially in North Stormont and South Dundas. Board must ensure that the Library Services keep up with the growth.

Building on successful partnerships (i.e. Glengarry Memorial Hospital) expand with other health care providers. Look at ways to expand on UCDSB-PIC partnership. Add more iPads and Kobo eReaders. Look at other potential partnerships. Hosting rotating galleries or workshops with local artists or artists guilds (not sure if we already do this).

- Expand offerings, i.e. educational workshops, local heritage presentations, etc.

We have an opportunity to showcase our libraries as community hubs.

More Author visits.

Extended hours of operation.

Collaboration with municipalities schools and community groups as well as increased digital services and online resources.

I don't see any, I like our library as is; open to hearing of ideas though.

In two opposite directions simultaneously , AI and Electronic Education & Opportunities and physical reading of books and materials.

### **What external risks or pressures could impact the SDG Library's long-term sustainability?**

1. Election of a "hostile Council" who may refer to the Services Review which recommended the closure of some branches in the future.

2. Inflation and budgetary issues.

Stagnant provincial funding has not increased in over 25 years; forces the library to rely on municipal tax revenue. Inflationary costs. Aging facilities. Growing population demand. Succession planning is need for both the board and senior library leadership. Sustainability of remaining fine-free models, even though it's a small amount of revenue. Recruiting and retaining qualified staff.

-Reduced provincial funding.

-Reduced Council support.

Lack of funding/Council support/community support.

Aging infrastructure.

Human resource challenges.

Rapid pace of technology, recruiting and retaining skilled staff, funding priorities, cyber security

Funding, value to the whole of 65K SDG-ians, the ability for human's to focus.

Changes in government priorities, new council may reduce support for SDG initiatives, education, branches, or programs. If the library cannot show measurable outcomes or user value, funding may change, that's how important our data collection is.

**From a governance perspective, what should be the top priority for the Library Board and organization over the next 4 years?**

Completion of changes to, or relocation of Williamstown, Chesterville and Lancaster facilities

Finalization and implementation of the 2027-2030 Strategic Plan. Leadership continuity (senior staff, inhouse leaders). Facility adequacy, technology lifecycle (regularly replacing public-access technology). Advocacy for sustainable funding (securing adequate budgets, demonstrating impact VOLT). Community-responsive policy development (such as AI).

-Succession planning.

-Managing changing levels of public behaviour.

-Embracing tech advancements.

Community outreach and community presence.

Establish a long-term strategic plan. Having a financial plan and advocating for funding strategies. Sharing our vision with our six municipality and identifying grants and alternative revenue opportunities.

Sustainability. We've survived on 1) slowly draining the reserves while 2) coming in under budget. A tighter budget and a few more years of increases in taxation or decrease in service (<--based on data) until we aren't reliant on reserve draw downs.

Grow membership, circulation and programming. Continue with a strong marketing plan. Public education on how important libraries still are today.

# Strategic Plan – General Staff Meeting Findings Spring 2026

## Public Survey Findings

<b>Key Insights</b> <ul style="list-style-type: none"><li>• Public access/space not coming up as much</li><li>• Everyone wants more of everything</li><li>• Want physical copies of books</li><li>• Programs highly valued but not always biggest attendance</li><li>• Want consistent services/hours at all branches (ex. scan, printing)</li><li>• Surprised – all want everything for programming</li><li>• Need same resources across all branches</li></ul>
<b>Important Implication or Opportunity</b> <ul style="list-style-type: none"><li>• Look at teens/toddlers and find out what's most popular</li><li>• Improve facilities = more space and more resources/services</li><li>• Alternative way to pick up hold (deal with branch hours)</li><li>• How to market and get information out about the library</li><li>• Improve accessibility and remove barriers; most accessible as possible</li><li>• More program hours and a programmer</li><li>• Tweak hours for accessibility</li><li>• After hours with access</li></ul>

### **Q1. What findings most resonate with your experience working within the Library system?**

*What feels accurate, familiar, affirmed, or important?*

- *All programs for all interest (should be focus – support hours needed). So elusive for timing, getting people through the door*
- *Highest input from 60+ - demographic to focus on*
- *Positive relationships with staff*
- *Surprised at the low requirement of public access computers*
- *The requirement to meet the demands of collections and programs in terms of speed, availability and diversity*
- *The lack of understanding on collections (ie. building complete series, availability)*
- *Surprised at branch hours being a barrier and how many patrons would actually visit during late evenings (Sunday)*
- *More accessible hours/consistent hours among branches*
- *Customer service is seen as important*
- *Consistent services in every branch (colour printer, makers, etc.)*
- *People want/like programs. More please! Despite certain no-shows. Ask but don't show up.*
- *Users want more! Because they love the library*
- *Non-users still appreciate us*
- *More of everything*
- *Spread programs despite certain staff specific talents*

- *Programs and collections – make sense*
- *60+ want/need programs*
- *30-44 families with kids*
- *What do we offer the other demographics?*
- *Not surprised they didn't answer the survey. How do we get them?*
- *Collections priority makes sense. Comments likely to come from people who are familiar with library system*
- *People returning to physical books in branch*
- *Second biggest demographic wants community connection and seeing that in branch. Regular attendance*
- *Some programming that works well in one branch doesn't work well in others – individuality of branches*
- *Maximizing programming and partnerships locally – EarlyOn, etc.*
- *Physical location and demographic of local population is so varied*
- *People asking for programming and then not attending*
- *Demands on families when they have other activities*
- *The popularity of book club kits*
- *Programming was both surprising and not, considering that ones that are organized are often not attended*
- *More accessible hours are sought-out; more equitable hours*

**Q2. What findings surprised you, challenged you, or made you think differently? What should we pay closer attention to?**

- *Hours to meet community needs*
- *Transportation – accessible 'in-town' services*
- *Adult learning wellness programs*
- *Collection development – surprised people are hoping for more copies*
- *Technology not being a priority*
- *Programs – support*
- *The challenge is meeting the diverse needs of the community with consistent branch hours. An idea would be to consider more express depots to accommodate the gap in branch hours*
- *Surprised about programs, the volume/diversity, as efforts have been made to create the programs and patrons don't attend*
- *Computer accessibility wasn't identified as a need*
- *Website navigation can be daunting*
- *Breakdown of age groups' interests*
- *Wish we could survey non-users*
- *Finding recent collections items that may not be available. Growth desired, though we are doing our best for being a rural library. Niche topics*
- *Access to computers wasn't higher*
- *Programs were highly valued but not always reflected in attendance*

- *PCs so low on the priority list. Some people are using PACs on a regular basis. Was this because a PC was required for survey and we didn't hear from this demographic?*
- *People asking for programming but don't come. How can we evaluate attendance/community usage. Does everything have to be staff run – more facilitating. Programs only run if minimum registration is met (a possibility)*
- *Service inequality. Having to send patrons to other branches for services and the fear of the loss of returning patrons*
- *Having to turn down services “class visits” because limited hours*
- *Request for tech tutorials – but programs never attended*

**Q3. What do these findings suggest the Library may need to prioritise, strengthen, rethink, or invest in over the next four years?**

- *Rare users – strengthen community engagement to enhance access*
- *What is ‘convenient’ about the library (convenient for staff too – programming)*
- *Focus on enhancing rural access and convenience*
- *Make access across the system*
- *Branch operating hours*
- *Can't please everyone, it's not that things aren't working, it's that they actually work so well*
- *Programs and services be in-person and budget appropriate*
- *Prioritize the review of branch hours to be more accessible*
- *Increase collection of teen/children's titles to include more popular titles*
- *Better public relations, outreach, fairs*
- *Facebook is not enough and is not reaching people anymore*
- *Making a clear vision for collections development and presenting it to patrons*
- *More programs – we need more space (should be expanding with outreach spaces)*
- *Accessibility of facilities*
- *Outreach*
- *Create a formal process for programming (survey, barriers, marketing and promotions)*
- *Branch hours needs to be a consideration. Are they convenient? Is it confusing with branches all being different? Is there technology that could extend services and access to material without extra staff costs. Do they work for the community?*
- *Marketing of hours more widely*
- *Community buy-in for programming – encouraging attendance and diversity*
- *Equitable services – photocopiers, fax machines*
- *More supportive hours*
- *Washrooms*
- *Not reliable access buttons for doors*
- *Hours a big portion of discussions*

## Staff SWOT Finding Findings

<p><b>Strengths or assets most important to protect and build on?</b></p> <ul style="list-style-type: none"> <li>• Staff love jobs/engagement community hub/safe/welcoming.</li> <li>• Teamwork</li> <li>• Staff valued &amp; supported</li> <li>• Staff providing excellent customer service</li> <li>• Using community resources/patrons</li> <li>• Strong staff stay strong</li> <li>• Creativity/innovation in programming</li> </ul>
<p><b>Tensions, pressures, or risks most important to address?</b></p> <ul style="list-style-type: none"> <li>• Workload/burnout (training, flyers, outside work)</li> <li>• Staff wellness/capacity</li> <li>• Budget limits/ staffing hourly constraints</li> <li>• how reach new demographics &amp; users</li> <li>• Understanding priorities, tasks, branch space/accessibility</li> <li>• Public awareness – help address issues</li> </ul>
<p><b>Key themes that seem to appear repeatedly throughout?</b></p> <ul style="list-style-type: none"> <li>• Staff workloads &amp; retention (keep what we have)</li> <li>• Financial resources budget/staff over capacity</li> <li>• It has become the norm</li> <li>• No direction (prioritization, budget)</li> <li>• Strong customer &amp; community relationships</li> <li>• Staff love jobs/engaged</li> <li>• Need more time at all levels</li> </ul>

Q1. *What strengths, assets, or positive themes feel most important to protect and build on?*

- *Staff protect capacity, provide excellent service, protect from burnout to ensure we are operating at the expected level.*
- *Use the patrons to expand services & programs, use community resources where appropriate.*
- *Protecting staff wellness and capacity*
- *Programs & services provided.*
- *Engaged staff with patrons*
- *Protect the connections we have made.*
- *We provide a lot of services all at once (online, Library of Things)*
- *We are all creative & innovative (we can expand by calling back to having programming specific positions to have it travelling, makerlab on-the-go, share resources of people (backups, people with other skills, use CSAs), health nurses could see training)*
- *Puzzle kits/escape rooms/STEM kits (one purchase shared with everyone)*
- *Being a community hub*
- *Our branch network to build upon*
- *Being a safe, welcoming space.*

- *Our programming and the programs we offer*
- *Our awesome staff and the customer service we provide.*
- *All programs, customer service & staff.*
- *Teamwork Culture & values*
- *Community relationships*
- *Teamwork among ourselves, our patrons and community partners will help address all the issues.*
- *Staff feel valued & supported*
- *Commitment to diversifying our collection*
- *Patron connections & relationships*
- *Promotion of what we already have & do well*
- *Do a good job with patron retention, but could improve on seeking new demographics*

Q2. What tensions, pressures, challenges, or risks feel most important to address?

- *Multiple things going on at once, prioritize what to promote*
- *Calendar of what to expect for the year, address gaps & understand what else is happening to help with planning at the branch level.*
- *Pressure of everyone's priorities & needs & how to share expertise between branches*
- *CSA's help with programming*
- *Knowledge management & who fills in if someone is gone*
- *Too much stuff too little time*
- *Prioritization*
- *Reaching new demographics/increasing users*
- *Increase public awareness will help address the other challenges*
- *Costs & funding for more hours, training & programing*
- *Part-time hours/ few shifts*
- *Funding priorities*
- *Time constraints – staff workload & burnout*
- *Double staffing /evening support shifts*
- *Branch space concerns and accessibility*
- *Not enough time to complete assigned tasks*
- *Coordinating staff levels with system wide initiatives and programs*
- *Understanding priorities*
- *Budget (staffing, programs)*
- *Not having the time to learn said programming or being able to come back to relearn it to reinforce learning.*
- *We market within our patrons but reach not happening to non-patrons with so many competitive priorities in the community*
- *Staff doing work on personal hours for training, setting art flyers setting up & tearing down of programs*
- *Priorities all coming at the same time & not spread out through the year.*
- *Workload and burnout*

- *Staffing and capacity*
- *Public awareness*
- *Budget – helps ease concerns across the board.*
- *Staff hourly constraints can hinder excellence (e.g. providing extra outreach, program preparation, lack of collaboration in double-staff branches)*
- *Staff having to use own time to buy supplies and provide outreach. Unpaid labour is not good for morale (SDG Reads, program prep, etc)*
- *Be clearer about a job versus volunteering*
- *Staff mental health*

Q3. What themes or messages seem to appear repeatedly throughout the staff feedback?

- *Budget which leads to branch hours, staff constraints & programming expectation.*
- *The fact that staff are working over capacity and it's becoming the norm instead of an exception.*
- *Staff love their jobs & are engaged but need more support and time to complete all the demands – LSA, CSA and Admin and Supervisors alike.*
- *Reliable internet & technology (PAC stations not up & working at all times, dedicated tech time with patrons, AI & how to support patrons).*
- *Services not available at all locations*
- *Lack of time & money*
- *Wish list items*
- *A lack of planning and too many initiatives to focus on*
- *A lack of long-term vision and what to focus on*
- *Budget constraints – trying to do more with less*
- *Staff burnout*
- *Our strong customer and community relationships*
- *The depth of products & services we offer.*
- *Funding*
- *Staffing hours (not as much turnover CSA)*
- *Technology*
- *Financial resources to address staff workload and retention*
- *Time constraints & competing priorities*
- *Additional staffing hours & organizational capacity, staff retention*
- *Planning prioritization & workload management*
- *Lack of resources to make the worst of a great idea*
- *There's not enough*

## Staff Outcomes/Results Findings

No. 1	<ul style="list-style-type: none"> <li>• Awareness: marketing outside of SDG Library world; intentional marketing (too many posters); know we have more patrons using services in 4 years</li> <li>• Improved marketing and community awareness (that no one is surprised that there is a library in their community)</li> <li>• Improved library usage: increased stats; new members/borrowers circulation/program attendance</li> <li>• Increase engagement: new unique users; more awareness of resources available</li> <li>• Increased public awareness through visibility in community</li> <li>• Increasing the number of patrons using the library; get the word out about how great we are!</li> <li>• Increase membership in line with or increase community growth</li> </ul>
No. 2	<ul style="list-style-type: none"> <li>• Additional Staff (ideally full time); more manageable staff workloads, utilize CSAs for additional tasks.</li> <li>• Retention: retain staff; benefits and sick days; behind the scene hours – paid</li> <li>• Increased staff capacity</li> <li>• Growth in number/positions of staff as well as increase in hours for existing staff</li> <li>• Staff structure, well being, identifying workloads/gaps; finding balance</li> <li>• LSAs have dedicated prep time outside of branch hours</li> <li>• Content, experienced staff with low turnover</li> </ul>
No. 3	<ul style="list-style-type: none"> <li>• All library info &amp; procedures will be easy to access in one place. Consistent procedures for all</li> <li>• Improved facilities and technology</li> <li>• A central library for Admin/Makerlab and public use</li> <li>• Every branch has the same technology &amp; space facilities</li> <li>• Technology: reliable computers; up to date printers; equitable service (colour/scan to email)</li> </ul>
No. 4	<ul style="list-style-type: none"> <li>• Increased funding sources (ie grants &amp; community partnerships)</li> </ul>

## Key Ideas, Aspirations, and Desired Outcomes

- *If 85% of employees that are here now will be here in 4 years.*
- *It would be nice to see WT in another location “township owned”*
- *Better computers (PAC) in all the branches.*
- *Marketing – too many posters – better marketing*
- *Benefits “sick time off”*
- *Working PAC computers that ALL work.*
- *Same services across all branches – up-to-date printers to serve patrons in all branches.*
- *Additional support for programming & management.*
- *More Makerlab training. Staff bonding & team bonding.*
- *Program coordinator – offer programs in multiple branches by trained staff.*
- *More hours allocated for staff behind the scenes (training, hanging posters, outreach set up)*

- *There will be more patron attendees for programs*
- *Greater awareness of Library.*
- *Staffing organization overhaul/restructured to create more full-time positions/time to complete tasks.*
- *Hire more Librarians/Library Technician educated staff members*
- *Increase membership to prove financial worth*
- *Better outreach plans; finding new patrons*
- *What demographics fall through the cracks.*
- *Promoting system wide initiatives*
- *Promoting different collections to regular patrons*
- *Networking/making community connections*
- *Marketing in communities.*
- *More organizational structure in regard to programming cycles (intro-based programs/advertising).*
- *More organization around Library of Things items/promotions*
- *More opportunity to collaborate with team meetings*
- *Programming committees for staff*
- *More space!!*
- *More staff input on collection transfers*
- *Reciprocal relationship with CPL*
- *Space planning*
- *Bigger admin building*
- *High staff retention*
- *Increase in membership, program attendance, circulation, community hubs, community services, wellness groups.*
- *Compare marketing time versus program attendance*
- *Improvement in technology, Makerlab tech, new printers, PAC stations, staff PCs*
- *Improved spaces (meeting rooms, study spaces, private spaces)*
- *Overlapping services within the network of branches & other community resources*
- *Overlapping services within the network of branches & other community resources. How can we work together?*
- *Better/more staff training (deescalation, safety plans, program delivery)*
- *Redirect patrons internally*
- *New staff support roles (Program Librarians, community outreach experts for schools, etc.)*
- *Nighttime support hours – are they a waste? Safety are still issues in the summer. Could this be better reallocated to other projects. Could staff safety be handled better? Panic button? Narcan?*
- *Consistency across branches*
- *Working more hours, shifts (more consistent)*
- *Nighttime hours all year round*
- *More double hours – more than 3-hour shifts.*
- *Increased stats – circulation, active users, program.*

- *Marketing – social media engagement.*
- *Staff – staff retained & well trained, improved well-being.*
- *New positions – Programing Coordinator, and the DS additional Tech Services.*
- *Programming binder for ideas. Step by step explanation.*
- *Increased budget – programs, staffing, technology, collections.*
- *Every branch has the same technology available.*
- *Every branch has accessible, user-friendly space to accommodate all types of groups & programs.*
- *An effective alarm system/support staff/ surveillance for staff safety.*
- *Murals made by community artists in our library branches.*
- *Circulation & patron attendance has doubled.*
- *Community members are surprised when someone doesn't know about the library.*
- *We have a programming director who either creates program templates or provides progress system wide.*
- *All library information knowledge will be easily accessible to all staff in one place.*
- *There are consistent SOP (standards of practice) for all procedures in the organization.*
- *Alexandria would like a program room.*
- *Attend all community events.*
- *Come up with extra funding ie grants.*
- *With community partners to create donation or funding opportunities ie funeral homes with specific plans for funding beyond collections*
- *New buildings for certain branches*
- *Resource branches dedicated program space where furniture can be left out.*
- *Public awareness to get people in*
- *Growth in number/positions of staff and as well as hours for existing staff.*
- *Growth in memberships.*
- *Allow buy in for part time employees to county medical plan*
- *Program budget increase to reflect true cost for materials.*
- *More room for more books.*
- *Look at increase of branch hours system wide.*
- *Consistency for hours.*
- *More marketing to general awareness to invite new patrons (mobile marketing ie QR code to the van).*
- *Increase partnerships within the community.*
- *To increase the number of community members attending programs.*
- *To have reliable technology (PAC station in particular).*
- *Improved staff structure to ensure we have ample staff to conduct work required and a more streamlined distribution of work.*
- *Centralised admin/library branch to house Makerlab, storage, equipment.*
- *Review of the branch network to consider consolidation of branches.*

## **Out Top Three Future Outcomes/Results**

### **Outcome/Result #1**

- *Increasing the number of patrons using the library*
- *Increase public awareness through visibility in community.*
- *Accessible workstations that are ergonomics, consistent among branches (& courier truck)*
- *Improved library usage.*
- *Increased stats – new members, borrowers, circulation, program attendance, etc.*
- *Increase membership in line with community growth and or exceed growth.*
- *Collaborate with a group for engagement/outreach/membership increase.*
- *Organization, Increased staff capacity by reviewing material/organization processes.*
- *Retention*
- *Behind the scenes hours paid, increased or additional of benefits/sick days*
- *Support for both manager/staff with behind-the-scenes hours*
- *Training*

### **Outcome/Result #2**

- *Awareness*
- *Marketing in separate areas*
- *Intentional marketing*
- *More patrons attending programs & using services.*
- *Public awareness: Increased visibility/engagement with library resources & unique membership.*
- *Improved facilities/technology*
- *New tech in branches*
- *New PAC stations*
- *Printers updated & newer tech*
- *Additional staffing ideally full time*
- *More manageable staff workloads*
- *Utilize CSAs for additional tasks.*
- *LSAs have dedicated paid “prep” hours outside of branch hours.*
- *A Cricut for every branch.*
- *Increased funding sources (ie grants, community partnerships).*
- *A central library/admin branch/makerlab*

### **Outcome/Result #3**

- *Staff structure, wellbeing. Identifying workload gaps where an additional head count may be feasible.*
- *Finding a balance and ensuring that people/staff have confidence in their assigned roles.*
- *Growth in number and positions of staff as well as more hours for existing staff.*

- CSA retention, boxed in by geography, rest to be more based on home location & milage compensated based on kms.
- Accessibility budget.
- Improved marketing and community awareness. No one is surprised there is a library in their community.
- Content, experienced staff with low turnaround.
- Improved facilities for accessibility.
- Technology
- Newer and more often refreshes on technology.
- Same services available in all branches
- Up-to-date colour printers & reliable PAC station computers.

## **Desired Outcomes and Results**

**Looking across these themes, what feels most important to SDG Library to pay attention to over the next four years?**

- Staff
- Budget
- Marketing
- Community
- Buildings

**What do these findings suggest about the kind of organization we want to become?**

- Innovative
- Compassionate
- Multi-cultural
- Efficient and stream-lined (with resources)
- “Keep being awesome”

## **Partnerships we Value**

- Schools (class visits with elementary, but opportunities for high school)
- Long term care, hospice, and senior living groups
- Community organizations (ie. Lion’s Club)

## **Advice for the Board**

- Resources aligned with growth
- Board members to job shadow
- Demographic growth
- Urban library problems coming this way – be proactive

## **Concerns**

- We don’t own our facilities
- Change at County Council table
- Election year for budget

**What outcomes would make the greatest difference?**

- Increased membership
- Staff capacity
- Services

**What gives you the greatest sense of possibility about SDG Library’s future?**

- Aligned vision
- Staff enthusiasm and engagement
- Support

- All feel the same
- Inclusive input
- Love, faith and grace
- Accessibility
- Feeling heard
- Patron engagement
- Pride
- Take care of others
- Planning
- Dedication and support
- Creativity
- Everyone knows about the library
- Collaboration
- Great patrons who want our services
- Quality and desire to excel
- All in this together
- Staff is diverse in thought
- Being heard
- Kindness