



# ***Introduction***

Rita Purcell, Chair of the Library Board

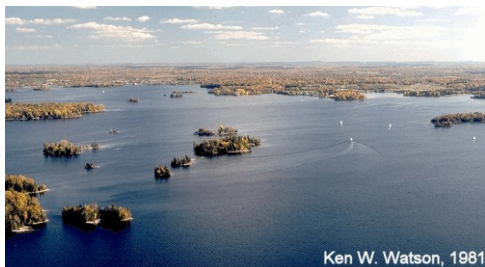
Rideau Lakes Public Library has enriched the lives of those who live in this community. To continue to do so, the Library Board undertook a strategic planning process to:

- respond to users' needs;
- secure ongoing funding; and
- clarify the direction the library will take.

Our Strategic Plan is a way to assess who we are, where we are, and where we hope to be in the future. The plan is the result of research, surveys, statistical analysis, focus group meetings, and careful consideration of the nature of our rural library system. It is part of an ongoing process which will result in a strong foundation for the development and continued growth of the Rideau Lakes Public Library.

## ***Township of Rideau Lakes: An Overview***

The Township of Rideau Lakes is a municipality created by provincial amalgamation in 1998 from five former municipalities. With an area of 807.42 square km (311 square miles) and 521 km (324 miles) of roads, the Township is the largest municipality in the county of Leeds



and Grenville with the most scattered population. The current population is 10,350, representing 6,919 households. The rural nature of our township is evident in its rugged landscape and lakes. Rideau Lakes not only straddles the Frontenac



Axis of the Canadian Shield, but is also traversed by the Rideau Waterway, a UNESCO World Heritage site. In fact, the Township has 500 km (310 miles) of shoreline, excluding the Rideau Waterway. The Waterway itself extends from the towering granite cliffs at Chaffeys Locks to the more gentle and pastoral areas of Lower Rideau Lake. Although close to urban centres such as Brockville, Kingston and Smiths Falls, the Township itself consists of farms, villages, and hamlets including, Chaffeys Locks, Chantry, Crosby, Delta, Elgin, Jones Falls, Lombardy, Morton, Newboro, Phillipsville and Portland.

The population of Rideau Lakes is older than the provincial average. Residents do not move frequently, and most of them own their own homes. There is no significant ethnic settlement in the community and most residents identify English as their first language. Half the people have high-school education or less; only about one in five has a university education. Elementary schools are closing due to the decreasing number of children in the community. An aging population, substance abuse, and a high dropout rate among youth are all social issues confronting the community.

Tourism -- with its associated sales, service, and trades positions -- occupies nearly half of the township's working population. Government, manufacturing, and agriculture represent other occupations, although the roles of agriculture and manufacturing are declining. An overwhelming percentage of the working population has to commute, often to communities outside the Township such as Brockville, Kingston, or Smiths Falls. The median income is well below the



provincial average. There is a substantial earnings gap between the wealthy and lower income residents of Rideau Lakes. Many of the affluent residents are retirees who have converted their cottages to permanent homes. A detailed description of the demographics of the Township is included as Appendix 1.

Our public library system has five branches, with the main branch and administrative headquarters located in the village of Elgin. We have a staff of seven permanent part-time workers supplemented by occasional staff. As well, regular volunteers assist us in our many activities. The nine-person Library Board represents each ward in the township as well as the municipal council. The current Library Board and staff are included as Appendix 2.



In the last five years, our circulation has increased by 18%, in part due to the addition of various electronic resources such as DVDs to the collection. We offer public Internet access and wireless service to residents and tourists alike. Our outreach activities and programming have increased considerably in the last

few years. We work closely with other libraries, local schools, our municipal recreation department, the local health centre, and community organizations to deliver our services. As well, we have one of the few school-housed public libraries (South Elmsley branch) in the Upper Canada and District Board of Education.



Our on-line service allows library users to search and renew materials from their homes, creating a strong virtual presence for our public library. In 2008, the Library had 172,586 annual uses. Three-quarters of the Library's funding is from the Township of Rideau Lakes. About 20% of our funds come from a provincial library grant formula based on population (among other factors). The remaining 5% we earn from library fees and revenues (such as book sales, fines and use of photocopier and fax) and donations. Donations currently account for less than half a percent of the Library's total revenue.

## ***Vision***

**Rideau Lakes Public Library is a vibrant, accessible place of learning and cultural expression contributing to community well-being.**

## ***Mission***

**To preserve and develop knowledge in the Township of Rideau Lakes and to cultivate its social and cultural life.**

## ***What We Do Now***

The day-to-day operations of Rideau Lakes Public Library can be seen from two perspectives.

The first perspective is the Library's vision and mission. The Library is a place of learning and, fundamental to learning, a storehouse of knowledge. In addition, the Library contributes to the social, cultural, and recreational aspects of the lives of Township residents and visitors.

The second perspective for viewing the Library's operations is the clientele it serves. The Library serves individuals, community groups, and the community as a whole.

The chart below illustrates how the Library's day-to-day activities address these two perspectives of what the Library does now. Looking at the Library this way helps to figure out what direction the Library's operations need to take to fulfill its mission and to make its vision a reality over the next four years.

<b>Clientele</b>	<b>Information and Education</b>	<b>Cultural, Artistic and Recreational</b>
<b>Individuals</b>	<ul style="list-style-type: none"> <li>● Collections in various media (book, CD, DVD) and related services</li> <li>● Special needs, e.g., talking books</li> </ul>	
	<ul style="list-style-type: none"> <li>● Internet/computer tutoring</li> <li>● Reference books</li> </ul>	<ul style="list-style-type: none"> <li>● Wireless access</li> <li>● Literacy services</li> <li>● Pre-school programs</li> </ul>
<b>Community Groups</b>	<ul style="list-style-type: none"> <li>● Diners' Club lectures</li> <li>● Seniors' club lectures</li> </ul>	<ul style="list-style-type: none"> <li>● Knitting club</li> <li>● Book clubs</li> <li>● Craft workshops, e.g., card-making</li> <li>● Delivery of books to seniors' groups and Diners' Club</li> <li>● Participation in community arts activities</li> </ul>
<b>Community as a Whole</b>	<ul style="list-style-type: none"> <li>● Job search seminars</li> <li>● General interest seminars, e.g., wells</li> <li>● Information package on Township</li> <li>● Bulletin board</li> <li>● Links to government resources</li> <li>● Genealogy workshops and services</li> <li>● Book talks and moderated discussions</li> </ul>	<ul style="list-style-type: none"> <li>● Literacy programs</li> <li>● Forest of Trees contest</li> <li>● Class visits</li> <li>● Summer reading program at Township Day Camps and in libraries</li> <li>● Local history collection</li> <li>● Access to microfilm resources</li> <li>● Book reviews</li> <li>● Newspaper items and news releases</li> </ul>

## ***What You Told Us***

We wanted to find out whether our Library services, described above, were meeting the needs of the Rideau Lakes community. To do this, we conducted a survey of current users of the Library and the general population of the Township, using questionnaires distributed through the Library branches and website, and through community groups and personal canvassing at local retail stores. The survey period extended from July to October 2008. The survey questions and full results are included as Appendix 3.

Of those surveyed, 70% were female, typical of a rural population. Three-quarters of respondents were permanent residents. Although 33% of cardholders at the Library are under 18, only 8% of respondents to our survey were in this age category; 49% of respondents were age 18 to 65, and 43% were seniors.

Almost 60% of respondents said that they visit a Library branch at least once a week, and everyone who responded to the survey made favourable comments about our Library staff at all branches.

The main uses of the Library were popular reading (such as novels, biographies and how-to books) and internet use -- especially the recently introduced wireless access available at all branches. About 30% of respondents used the Library for browsing and relaxing, research and fact-finding, reading current newspapers and magazines, and borrowing DVDs.

About 40% of respondents indicated they use the Library's on-line services (databases, links, and catalogue), and about 60% use only Rideau Lakes Public Library (as opposed to libraries located in other municipalities).

The most significant changes to our current operations that you requested were:

- more frequent and longer hours of operation at all branches;
- larger selection of books and magazines; and
- more public-access computers at all branches.

The need for outreach to people who cannot travel to Library branches, as well as for space for community meetings and quiet study were also reflected in survey responses.

## ***Strategic Directions***

Your feedback in the survey told us where we need to make changes to what we do now. Members of Township Council, the Library Board, and Library staff met in November 2008 to review your ideas as well as future trends in the Township. This fruitful discussion led to the conclusion that the success of Rideau Lakes Public Library over the period of this plan depends on pursuing four strategic directions:



- Expanded collections and programs
- Innovatively reconfigured and expanded facilities
- Access for all
- Assured resources

## ***Our Commitment to You***

The goals on the next two pages represent our commitment to you over the next four years to expand the Library's valuable resources and to make them even more accessible and relevant to your needs.

<b>Our Goals for the Next Four Years (by strategic direction)</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>Accountabilities</b>
<b><i>Expanded Collections and Programs</i></b>					
Create a five-year collection development plan, with specific attention to new media, e.g., DVDs.	✓				CEO Grant and Board approval
Hire Information Technology (IT) person and develop IT plan with one or more partner libraries, with the goal of developing state-of-the-art web-based Library resources.	✓	✓			Grant and Board approval CEO Partnerships
Articulate a role for the Library in regard to the preservation and digitization of local archives.	✓				CEO Partnerships Board approval
<b><i>Innovatively Reconfigured and Expanded Facilities</i></b>					
Develop an accommodation plan in order to re-organize and expand existing space, and to make Library buildings more environmentally friendly.			✓	✓	CEO, staff and Board Grant and Board approval Township Council and staff
Assess feasibility of developing and implementing innovative service options, such as a shuttle or mobile library for far-flung clients, an internet café, and lock station outlets for selected library services.		✓			CEO, staff and Board Grant and Board approval Township Council and staff
<b><i>Access for All</i></b>					
Increase and redistribute hours of service.		✓	✓		CEO Board approval
Meet required standards in the <i>Accessibility for Ontarians with Disabilities Act</i> (according to legislated multi-year schedule).	✓	✓	✓	✓	CEO, staff and Board Grant and Board approval Township Council and staff
Integrate literacy programming that resulted from the Lakes and Islands Lifelong Learning Project into ongoing program delivery.	✓	✓	✓		CEO and staff Board approval

Our Goals for the Next Four Years (by strategic direction)	2010	2011	2012	2013	Accountabilities
<b><i>Assured Resources</i></b>					
Develop a phased human resource plan to accommodate: <ul style="list-style-type: none"> <li>• Extended service hours and integration of literacy programs</li> <li>• Continuation of IT support beyond current provincial grant</li> </ul>	✓	✓			CEO Board approval Township Council approval
Secure government funding to implement the five-year collection development plan, IT plan, accommodation plan, HR plan, and the <i>Accessibility for Ontarians with Disabilities Act</i> .	✓	✓	✓	✓	CEO Grants and Board approval Township Council and staff
Complete the Ontario library accreditation process in order to enhance the profile and reputation of the Rideau Lakes Public Library with funding agencies.	✓	✓	✓	✓	CEO Board approval
Re-establish Friends of the Library Group with a clear fund-raising mandate in order to secure funding commitments from community organizations, such as the Rideau Heritage Route Tourism Association and Chambers of Commerce.		✓			Board approval Township Council approval
Establish program for bequest, endowment and memorial donations.		✓			CEO Board approval

## ***Conclusion***

We would like to thank everyone who took the time to participate in developing our first strategic plan. Your thoughtful input and ideas have been invaluable. We look forward to your continuing feedback and support in fulfilling the mission of Rideau Lakes Public Library and making its vision a reality.

## Appendix 1

### Demographic Data for Rideau Lakes Township from 2006, 2001 and 1996 censuses (Statistics Canada)

<u>Category</u>	Census year		
	2006	2001	1996
<b>Population</b>			
Total population count	10,350	9,687	9,564
<b>Age</b>			
% of the population aged 0 to 14 years	15.4	17.3	19.6
% of the population aged 15 to 64 years	64.9	64.4	64.1
% of the population aged 65 years and over	19.7	18.4	16.3
Median age	47.1	44.0	40.3
Ratio of age groups 0 to 14 years to 65 years and over	0.8	0.9	1.2
<b>Marital status</b>			
% of the population aged 15 years and over who are single (never legally married)	18.9	18.1	19.0
% of the population aged 15 years and over living in a couple (married or common-law)	68.4	69.3	69.0
<b>Families and households</b>			
% of couples (married and common-law) with children of any age	44.0	46.8	50.4
% of couples (married and common-law) with at least one child under 25 years of age	40.9	42.1	46.8
Total private households	4,165	3,840	3,610
% of one-person households	20.2	18.9	17.0
% of households containing a couple with children	28.5	30.1	33.8
% of households containing a couple without children	41.1	41.4	37.4
Average household size	2.5	2.5	2.6
Median household income	55,722	52,764	50,220

Median economic family income	63,583	59,708	56,633
% of economic families receiving government transfers	88.0	87.2	89.8
% of economic family income from government transfers	12.4	13.0	15.1
Median economic family government transfers	6,691	5,241	5,747
Median income for persons 15 years and over not in economic families	26,431	24,202	22,027
% of persons not in economic families in low income before tax	15.4	27.7	25.0
% of economic families in low income before tax	6.7	8.5	8.3
<b>Housing and shelter costs</b>			
Total occupied private dwellings occupied by usual residents	4,165	3,840	3,610
% of occupied private dwellings owned	89.7	87.2	85.5
% of occupied private dwellings rented	10.4	12.8	14.5
% of occupied private dwellings that are band housing	0.0	0.0	0.0
% of occupied private dwellings requiring major repair	7.9	8.7	8.2
% of occupied private dwellings constructed in the last 10 years	13.4	16.5	22.3
% of occupied private dwellings with more than one person per room	0.4	0.0	0.0
<b>Language</b>			
% of population whose mother tongue is English only	94.1	95.7	95.8
% of population whose mother tongue is French only	2.1	1.9	1.5
% of the population whose mother tongue is a non-official language only	3.3	2.3	2.6
% of the population who speak English and/or French most often at home	98.7	99.6	99.6
% of the population who only speak a non-official language most often at home	1.3	0.4	0.5
% of the population with knowledge of an official language	100.0	99.9	100.0
% of the population with knowledge of both official languages	9.0	7.0	5.6
<b>Mobility and migration</b>			
% who lived at same address 5 years ago	71.5	69.8	67.3
% who moved within the same census subdivision (CSD)	10.4	12.1	11.8
% who moved within the province from a different census subdivision (CSD)	16.3	15.6	19.3
% who moved from a different province/territory	1.0	1.6	1.4
% who lived outside Canada	0.7	1.0	0.0

<b>Immigration and citizenship</b>			
% immigrants	6.7	5.7	6.4
% recent immigrants (arrived in last 5 years)	0.5	0.2	0.1
% Canadian citizens	98.2	99.0	98.2
<b>Visible minorities &amp; Aboriginal peoples</b>			
% visible minorities	1.1	0.6	0.4
% reporting Aboriginal identity	3.0	1.7	0.3
<b>Labour</b>			
Employment rate	57.6	57.1	57.7
Employment rate for males	61.1	61.3	65.4
Employment rate for females	54.1	53.1	50.6
Participation rate	60.8	59.5	62.9
Participation rate for males	64.6	63.5	70.5
Participation rate for females	57.0	55.5	55.8
Unemployment rate	5.2	4.1	8.2
Unemployment rate for males	5.5	3.6	7.2
Unemployment rate for females	5.1	4.4	9.3
% male full-year, full-time workers	38.9	39.2	43.1
% female full-year, full-time workers	28.1	26.7	27.4
<b>Unpaid work</b>			
% of males reporting any hour(s) of unpaid work	92.1	92.2	89.6
% of females reporting any hour(s) of unpaid work	96.3	94.5	94.2
<b>Place of work and commuting to work</b>			
% working at home	12.0	13.0	14.3
Travel to work: % by car, truck or van as driver	82.9	87.9	85.5
Travel to work: % by car, truck or van as passenger	10.5	6.7	7.1
Travel to work: % using public transit	0.7	0.8	0.0
Travel to work: % walking or biking	5.3	3.4	6.2

<b>Income and earnings</b>			
Median total income for males	34,485	30,296	31,650
Median total income for females	20,494	17,894	18,633
Median earnings for males working full year, full time	42,823	39,542	40,704
Median earnings for females working full year, full time	34,783	32,598	34,677
% of persons in low income before tax	7.1	10.1	10.3

For more details on demographics of the Township of Rideau Lakes, visit the Census Canada Website at: <http://www.statcan.gc.ca>

## **Appendix 2**

### ***Library Staff***

Sue Warren  
Library Coordinator

Donna Penney  
Head of Technical Services

Joan Cochrane  
Head of Circulation  
(Elgin, Portland and South Elmsley)

Christine Row  
Librarian and Adult Programmer  
(Portland and South Elmsley)

Vicki Stevenson  
Librarian, and Children's Programmer  
(Delta, Elgin, Portland and South Elmsley)

Jamie Gipson  
Librarian  
(Elgin and Portland)

Elva McCann  
Librarian  
(North Crosby, Newboro Branch)

Liz Priebe  
Librarian  
(Delta Branch)

### ***Occasional Staff***

Janis Brown-Capes , Suzanne Peebles, Teresa Shevchenko, Suzanne Smith-Merkley

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### ***Library Board***

Rita Purcell, Chair

Arleigh Sawyer, Vice-Chair  
(Bastard & South Burgess Ward)

Jane Graham, Secretary  
(South Elmsley Ward)

Greg Smith, Treasurer  
(Bastard & South Burgess Ward)

Doug Franks  
(South Elmsley Ward)

Sheilagh Dubois  
(South Crosby Ward)

Julian Hawryszko  
(South Crosby Ward)

Yvonne Helwig  
(Newboro Ward)

Joanne McIlhinney  
(North Crosby Ward)

## Appendix 3

### Results of The Rideau Lakes Public Library User Survey - 2008

<u>Question</u>	<u>Total</u> <u>Responses</u>	<u>% of</u> <u>Total</u>	<u>Total</u> <u>Responses</u>	<u>% of</u> <u>Total</u>	<u>Total</u> <u>Responses</u>	<u>% of</u> <u>Total</u>	<u>Total</u> <u>Responses</u>	<u>% of</u> <u>Total</u>	<u>Total</u> <u>Responses</u>	<u>% of</u> <u>Total</u>
Gender	Male <b>85</b> <b>30.4</b>		Female <b>194</b> <b>69.3</b>							
Residency	A year round resident <b>211</b> <b>75.4</b>		A summer resident <b>66</b> <b>23.6</b>							
Age group	A child <b>11</b> <b>3.9</b>		A teenager <b>11</b> <b>3.9</b>		An adult <b>136</b> <b>48.6</b>		A senior <b>120</b> <b>42.9</b>			
Which library branch do you use?	Delta <b>47</b> <b>16.8</b>		Elgin <b>163</b> <b>58.2</b>		Newboro <b>33</b> <b>11.8</b>		Portland <b>64</b> <b>22.9</b>		South Elmsley <b>56</b> <b>20.0</b>	
How often do you visit the library?	Daily <b>5</b> <b>1.8</b>		Weekly <b>159</b> <b>56.8</b>		Monthly <b>76</b> <b>27.1</b>		A few times a year <b>33</b> <b>11.8</b>		Once a year <b>3</b> <b>1.1</b>	
For what purposes do you use the library?	popular reading <b>239</b> <b>85.4</b>		newspapers and magazines <b>80</b> <b>28.6</b>		internet stations <b>72</b> <b>25.7</b>		wireless access <b>45</b> <b>16.1</b>		programs <b>16</b> <b>5.7</b>	
	browsing and relaxing <b>84</b> <b>30.0</b>		community place to go <b>28</b> <b>10.0</b>		community information <b>35</b> <b>12.5</b>		facts and research <b>80</b> <b>28.6</b>		movies and music <b>73</b> <b>26.1</b>	
	meetings <b>9</b> <b>3.2</b>		photocopying or faxing <b>43</b> <b>15.4</b>		business and employment info <b>5</b> <b>1.8</b>		local history and genealogy <b>39</b> <b>13.9</b>		talking books <b>21</b> <b>7.5</b>	
	microfilm reader <b>0</b> <b>0.0</b>									
Do you use the library's online services?	Yes <b>105</b> <b>37.5</b>		No <b>167</b> <b>59.6</b>							

