

Cavan Monaghan Public Library

Strategic Plan

2015 to 2018

(as of April 2015)

Preface

Under the *Public Libraries Act, R.S.O. 1990, chapter P.44*, it is the responsibility of the Cavan Monaghan Public Library Board to maintain a “comprehensive and efficient public library service that reflects the community’s unique needs.” To ensure that the Cavan-Monaghan Public Library continues to: offer a comprehensive and efficient library service; it is important to examine the community; to look at the library environment for general trends in library service; to review the existing library service to identify areas where the library might improve and; to evaluate the organization itself to ensure that the staff and resources are in place to provide the comprehensive library service. The Cavan Monaghan Libraries was ranked as “*the highest quality service provided by the Township*” in the 2012 Township of Cavan Monaghan Corporate Strategic Plan. The intention of this strategic plan is to keep striving to be the highest quality service for residents of the Cavan Monaghan Township.

To this end, the Strategic Planning Committee of the Library Board met on several occasions in 2013 and 2014 to prepare for the process of planning. The Committee members were Jonathan Paynter, Nancy Fox, Lyn McGowan and CEO, Karla Buckborough, with additional help from the Board Chair, Lyell Shields. The Committee began by researching the strategic planning process; and met with Lisa Smith of the United Way. From that point, the Strategic Planning Committee has undertaken three major data collection tasks: a) collected information about the community itself, which is presented as Appendix A of this report; b) undertaken a community survey, the results of which are provided in this report as Appendix B and; c) collected information about the library community, as well as about the community it serves. The compiled information was condensed into an Environment Scan, the results of which are presented as Appendix C. This work was presented and a planning session held on Saturday, November 30, 2013 with members of the full Board.

A note on the name: The *Public Libraries Act* decrees that the name of the Library Board shall be the Township of Cavan Monaghan Public Library Board. In its everyday communication and identity, this library commonly uses Cavan Monaghan Libraries as its name.

Context

To be able to offer library services, the library has an organizational structure in place, including staffing, financial arrangements and a physical building, offering goods and services to the public. It is often helpful to review the present services of the library within the context of other libraries.

One of the requirements under the Public Libraries Act, the Ministry of Tourism, Culture and Sport is that every public library and all contracting municipalities submit a set of statistics on specific aspects of the library. The latest statistics publicly available to January 2014 are from 2012. Using these statistics, the library can be compared to libraries serving a similar population, in this case serving a population between 6,600 and 12,247, against the stated population for Cavan Monaghan of 8601. Selected statistics are presented as part of Appendix D of this report.

Within this grouping of libraries, Cavan Monaghan Libraries ranked 9th of the 20 libraries in 2012 in population, but with the 7th smallest local operating grant (\$260,064), and 8th smallest for total operating revenues (\$333,527, which would cover those funds received through the provincial per household operating grant, local operating grant from the Township, as well as any project grants, donations and self-generated revenue). These amounts rose to a peak in 2012, but have fallen considerably since then, to a 2014 local operating grant of \$236,578 and a total operating revenue of \$279,337. It should also be noted that in 2012, Cavan Monaghan Libraries reported the 6th smallest amount of money on staff expenditures (\$220,894).

In 2012, the Cavan Monaghan Libraries had the 6th smallest collection of unique print titles at 28,502 items. The collection sizes for this grouping of libraries ranges from Perth East with the smallest unique collection of 20,452 to Mississippi Mills with 70,612. By 2014, the Cavan Monaghan Libraries had 30,632 unique print titles, an increase of 32% in less than 4 years. Despite serving the 9th largest population of this group, Cavan Monaghan had the 7th smallest materials budget of the group of 20 libraries (\$38,312). The 2014 budget allocated \$29,747 for materials (an increase from 9.8% in 2010 to 10.6% in 2014). These numbers do not include the funds used to make ebooks available to the public.

In terms of circulation among this group of libraries, Cavan Monaghan had the 8th lowest direct annual circulation (**59,075**) in 2010, which is proportional to our ranking in terms of population (8th smallest), circulation increased to a peak of 63,062 in 2012, but then fell to 56,191 in 2013, likely due to the budget cuts and reduced hours at both branches. In Appendix D, circulation figures for nearby libraries are also presented. Of the 58 library sites in the counties of Peterborough, Northumberland and Hastings, as well as Prince Edward County and Addington Highlands, Cavan Monaghan's Millbrook branch was 20th of 58th in terms of circulation per hour open and the Bruce Johnston branch was 26th of 58 library sites. The rankings indicate that the Cavan Monaghan Libraries were underfunded in 2010 when it comes to materials expenditures as compared to other Ontario libraries of a similar size, although these numbers have improved slightly since that time. As there is often a correlation between materials expenditure and circulation levels, it is possible that an increase in materials expenditure might increase the circulation levels at this library.

One area of dramatic development was the rise in popularity of ebooks. Lending of materials through Overdrive started slowly, with only 9 items lent the first month they were offered in May 2010. That number had increased by almost 10 times a year later, with 87 Overdrive items lent out in May 2011 and double that in 2012, with 171 items. The increase has continued, although the rate of growth has tapered off. Overall, 252 items were lent out in 2010, 1274 in 2011, 2652 in 2012, 3756 in 2013, and at the completion of this plan, there had already been 2985 items lent out in 2014, with four months left in the year! Electronic resources and lending will definitely be a part of the future of the Cavan Monaghan Libraries and there may be new, emerging technology that will become an important part of the services offered by the libraries in the future, such as 3D printing. The Libraries will have to continue to adapt to and embrace new technologies over the next four years, as it has done in the past.

Review of Current Operations and Comments

In a review of a library system, the present situation at the library should be considered. The Cavan Monaghan Libraries operate from two locations, one in the village of Millbrook and the other in the former township offices on Davis Road just off Highway 28. Both locations are local gathering places for people of all ages and an access point to the larger community through the Internet. Every resident, regardless of personal income, has access to the same array of resources and services within a safe and

welcoming environment. The Cavan Monaghan Libraries was ranked as “the highest quality service provided by the Township” in the 2012 Township of Cavan Monaghan Corporate Strategic Plan.

A review of the current operations of the Cavan Monaghan was undertaken through a community survey and completion of an environmental scan looking at the library’s mission, strengths, weaknesses, opportunities and threats, as well as the public perception and reputation of the library.

- **Funding** - In 2013, the amount of funding received from the township was reduced, while the provincial amount has remained the same for many years, which necessitated a cut to the opening hours of both the Millbrook and Bruce Johnston branches, although the Bruce Johnston branch hours were cut more severely. As a result, in the community survey, 95% of respondents identified funding cuts as the biggest threat to the library. Many of the comments attached to this question reflect the concern for loss of public opening hours and programming. The library may have to explore other options for funding and alternative service options to stretch the funding. Interestingly in question 15 of the community survey, 62% (39 individuals) said they “would be willing to pay more taxes than they currently do for library services to ensure library services are maintained and improved”.
- **Hours and Services** - In 2013, the hours of service to the public at the library branches were reduced, to take into account a reduction in the operating grant. As a result, in the community survey, in answering the question “What would you like to see improved at the Library Branch you visit most?”, the hours of operation was mentioned 17 times. This compares to 13 comments about materials, both type of materials and quantity and programs, a distant third at 4 times. The present hours at the Millbrook branch are Tuesday from 11am until 8 pm, Wednesday and Thursday 11 am to 5 pm and Friday from 10 am to 5 pm and Saturdays from 10 am to 3 pm. The hours at the Bruce Johnston branch are Tuesday 11 am to 8 pm, Thursday 10 am to 5 pm and Saturday from 10 am to 3 pm. Comments received in the survey reflected a problem with closing at 7 pm and opening as late as 11 am. Further study of these hours, both in terms of convenience for the public and in terms of affordability may be required, as the present hours may not be satisfactory. Additionally, exploring the levels of service for each location may also identify valuable practices, for example, to move all technical processing to one location.
- **Materials** - By comparison, Cavan Monaghan Libraries spent a lower amount on materials than others serving a similar population, and held a smaller collection of unique titles as well. The comments on the community survey did have praise for the collection, but also identified the need to have new titles and a better selection of DVDs. It is also important to note that in the community survey (question 6), 27% of respondents came to the library to get books and another 19% came for DVDs. It is important to note that over the past few years, the library collection budgets have been split between the two facilities, with selection resting at the branch level. While it is difficult to spread a collection budget to meet everyone’s demands, it may be necessary to better coordinate purchases between the two locations to help the library acquire a larger selection of unique titles. Of the 17 multi-site libraries in area counties (Peterborough, Northumberland, Hastings, Prince Edward & Haliburton), all but one or two have assigned the task of selection by age or format rather than geographical location. That is, there is one person responsible for selecting all of the adult fiction titles for the library system and another for the children’s titles, rather than selecting materials for a specific branch. This allows them to select titles which can go to any collection, and moves materials around between locations (as a system item). According to the community survey, 42% of respondents said that they sometimes use both branches, and although 54% never use both branches, it is possible to move materials between branches. It is also possible that the library system might investigate other sources of funding for special purchases, for example, to apply to the Ontario Trillium Foundation to enhance the Children’s Picture Book collection. Based on the amount

of money available, and comments received in the survey, a further study of the current collection development practices may be warranted, including the availability and purchasing of ebooks to meet their growing demand.

- **Promotion and relevance in the community** - The Cavan Monaghan Libraries presently has a website with information about the library. Through that website, users have access to a monthly newsletter called “What’s happening at your library!” In the community survey, 27% found out what was happening in the library through the website and 17% from the library newsletter. Through these tools, the library is able to promote its services and programs. At the same time, the responses in the community survey reflected a concern. In answering the question about threats to the library, some felt that the library needed to do a better job of promoting itself in the community. One comment, for example, was “this includes working with other community organizations to co-promote services to ensure that new community members know what is available, ditto for new parents, etc. Often when I talked to new members of our community they might not even know that the library is there, since they tend to focus more on what is available in Peterborough”. The use of the library, as measured by membership, is reflected in the statistics reported in the Annual Survey of Public Libraries. Of the 21 libraries in the population group, despite having the 14th smallest population of the group, the Cavan Monaghan Libraries had the 4th smallest number of active card holders at 2526 in 2010. Part of the issue is often that rural communities, such as this one, have a lower percentage of active card holders than towns, but the percentage of active card holders should be at least 30% to 35% of the total population, even in a rural area and this library is at 27%. Given this statistic, the library must explore ways to increase membership and to promote the space and services of the library to its community.
- **Programs** - Within the Environmental Scan, programs is presented as an opportunity for the library. One comment in particular, summarized comments from the survey as well – “CML should continue to provide on-site programming and activities. Story time, book clubs, special activities, etc attract people into the building. It should continue to increase its virtual presence including online book clubs, chat spaces, etc.”
- **Facilities and Equipment** –
 - Millbrook** - The space at the Millbrook branch was expanded from covering just one side of the main floor to include a room across the hall. This has allowed the collection to be spread out, and the space in the original section to be re-arranged. The community survey did identify noise as an issue in this branch. The noise seemed to be from small children and the computers/playing games. It may be possible to identify some space in this branch which is a quieter area, and it is definitely worth exploring the use of headphones on the computers, either supplied by the library or by the patron. Both practices are becoming quite common in public libraries.
 - Bruce Johnston** - At the Bruce Johnston branch, the library space has also been expanded to include the room on the other side of the entrance. There were no specific comments about the interior space at this branch.
 - Exterior space** - Given the interior space, and the funding restrictions which have come to affect the public opening hours, it may also be worth exploring the exterior space at both branches. A number of libraries in the area have created garden space, often with tables and chairs, which serve as wireless hotspots, both during regular library hours and as an extension of regular hours. This option would be worth exploring, as more would be served by the library, although in a specific, more limited way, without the library being open and staffed. The possibility of having a canopy covering the front entrance to the Millbrook Branch is also something that could be explored further, as original plans to build the canopy were not finalized and funding was not secured.

The Vision and Mission Statements

A vision statement outlines what the organization wants to be, and, as noted, it is a long-term view and concentrates on the future. At the present time, the Cavan Monaghan Public Library does not have a vision statement. At the same time, the library does have a mission statement. By definition, a mission statement defines the purpose of an organization, describing why it exists and what it does to achieve its vision. The present mission statement for the library is:

Cavan-Millbrook-North Monaghan Libraries are committed towards providing, for the residents of this municipality, the best library facilities and services possible to promote life-long learning. We strive to make available for all residents, free of charge, books and materials in all media formats, including electronic, audio and visual, in a wide range of topics for research and pleasure. We will attempt to build bridges with groups in the community, providing a space where people can gather and share in their heritage and culture. We will also provide programming, for all ages that promotes literacy and learning. All of this we will offer in facilities that provide equal and equitable service, are as comfortable and welcoming as possible, and serve as portals to a wider world.

It is not a requirement that a library have both a vision and mission statement, however, it is quite common to have both. The Mission Statement is comprehensive, but lengthy, and uses the older name of the municipality. Comments received during the environmental scan suggest that the mission statement might be altered to reflect today's digital resources. Elements of the statement could be used as a vision statement. For example,

- **Draft Vision Statement** - Cavan Monaghan Libraries strive to provide the best library facilities and services possible for the residents of this municipality, serving as a portal to the wider world.
- **Draft Mission Statement** - Cavan Monaghan Libraries will make available, free of charge, materials in a variety of formats, in a wide range of topics for research and the enjoyment of the township residents. We will attempt to build bridges with community groups, and provide programming, for all ages that promotes literacy and learning. All of this will be offered in facilities that provide equal and equitable service, and are as comfortable and welcoming as possible.

Strategic Directions:

Based on the information gathering undertaken, it is important for the library to identify specific key strategic directions to create a roadmap through which the library will move over the next four years.

Strategic Direction #1: Enhance Communication

The Cavan Monaghan Libraries will strive to facilitate a communication process that allows us to be known by every member of our community.

Strategy	Action Step
Goal 1 – Communication – Cavan Monaghan Libraries will engage the community effectively.	Action 1 – Enhance the existing library newsletter to increase focus on library services in addition to programming, for example, a “did you know” section about hours or top 10 circulations, space, how to use wireless...
	Action 2 – Distribute the newsletter to individuals, in addition to posting on the web and handing out at the library.
	Action 3 – Review the content and style of the website to ensure that the website has the latest information on library hours and activities, is constantly updated and reflects the professional image of the library.
	Action 4 – Review directional signage within the Township to increase visibility of library locations.
	Action 5 – Review and optimize the library’s virtual presence on the internet and in social media

Strategy	Action Step
Goal 2 – Programs/Events – Cavan Monaghan Libraries will work to increase the number of programs and events available through the library.	Action 1 - Create a program/event plan that responds to the diverse interests and needs of all patrons, without duplicating the activities of other groups and organizations in the community.
	Action 2 – Plan special events for other targeted groups, e.g. seniors with a social hour, game of bridge or Wii games (or similar)

	<p>Action 3 – Promote the library to groups within the Township and engage them in the library and to sign up as patrons, e.g. provide library instruction for groups such as scouts, guides and homeschoolers, offer tours of library</p>
--	---

Strategy	Action Step
<p>Goal 3 – Community Engagement – Cavan Monaghan Libraries will ensure that there is two-way communication to and from the community on an ongoing basis. (Programs delivered outside the library)</p>	<p>Action 1 – Promote the library to specific groups and organizations within the community and engage them in the work of the library, e.g. speaking with seniors’ organizations, at the schools</p>
	<p>Action 2 – Promote the library by participating in community events to create awareness of the Library within the community.</p>

Strategic Direction #2 – Enhance Value of Services and Resources

The Cavan Monaghan Libraries will strive to enhance and grow our range of resources and services.

Strategy	Action Step
<p>Goal 1 – Collections – Cavan Monaghan Libraries will ensure collection development in both print and electronic formats optimal for information and reading pleasure.</p>	<p>Action 1 – Develop and write a coordinated collection plan for all areas of the library, ensuring that the collections held at each branch are relevant in content and format for all patrons.</p>
	<p>Action 2 – Increase number of unique titles available in the collection, with the aim of a 20% improvement over the levels in 2013 (26,083)</p>
	<p>Action 3 – Enhance usage of library collection; work to increase circulation of the collection by at least 10% over 2013 circulation levels (56,191)</p>
	<p>Action 4 – Increase awareness and use of the e-books available to the patrons of the Cavan Monaghan Libraries</p>

Strategy	Action Step
<p>Goal 2 – Facility – Cavan Monaghan Libraries will strive to more effectively use both the Millbrook and the Bruce Johnston branches.</p>	<p>Action 1 – Review the physical space at the Millbrook branch, including consideration of, but not limited to, the creation of a quiet area; the library as a community gathering space; kid-friendly space</p>
	<p>Action 2 – Review the outdoor space at both branches, including consideration of, but not limited to, the access to wireless technology in that area and the availability of tables and chairs outdoor and under cover. Also consider the addition of a canopy over the front entrance of the Millbrook Branch.</p>

Strategy	Action Step
<p>Goal 3 – Technology – Cavan Monaghan Libraries will make the best use of technology to deliver effective library services.</p>	<p>Action 1 – Ensure sufficient IT support to look after the library’s systems, for patron training and in the planning/implementation of technology.</p>
	<p>Action 2 – Create and review a technology plan / IT Strategic Plan to ensure that the library is implementing and making effective use of new technology</p>

Strategy	Action Step
<p>Goal 4 – Hours of service – Cavan Monaghan Libraries will have service hours that best meet the needs of the community, within the confines of the budget.</p>	<p>Action 1 – Review the community survey results to glean ideas about the most optimal hours of service</p>

Strategy	Action Step
<p>Goal 5 – Funding – Cavan Monaghan Libraries will work towards sourcing funding options to offset the contribution from the municipality</p>	<p>Action 1 – Create a Planned giving policy including brochures and information sessions</p>
	<p>Action 2 – Apply for all applicable grants to help with special projects and staffing</p>

Strategy	Action Step
Goal 6 – Program and Service Creation/Measurement – Cavan Monaghan Libraries will continuously assess delivery of programs and services	Action 1 – Through the combined method of focus groups/surveys/board/staff discussions, assess suitable service levels. This may include adding new programs or scaling back existing activities.

Strategic Direction #3: Enhance Organizational Capacity

The Cavan Monaghan Libraries will strive to exceed the minimum requirements of a well-run public library in Ontario.

Strategy	Action Step
Goal 1 – Policies – Cavan Monaghan Libraries will have a complete set of governance and operational policies as recommended in SOLS publication, <i>Trillium Public Library: Sample Policies, Library Development Guide #4</i>	Action 1 – Create a list of policies with creation dates, review dates.
	Action 2 – Put policies on board agenda for review and adoption.
	Action 3 – Ensure that the library policies are in compliance with the legislative requirements, including but not limited to health, safety, violence and harassment.

Strategy	Action Step
Goal 2 – Board – The Library Board will deal effectively with its governance responsibilities.	Action 1 – Ensure that each board member receives an orientation to the library, whether they are appointed at the time of the municipal elections or at any time during the term.
	Action 2 – Create an agenda item for reviewing board roles and responsibilities, using the SOLS publication, <i>Library Board Development Kit</i> as the guide.
	Action 3 – Create a legacy document to ensure transition from one board term to the next.

Strategy	Action Step
Goal 3 – Staff – Cavan Monaghan Libraries will ensure that there are sufficient staff members to implement the programs and services at the optimal level.	Action 1 – Undertake a review of the number of circulations per hour, and the staffing levels compared to other public libraries in the area
	Action 2 – Train staff to be an effective bridge between patrons and the library resources located at both branches by offering continual training in reference and readers’ advisory work

	Action 3 – Assess competencies of current staff related to electronic resources, ensuring that each staff members participate in at least two relevant training activities.
	Action 4 – Review budget levels for staff development and training to ensure that the amount spent on this activity is 1% of the staff budget (e.g. 1% of \$165,000 budget is \$1650)
	Action 5 – Ensure that performance evaluations are completed for every staff position.
	Action 6 – Explore volunteer or student internships to perform non-mission critical enhancements

Strategy	Action Step
Goal 4 – To develop "Key Performance Indicators" to measure actions/goals as well as measure Board and Staff performance	Action 1 -
	Action 2 -
	Action 3

Review process

Each year during the period of the plan (April 2015 to December 2018), the strategic directions and goals should be evaluated to see if the plan is on target.

Each year, any action items not completed in the previous year, with reason, could be carried over to the next year. New action items within the goals can be created. Prior to the end of the four year term, the Strategic Plan for the library should be reviewed in its entirety to measure success and to plan for the next four year period. Ideally, a new strategic plan will coincide with each new session of Council, when new library board members are appointed. This will help provide the new board with some direction and a review of the previous board accomplishments and challenges.

Appendix A

Cavan-Monaghan Libraries Statistics

Total population of Cavan Monaghan Township:

Census population 2006:	8,828
Census population 2011:	8,601
Total estimated population (2013):	8,732
Projected population 2018:	8,500
Projected population 2023:	8,289

(Source: <http://peterboroughcanada.com/get-to-know-us/our-community-all-heart/cavan-monaghan/cavan-monaghan-facts/>)

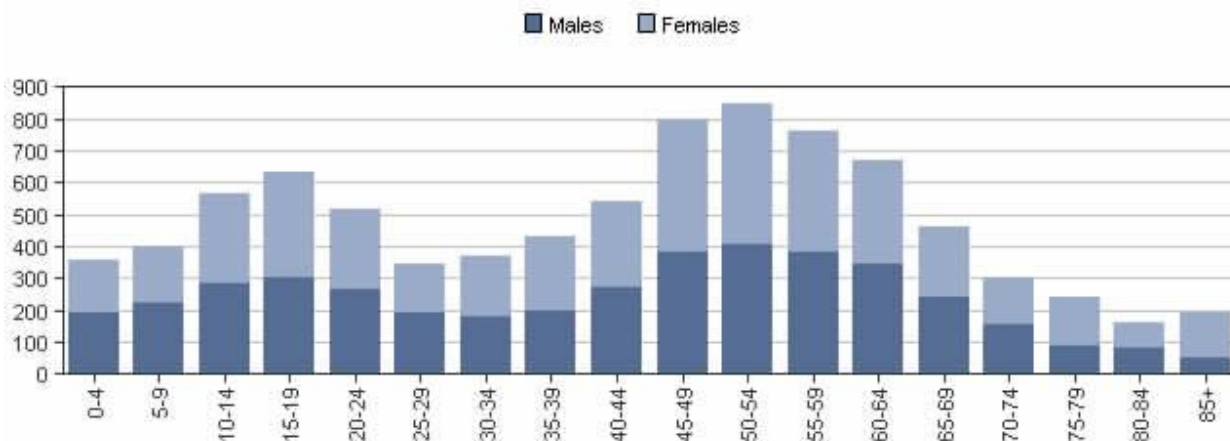
Population Density: 28.1/km² (73/sq mi)

Land Area: 306.22 km² (118.23 sq mi)

Age Distribution

Age groups	Both sexes	Males	Females
0 to 14	15.5%	16.4%	14.6%
15 to 64	68.8%	69.2%	68.4%
65 and over	15.8%	14.5%	17.0%

Broad age groups by sex	2011	2006	change	% change
Total	8,600	8,825	-225	-2.5
0 to 14	1,330	1,575	-245	-15.6
15 to 64	5,915	6,080	-165	-2.7
65 and over	1,355	1,175	180	15.3



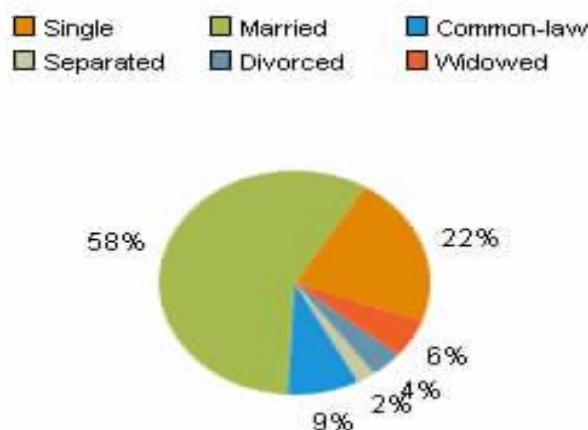
Median age

	Median age - 2006	Median age - 2011
Canada	39.5	40.6
Ontario	39.0	40.4
Cavan Monaghan Township	42.5	45.9

Family relationships

In 2011, the number of census families² in Cavan-Monaghan was 2,635, which represents a change of -0.2% from 2006. This compares to a growth rate for Canada of 5.5% over the same period.

In Cavan-Monaghan, 78.2% of census families were married couples in 2011, while 12.0% were common-law-couples and 9.7% were lone-parent families.



Household type ⁴	Cavan-Monaghan, TP		Ontario		Canada	
	number	%	number	%	number	%
Total private households	3,095	100.0	4,887,505	100.0	13,320,615	100.0
Couple-family households with children aged 24 and under at home	1,065	34.4	1,402,420	28.7	3,524,915	26.5
Couple-family households without children aged 24 and under at home	1,240	40.1	1,408,120	28.8	3,935,540	29.5
Lone-parent family households	220	7.1	535,825	11.0	1,375,450	10.3
One-person households	465	15.0	1,230,980	25.2	3,673,310	27.6
Multiple family households	55	1.8	128,660	2.6	268,060	2.0
Other households	55	1.8	181,500	3.7	543,340	4.1

Languages spoken

In Cavan-Monaghan, 94.4% of the population reported English only as mother tongue, 0.9% reported French only, and 4.4% reported a non-official language only, in 2011.

In comparison, the provincial / territorial percentages were 68.2% for English only, 3.9% for French only and 25.7% for only non-official languages.

(Source: <http://www12.statcan.gc.ca/census-recensement/2011/as-sa/fogs-spg/Facts-csd-eng.cfm?LANG=Eng&GK=CSD&GC=3515013>)

Education

Highest Level of education completed, among those aged 15 and over

- No certificate, diploma or degree - 24% - (provincial average is 22%)
- High school certificate or equivalent -26% - (provincial average is 26.7%)
- Apprenticeship/Trade certificate - 10% -(provincial average is 8%)
- College, CEGEP or other non-university -26% - (provincial average is 18.4%)
- University certificate or diploma before the bachelor level - 2% - (provincial average is 4%)
- University certificate, diploma or degree - 13% - (provincial average is 20.4%)

Occupation

- Sales and service (22%)
- Art, Culture, Sport (3%)
- Trade (21%)
- Primary industry (5%)
- Business (17%)
- Science (5%)
- Management (8%)
- Health (6%)
- Government, Religion (7%)
- Processing and manufacturing (7%)

Industry

- Other services (19%)
- Finance and real estate (3%)
- Business services (17%)
- Wholesale trade (5%)
- Manufacturing (13%)
- Agriculture and other resource-based industries (7%)
- Health care and social services (11%)
- Educational services (8%)
- Retail trade (9%)
- Construction (8%)

Mode of transportation

- Car (as driver) (90%)
- Public transit (1%)
- Car (as passenger) (9%)

Earnings and income




Overall Median income: \$28,398 CAD
 Median income after tax : \$25,690 CAD

Average family size: 3.0
 Families median income in 2005: 75,770 CAD





Average household size: 2.9
 Household's median income in 2005: 73,654 CAD

Number of Persons aged 15 and over, with earnings = \$5,380

Median earnings




Cavan-Millbrook-North Monaghan:		27,367 CAD
Townships' average:		23,616 CAD
Ontario:		29,335 CAD

Male/Female split on median earnings





	Male		Female	
Cavan-Millbrook-North Monaghan		35,457 CAD		21,962 CAD
Ontario:		35,702 CAD		23,755 CAD

Number of Persons aged 15 and over, with earnings who worked full year = 2,785

Median earnings

Cavan-Millbrook-North Monaghan:		47,410 CAD
Townships' average:		38,994 CAD
Ontario:		44,748 CAD

Male/Female split on median earnings

	Male		Female	
Cavan-Millbrook-North Monaghan		52,142 CAD		39,940 CAD
Ontario:		50,057 CAD		38,914 CAD

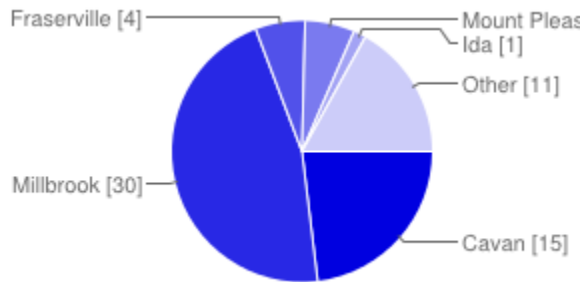
Other Information

- The vast majority of people in Cavan-Monaghan Township are Canadian Citizens, whose first language is English, and there are very few immigrants or non-English speaking people.
- 89.31% of residents of Cavan-Monaghan Township had the same home as they did 5 years ago, a little higher than the Provincial average of 86.60%.

(Source: <http://www.city-data.com/canada/Cavan-Millbrook-North-Monaghan-Township.html>)

Appendix B Summary of Library Community Survey

1. Where do you live?

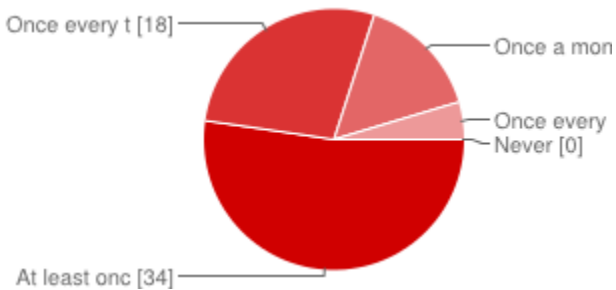


Cavan	15	23%
Millbrook	30	46%
Fraserville	4	6%
Mount Pleasant	4	6%
Ida	1	2%
Other	11	17%

2. What age groups live in your household?

Age	Number of responses	Percentage among respondents
0-5	20	19%
6-18	21	20%
19-55	37	35%
55+	29	27%

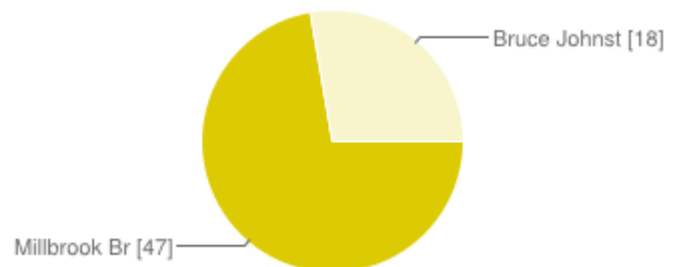
3. How often do you visit the Library?



Time	Number of responses	Percentage of responses
At least once a week	34	52%
Once every three weeks	18	28%
Once a month	10	15%
Once every six months	3	5%
Never	0	0%

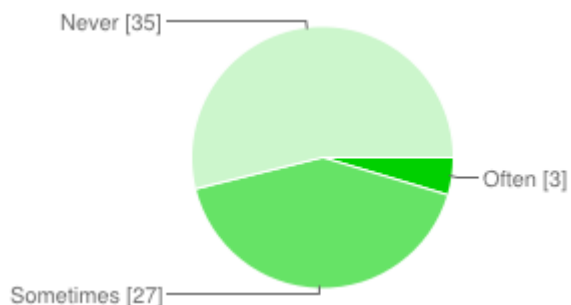
4. Which Library Branch do you visit the most often?

Branch	Number of responses	Percentage of responses
Millbrook	47	72%
Bruce Johnston	18	28%



5. Do you use both Branches?

Often 3 5%
 Sometimes 27 42%
 Never 35 54%



6. When you visit the Library, what are your reasons?

Reason	Number of responses	Percentage of responses
Books	59	27%
Reference/research	12	6%
Children's collection	20	9%
Young adult/teen area	12	6%
DVDs/Videos	41	19%
Photocopier	7	3%
Magazines/Newspapers	17	8%
Computers	13	6%
Children's programming (Story time, special events)	23	11%
Movie Night	13	6%

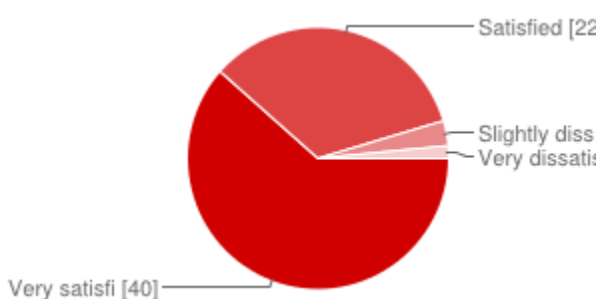
7. If you HAVE NOT visited the Library in the past year, which reasons describe why?

Reason	Number of responses	Percentage of responses
No time	1	20%
Library is only for children	0	0%
Inconvenient hours	0	0%
The Library would not have what I need	1	20%
Buy books instead	1	20%
Use internet	1	20%
In the past I didn't find what I needed	1	20%
Too far away	0	0%
Service at the Library could be better	0	0%
I don't know where the Library is	0	0%
I don't need a Library	0	0%
It's too difficult for me to get to the Library	0	0%
I don't feel welcome at the Library	0	0%
Library is not accessible for those with physical limitations	0	0%
Other	0	0%

8. How do you find out about what is happening at the Library?

Reason	Number of responses	Percentage of responses
Friends/Family	8	13%
Posters around town	3	5%
Library Website	17	27%
Library staff members	15	24%
Local publications (ie newspapers)	9	14%
Library newsletter	11	17%

9. Overall, how satisfied are you with Library services?



Reason	Number of responses	Percentage of responses
Very satisfied	40	62%
Satisfied	22	34%
Slightly dissatisfied	2	3%
Very dissatisfied	1	2%

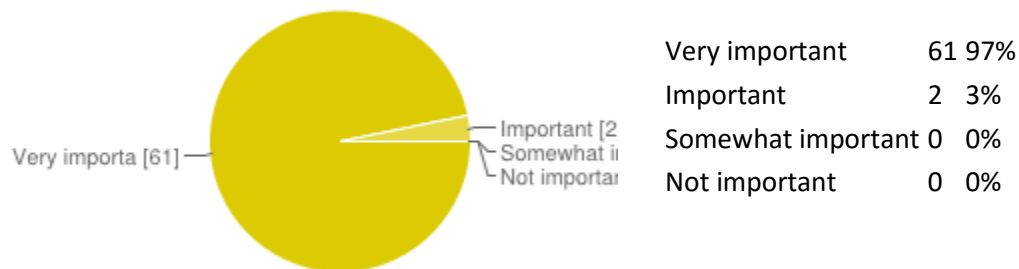
10. What would you like to see improved at the Library Branch you visit most?

Summary of topics mentioned: Hours= 17 times; Materials (type and quantity) = 13; Programs = 4

Theme 1	Theme 2	Submitted comment
coffee	Noise	• Pay as you go Coffee No Loud Talking Permitted
computers		• Computers updated in the future.
general		• I love the Library!
general		• Nothing. They do a great job and should be supported fully be everyone in the community.
hours		• Open more hours. As a community we could work on more collaboration with other groups to make the library even more of the hub of the community.
hours		• I would like the BJ hours to be expanded. I find it hard to keep track of which branch is open when and end up not using the library at all. I used to use the BJ branch 1 to 2 times per week now hardly at all.
hours		• I am an early bird and would like it open at least 10: AM as 11 am is lunch time I like the 12 noon news
hours		• more "open" times - now down to 3 days
hours		• more hours
hours		• I would like to see Bruce Johnston library have longer open hours
hours		• extended hours
hours		• Some extra hours would be nice. Getting home at 6:30pm most evenings makes it a rush to get to the library before it closes at 7:00pm on Tuesday or Thursday. The previous 8:00pm close time was very accommodating to that.

hours		<ul style="list-style-type: none"> • Longer hours
hours		<ul style="list-style-type: none"> • I would love to see the library opened for additional hours.
hours		<ul style="list-style-type: none"> • More money so we can open BJ more often.
hours		<ul style="list-style-type: none"> • OPEN MORE OFTEN
hours		<ul style="list-style-type: none"> • LONGER HOURS
hours		<ul style="list-style-type: none"> • open more and longer hours
hours		<ul style="list-style-type: none"> • The recent changes to the hours at Bruce Johnson are very restricting. There is only one night a week when I can make it to the library!
Hours	materials	<ul style="list-style-type: none"> • Longer hours. Expanded DVD Selection.
Hours	programs	<ul style="list-style-type: none"> • more hours (in the evenings) book club for kids (social nights)
materials		<ul style="list-style-type: none"> • MORE NEW BOOKS (RECENTLY PUBLISHED)
materials		<ul style="list-style-type: none"> • More new books + DVDs
materials		<ul style="list-style-type: none"> • Note: the response below was emphatically marked with extra X's Note: above response was circled emphatically. MORE CD'S MORE BOOKS!
materials		<ul style="list-style-type: none"> • More BBC, British series and PBS DVD's would be welcome
materials		<ul style="list-style-type: none"> • Bigger selection
materials		<ul style="list-style-type: none"> • To have maybe the New Movies and maybe Military books
materials		<ul style="list-style-type: none"> • NEWER BOOKS
materials		<ul style="list-style-type: none"> • If the library purchases a book in a series, it should purchase the whole series, so that we don't have to go through the hassle of inter-library loans. The children's chapter book collection at the Millbrook Branch should be improved (Bruce Johnston is much better)
materials		<ul style="list-style-type: none"> • A better selection of books on CD. Most current and literary books are available on CD now. These are hard to find in the current collection much of which is trash.
materials		<ul style="list-style-type: none"> • More copies of popular books so that when one is on loan there are others available. - Wheat Belly
materials		<ul style="list-style-type: none"> • More DVDs movie selection
materials		<ul style="list-style-type: none"> • Better selection of DVDs/videos
materials	e-books	<ul style="list-style-type: none"> • More e-books available. Waiting lists are very long. Sometimes wait months for a copy of a book.
money		<ul style="list-style-type: none"> • Cavan Monaghan should invest more in their libraries. They are IMPORTANT to the Township.
noise		<ul style="list-style-type: none"> • The small children tend to be a little noisy while using the computers and playing games, but the staff has posted a sign asking for respect to other patrons and it seems to be working.
programs		<ul style="list-style-type: none"> • I'd love to see more book talks about books for adults, or author readings where authors come in and read from their books and offer to sign books.
programs		<ul style="list-style-type: none"> • I love how our library has so many activities and programs for my children and daycare children, but I fear there is not enough participation of other families and may lose these programs. Maybe if there was more advertising and information getting to families, there would be more participation?!
programs		<ul style="list-style-type: none"> • Increased children's programs especially in the evenings and summer and more accessibility at night.
space		<ul style="list-style-type: none"> • ADULT Section - unable to browse bottom two shelves - too low to Floor - suggest child's on these shelves
space		<ul style="list-style-type: none"> • Used library books for sale-they're not prominently displayed

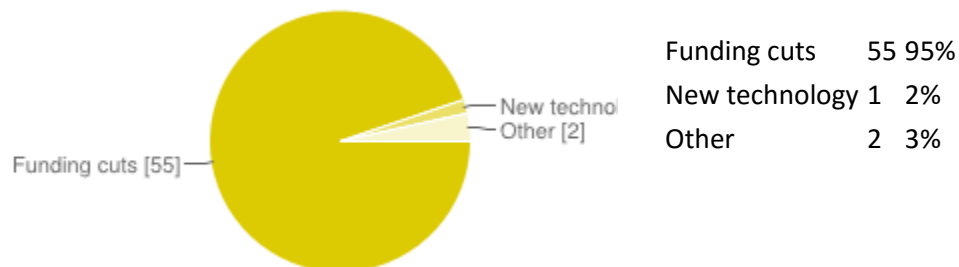
11. How important is the Library as a community service?



12. Please rate the importance of each of the following items

	Important		Not-important	
	Number	Percentage	Number	Percentage
Books, magazines, DVDs, CDs	55	96%	2	4%
Technology (access to computers, laptops, etc.)	49	84%	9	16%
Children's programming	49	88%	7	13%
Community gathering place	48	91%	5	9%
Adult programs	47	84%	9	16%
Internet access/WIFI	47	89%	6	11%
Online databases	41	82%	9	18%
Downloadable eBooks/audiobooks/videos	40	83%	8	17%
Teen/Young Adult programs	39	78%	11	22%
Help with job searches and career changes	36	71%	15	29%
Government eServices (ServiceOntario)	32	74%	11	26%

13. What is the biggest threat to your Library?



14. Please explain why you consider this a threat to the Library.

- Hours and programming cuts due to financial decisions not lack of need.
- Currently both libraries serve me very well (with inter-branch lending) but with impending budget cuts this excellent service is in jeopardy.
- The libraries are my only link to the community and the only service that is not mandatory that I use in town. I rely upon the libraries to bring in new books, audio books and DVD's with budget cuts this service is under threat.
- I enjoy bringing my children to the child' programming, especially during the summer. I'm afraid this will not be available for the kids as they enjoy it very much
- Govt seems more intereseted in giving themselves raises and sending money overseas than providing services to Canadian citizens
- THE LIBRARY SHOULD BE OPEN TO THE COMMUNITY EVERYDAY
- Reduced services

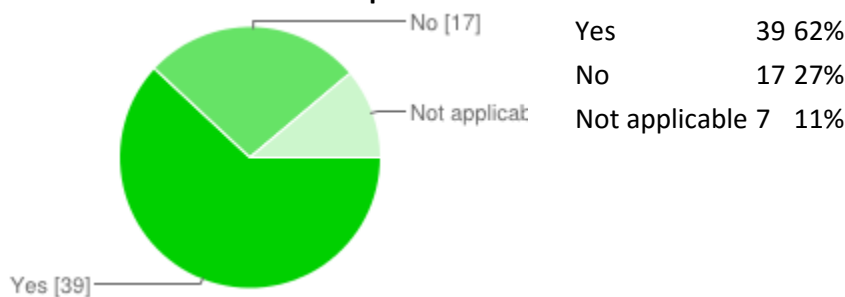
- I am concerned that the Bruce Johnson branch will be shut down. It is convenient for a lot of people, myself included, and Millbrook is not for everyone. I don't think our library services should be cut. It is very, very important.
- No opinion
- I feel this is a threat for many reasons 1. Libraries are the heartbeat of the community 2. Loss of jobs/cutting hours 3. Books in real format are a work of art.
- Funding cuts restricts the amount of books that can be purchased.
- If we have funding cuts, there will be less programs available as well as the possibility of less hours of the library being opened with the properly staffed
- The library already has restricted hours. Additional funding cuts mean fewer hours, in addition to fewer programs, etc.
- If there are funding cuts to the library, the upkeep inside will not be maintained. New books will not be available. Most importantly, hours will become shorter.
- officials may not see library services as a priority to tax payers & the community
- The library will not be able to replace old/out of date materials & technologies. It will, therefore, fall behind and that is a terrible shame. --- Handwritten for question below: Or redirect some tax money!
- Must keep up with the times + modern technology
- Cuts staffing and creates less open hours and less programming.
- As above, Cavan Monaghan should invest more in their libraries. They are IMPORTANT to the Township.
- I worry that with the recent cuts there were job losses with the library staff and a shortening of hours. The library functions as a community center and a meeting place for young families.
- Cutting funds to the libraries just reduces the quality and number of necessary programs and services required for a well-rounded community. We must impress strongly, the need for our young to read more and ensure we have a literate future. Libraries, whether used regularly or just once in awhile, are a necessary part of our foundation as a first world society.
- I think there are several threat to the libraries. Yes, funding cuts and technology are some of them, but so it a lack for community focus on the library services in general. The libraries have done a fine job of adopting and adapting to technology and to incorporating technology including accessibility to technology. I think it is important that the libraries keep up the good job of staying relevant in a changing world, and of maintaining a status as a community hub where one can easily gain access to a wide variety of services. This includes working with other community organizations to co-promote services to ensure that new community members know what is available, ditto for new parents, etc. Often when I talked to new members of our community they might not even know that the library is there, since they tend to focus more on what is available in Peterborough. I think it is important to get the info out as to what is available right here... and more creates more again.
- More people are using technology to read books etc. I do not have computers ipod etc at home I still like paper books but young don't
- Funding cuts threaten the future of the library by reducing opening hours and programming.
- The library is a place where all can access the materials needed for further learning - whether as a student or adult. It does not require money and allows those who would not otherwise be able to access both print and technology, to do so. Access to these services is necessary for all.
- Funding cuts serve to cut short that window of opportunity in the amount of hours the library is open, and might lead to restrictions in what is available.
- I am not really sure. I have read that that funding cuts are the issue....I dont really know much about this area.
- I would not be willing to increase taxes...unless those from outside our Township were charged for a membership...I pay for a membership in PTBO.

- Electronic reading - downloading
- because without funding they can't continue to operate
- We need the hours to stay as they are - even longer in the evening for working families. This library is a central hub - shame on council for considering to cut hours!
- There are already cuts in hours of operation + we do not need more cuts
- we are a rural based library, the way government spends funding
- Because there is only so much to share with all community activities, and user of the Library aren't as vocal as some other groups, so can get over looked.
- Funding cuts mean possibly fewer staff - therefore less assistance. It also means less availability to the newest, most up to date books and DVDs
- no funds = less open library times no funds = fewer experienced people employed
- OBVIOUS

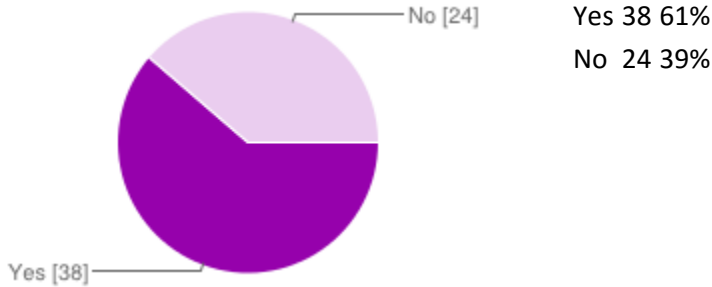
Reducing services/hours for library staff means that less people use the library and it can offer less services for the community.

- Library cannot adapt without money to anticipate and react appropriately.
- Funding Cuts = Shorter hours, fewer staff, reduced collections
- LESS FUNDS = LESS SERVICES = LESS PATRONS = LESS FUNDS ETC. = VICIOUS CIRCLE/LOSS OF LIBRARY
- MORE SERVICE = MORE MONEY THEY ARE AT THEIR LIMIT NOW - DON'T CUT ANY MORE
- Hours for the library have already been reduced because the library was given less funding.
- It will really impact the services, accessibility and resources offered at the Library. Literacy and accessibility is extremely important in the 21st century and in a small community.
- Note: Two question marks beside the response above THINK THAT IF + WHEN CUTS COME - IT WOULD BE EASY FOR A COUNCIL TO CUT - AS - THE PEOPLE WHO USE THIS LIBRARY MAY (previous word double underlined) NOT VOICE THEIR OPINION Note:15's response had written below it HOWEVER WOULD LIKE TO SEE SOME MONIES FOR THIS SPECIFICALLY
- Not everything you can access on the Internet will remain 'free' in the long run. Libraries should be maintained so that the democratic right to access to information is upheld and a cost shared by everyone.
- Hours have already been reduced and staff have had to get creative for funding. My children love the library. I would hate for programming to stop.
- Funding cuts limit hours, staff and material, the main benefits of any library.
- Reduces hours and programs
- LESS MONEY TO SEND ON BOOKS ETC.
- Note: written below Question 15 "(why not a fee to use the computers + keep them update?)"

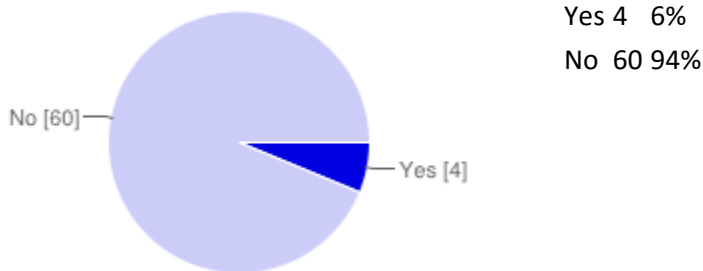
15. Would you be willing to pay more taxes than you currently do for Library services to ensure that library services are maintained and improved?



16. Did you know that the library is a charitable organization and that donations can be made and official receipts given?



17. Do you have physical or other challenges or accessibility issues?

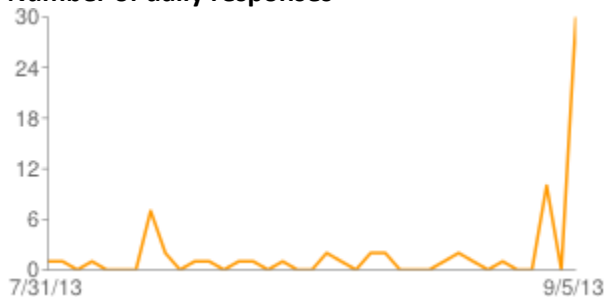


18. How can the Library better accommodate your accessibility needs?

- Improve the selection of books on CD
- see Question # 10 - elderly - physical abilities See Question # 10
- It is doing so now with good materials and equipment and friendly, knowledgeable, helpful staff. This needs to continue, through proper funding.
- NA Perhaps you could use volunteers in parts of the Library, such as story time for the children
- Have recently had mobility issues. A mobile outreach program would have been great.
- unsure

19. Optional - Contact information: Name, email address or telephone number (information removed)

Number of daily responses



Appendix C

Results of Environmental Scan

To help the Cavan-Monaghan Libraries with its strategic planning initiative, the following questions were answered by community stakeholders:

A) The Mission of the Cavan-Monaghan Libraries:

Mission: A mission statement defines the fundamental purpose of an organization or an enterprise, succinctly describing why it exists and what it does to achieve its vision.

Present mission statement:

Cavan-Millbrook-North Monaghan Libraries are committed towards providing, for the residents of this municipality, the best library facilities and services possible to promote life-long learning. We strive to make available for all residents, free of charge, books and materials in all media formats, including electronic, audio and visual, in a wide range of topics for research and pleasure. We will attempt to build bridges with groups in the community, providing a space where people can gather and share in their heritage and culture. We will also provide programming, for all ages that promotes literacy and learning. All of this we will offer in facilities that provide equal and equitable service, are as comfortable and welcoming as possible, and serve as portals to a wider world.

1. What do you think of the Cavan-Monaghan Libraries' (CML) Mission? Is there anything you would change about the Mission?

- *The CM Libraries mission statement covers all the important purposes/functions that the library now addresses. It focuses the users and highlights all of the resources available. Going forward I think it will be important to highlight, even more, the digital/virtual presence of the library. I feel that it will need to be a major focus going forward.*
- *It seems comprehensive.*
- *Concerned about the hours of the library. Availability of the internet and electronic resources is important. Not a user of the library because of the hours of operation, probably wouldn't use it. Meeting rooms available for the public? Have heard that people would like this option.*
- *The mission statement encompasses many different areas.*
- *The mission has a wide range.*
- *It takes into consideration all age groups.*
- *The respondent can see nothing worth changing.*

2. How well do you think that CML is at achieving its mission?

- *The CML achieves its mission well for the members of the community who are aware of the services and able to take advantage of them. Many people are unable to make it to the library during the current business hours and do not know about all of the online resources made available through the website. When I first arrived in Millbrook and had a young family at home and I used the library several times a week. It met our needs well and I am very grateful for the services it provided. However now that I have gone back to work full-time and my children have after school activities it is no longer feasible for us to visit. I think that this is the case for many families in the community.*
- *I do not feel knowledgeable – My perception is that the library serves young families and children best.*
- *Biggest thing is availability to the community. Would like to have different hours in each branch because hours are being duplicated. Don't like to see the overlap because of the budgeting it*

increases the cost of running the library and reduces availability of the library to the community. Would like to see increased hours in the summer and less in the winter because of people being more available in the summer. Would like to look at volunteering as a source of staffing (i.e. story time).

- *Building bridges has been met with Centennial Place.*
- *Centennial Place is satisfied.*

B) Strengths Weaknesses Opportunities Threats (SWOT) Analysis:

1. Strengths – What does the library do well?

- *The Cavan Monaghan Libraries are very good at creating a warm, welcoming environment for people to meet and find resources. It provides a wide range of resources and services and is often able to source materials that it does not have quickly. As a member of the Family Centre Board of Directors I know how open the CMLs are to partnering with other community groups.*
- *My perception is that the libraries are well resourced. I have had a book supplied by the Millbrook Library from the Ontario system. The system works.*
- *Feedback from the community is positive. Don't hear negativity from the community and usually get negative feedback on other issues.*
- *Community relations. Promoting services in the community. Catering to the community.*

2. Weaknesses – What does the library need to improve upon?

- *The limited hours of operation make it difficult for some community members to take advantage of the physical library collection and the on-site services. Community members cannot just drop in during normal business hours and expect that the library is open. I have heard people say that they "can't keep the hours straight", and end up not visiting the library. An increased virtual presence and advertising of that presence will be necessary in the future of the library. Many people are accessing e books from the internet, bypassing bookstores and libraries. In order to stay relevant continued development of the "virtual library" will be needed.*
- *Define ways to involve more members of the community. Define what will become more relevant in the future. Need more patrons per hour staff time.*
- *Availability, staggering hours, volunteering, changing summer hours.*
- *Location – the Millbrook Library is out of the way for people at Centennial Place*

3. Opportunities – What services should the CML expand or what new services could they offer?

- *CML should continue to provide on-site programming and activities. Story time, book clubs, special activities etc. attract people into the building. It should continue to increase its virtual presence including online bookclubs, chat spaces etc.*
- *Focus on changing demographics – more seniors, less children – opportunities for volunteers to deliver/pickup books for shut ins, volunteers to transport shut ins to the library.*
- *Stagger operating days during the week.*
- *Volunteering, more coordination with the Family Centre. Outreach to the school. Computers.*
- *Providing a method for Centennial residents to request material. Sending books on CD and picture books*

4. Threats – What are the greatest threats to the CML and its ability to work towards achieving its mission?

- *Staying relevant in an ever-increasing digital world is the greatest threat to libraries (as physical spaces) in general. Young children are already very comfortable accessing books on tablets and computers. Most of my peers and my children's peers access reading materials digitally. Because*

of the ease and convenience of downloading material, people who once said they would never read on a tablet or phone are now doing it regularly. In order to maintain a physical library space, libraries need to attract people for reasons other than just book borrowing.

- *Competition from other sources for literacy and learning. School and e-libraries are more complete than in the past. As high school students we used the Peterborough and Trent U. libraries.*
- *Funding is the biggest concern – instability from all areas – provincial and federal and municipal. Cognisant of the changing demographic. Feedback boxes, constant comments. Better awareness of the Bruce Johnston Library.*
- *None that the respondent can see.*

C) Public Perception and the Reputation of the Cavan-Monaghan Libraries:

1. What is the general public perception and reputation of the CML?

- *CML is a well-respected member of the community. Most people understand the importance of the library in the community. People appreciate the free access to literacy materials and multimedia and the friendly atmosphere.*
- *My perception is that the reputation is good but the libraries are competing with other “entertainment” activities with bigger budgets for advertising.*
- *People don’t know about the Bruce Johnston Library. Engaging the North Cavan/Monaghan area is important.*
- *Positive perception. No other negative comments heard other than mention of having a location downtown.*

2. How well are the services offered by the CML known in the community?

- *I know that for many people the library is the hub of the community. They use it regularly, visit the website and participate in special activities. I know others in the community that aren’t even sure where the library is. They have never been to the library or considered going. They don’t know what is available to them at the library and would not know how to access the information on the internet.*
- *I believe the Board has a better measure on this than I do.*
- *People who use the services know it well. Trying to engage the new faces is important.*
- *The knowledge of the exchange is getting better known. The exchange service took a long time to gain momentum*

3. What could the CML do to make its services better known in the community?

- *Maintaining a public presence is always important. Because the libraries are not located on well-travelled routes, I think that more prominent signage at King Street/Highway 7 and 28 and other signage around the village etc. would remind people that the library exists. Continued use of Facebook and Twitter and participation in community events/hosting of community events will keep the Library in the minds of community members.*
- *1) Visit schools, 2) Visit Millbrook Manor, Centennial Place, Springville Manor*
- *Door to door – weekly newsletter. Fridge magnets worked well in advertising for election campaign and would work for Library. Bewdley library is integrated into the municipal arena or the municipal office. Long term vision for municipality is to integrate the recreational and municipal services, including the library.*
- *Centennial Place could advertise the service better and the Libraries could advertise the service*

Appendix D Library Usage Statistics

There are 58 library sites in the counties of Peterborough, Northumberland and Hastings as well as Prince Edward County and Addington Highlands. In **2012**, libraries supplied their hours open and circulation for each location. Using this data, Cavan Monaghan's Millbrook branch was 20th of 58th in terms of circulation per hour open and the Bruce Johnston branch was 26th of 58 library sites.

<i>Name of branch</i>	<i>Hours of Operation</i>	<i>Hours per week</i>	<i>Total Circulation</i>	<i>Hours/year (52 weeks)</i>	<i>Circulations per hour open</i>	<i>Overdrive/ E-books</i>
<i>Cavan-Monaghan - Millbrook</i>	<i>Tuesday & Wed: 10-8 Thurs & Friday: 10-5 Saturday: 9-2</i>	<i>39</i>	<i>34,777</i>	<i>2028</i>	<i>17.15</i>	<i>Figures do not incl. Overdrive-2,436 for system</i>
<i>Cavan-Monaghan – Bruce Johnston</i>	<i>Tuesday & Wed: 10-8 Thurs & Friday: 10-5 Saturday: 9-2</i>	<i>39</i>	<i>28,285</i>	<i>2028</i>	<i>13.94</i>	<i>Figures do not incl. Overdrive-2,436 for system</i>

In terms of direct circulation, the Millbrook branch was 13th busiest of the 58 library sites and the Bruce Johnston branch was 17th. Here are the figures for libraries listed 10th to 18th give you an idea (Bridgenorth is 8th and Campbellford is 9th; Keene was 19th)

<i>Prince Edward – Wellington</i>	<i>Tues 2-8 Wed., Fri. & Sat: 10-4 Thursday: 2-6</i>	<i>28</i>	<i>43,650</i>	<i>1456</i>	<i>30.0</i>	<i>Does not include Overdrive</i>
<i>Stirling-Rawdon</i>	<i>Tues to Thurs: 10-7 Fri and Sat : 10-3</i>	<i>37</i>	<i>42,326</i>	<i>1924</i>	<i>21.99</i>	<i>Does not include Overdrive</i>
<i>Cramahe – Colborne *</i>	<i>Monday 3-8 Tues. & Thurs: 11-8 Friday & Sat : 11-4</i>	<i>33</i>	<i>41,441</i>	<i>1716</i>	<i>24.15</i>	<i>Circ figure includes Overdrive (880 for system)</i>
<i>Cavan-Monaghan - Millbrook</i>	<i>Tuesday & Wed: 10-8 Thurs & Friday: 10-5 Saturday: 9-2</i>	<i>39</i>	<i>34,777</i>	<i>2028</i>	<i>17.15</i>	<i>Figures do not incl. Overdrive-2,436 for system</i>
<i>Selwyn (Lakefield)</i>	<i>Tues & Fri: 10 - 5 Wed & Sat: 10–2 Thursday: 10-8</i>	<i>34</i>	<i>34,698</i>	<i>1768</i>	<i>19.62</i>	<i>Circ figure does not inc. system circ 6412 e-books & 1488 e-audiobooks</i>
<i>Peterborough – Delafosse</i>	<i>Tues & Thurs: 2:30-7:30 Saturday: 10-3</i>	<i>15</i>	<i>30,096</i>	<i>780</i>	<i>38.58</i>	<i>Does not include downloadable</i>
<i>Tweed</i>	<i>Tues - 10-5:30; Wed - 12-7 Thurs - 4-7; Fri. - 10-5 Saturday - 10-3</i>	<i>29.5</i>	<i>28,773</i>	<i>1480</i>	<i>19.44</i>	<i>Includes overdrive</i>
<i>Cavan-Monaghan – Bruce Johnston</i>	<i>Tuesday & Wed: 10-8 Thurs & Friday: 10-5 Saturday: 9-2</i>	<i>39</i>	<i>28,285</i>	<i>2028</i>	<i>13.94</i>	<i>Figures do not incl. Overdrive-2,436 for system</i>
<i>Trent Lakes-Buckhorn</i>	<i>Tues. to Friday: 10-5 Saturday: 10- 4</i>	<i>34</i>	<i>27,100</i>	<i>1768</i>	<i>15.32</i>	

Overdrive Statistics

The figures shown below are the circulation figures for Cavan Monaghan for materials circulated from the Provincial Overdrive Consortium of e-books and audiobooks.

Total Months: 12		Total Checkouts: 2882	Total Months: 12		Total Checkouts: 1939
Month	Checkouts		Month	Checkouts	
01/09/2012		208	01/09/2011		136
01/10/2012		205	01/10/2011		132
01/11/2012		171	01/11/2011		139
01/12/2012		247	01/12/2011		142
01/01/2013		353	01/01/2012		209
01/02/2013		314	01/02/2012		189
01/03/2013		300	01/03/2012		195
01/04/2013		284	01/04/2012		233
01/05/2013		241	01/05/2012		171
01/06/2013		275	01/06/2012		170
01/07/2013		278	01/07/2012		219
01/08/2013		6	01/08/2012		4
Total Months: 12		Total Checkouts: 2882	Total Months: 12		Total Checkouts: 1939

Statistics from the Annual Survey of Public Libraries (Statistics submitted for 2010 year)

From Ministry of Tourism, Culture and Sport Website at http://www.mtc.gov.on.ca/en/libraries/statistics_2010.shtml

Library	Population (Resident)	# of Active Library Cardholders	Provincial Operating Funding	Local Operating Grant	Project Grants	Total Operating Revenues	General materials expenditure	Staffing expenditure	Total Operating Expenditures	Titles Held (Circulating-Print-English)
Wainfleet Twp	6601	2602	14,956	311,426	8,650	347,387	31,587	246,042	367,660	24,568
St. Marys	6617	3,568	10380	347,531	2,514	435,619	67,836	284,511	468,295	30,820
Blue Mountains, The Town of	6825	4228	21,060	529,588	8,225	584,016	43,068	402,227	584,700	37,835
Otonabee-South Monaghan Twp	6934	1783	19268	75,482	27,371	155,230	32,990	100,121	155,220	29,019
Renfrew	7,846	5610	16,720	311,452	6,922	375,589	37,090	339,963	438,348	40,477
Arnprior	7,846	6201	14,263	262,063	14,344	372,757	44,561	257,229	383,822	51,712
Kirkland Lake	8,125	5441	27,922	211,010	14,344	269,781	26,837	198,842	269,781	45,986
Ramara	8,355	3818	24,370	292,744	6,484	333,812	20,724	236,501	367,812	24,232
Grey Highlands	8,405	4811	21,517	203,142	20,582	302,651	27,519	214,111	302,651	43,872
West Perth	8,839	2036	20,327	152,232	16,537	303424	36,878	99,942	206,489	19,006
Leeds and 1000 Islands	9,037	3954	28,494	362,240	75,430	75,430	61,838	296,072	517,875	27,967
Rideau Lakes	9,209	4561	44,876	261,374	45,687	377,451	39,910	254,747	392,484	37,703
Cavan Monaghan	9,235	2,526	20,754	234,529	27,053	293,929	34,438	205,566	348,143	23,141
Penetanguishene	9,354	3417	13,376	310,064	11,188	417,368	36,738	275,474	358,004	55,933
Brighton	10,253	7251	29,639	203,600	10,566	262,404	51,589	180,844	259,496	32,050
Perth East	10,744	1352	19,614	172,679	33,481	252,115	27,023	125,606	238,495	20,177
Hawkesbury	10,886	6098	19,523	427,885	8,775	509,230	40,139	332,254	449,630	60,530
Brock Township	11,279	4609	21,717	547,756	19,215	625,438	33,372	405,912	589,164	50,563
Mississippi Mills	11,734	2625	31,848	391,626	26,072	487,191	50,945	330,133	470,219	50,375
Trent Hills	12,247	2,744	33,099	331,200	24,425	419,102	49,434	283,447	464,194	57,247
Ranking for Cavan (out of 20)	14th	4th smallest	11th	8th smallest		7th smallest	9th smallest	7th smallest	8th smallest	3rd smallest collection of unique titles

2010 Annual Survey Statistics (continued)

Library	# of Public access workstations	# locations	Total Annual Direct Circulation	# of programs held annually	Annual program attendance	# of items borrowed	# of items lent	Number of people using library computer workstations	No of people using public library wireless connection	# of library visits made in person
Wainfleet Twp	7	1	55,570	56	2365	613	590	4850	1750	27,000
St. Marys	12	1	165,853	430	8741	3269	4585	**	10000	**
Blue Mountains, The Town of	11	1	77,879	231	7571	1,291	979	10,800	3500	53550
Otonabee-South Monaghan Twp	13	3	52,739	127	5127	524	779	3000	100	12750
Renfrew	10	1	91,467	242	5241	1349	904	10550	3550	55,800
Arnprior	13	1	124,999	388	6,858	706	1452	9,750	3,450	91450
Kirkland Lake	10	1	44,562	188	1871	519	817	6,100	2,800	33,700
Ramara	12	2	44,197	25	1707	1169	674	12300	700	33,450
Grey Highlands	17	3	78,215	170	2,598	1,033	1627	8900	2,550	46,650
West Perth	7	1	62,185	165	2032	7288	4443	4100	300	27800
Leeds and 1000 Islands	15	4	67,040	328	4,527	1,455	1,083	6,900	7,250	34,750
Rideau Lakes	12	5	67,414	194	2289	1557	856	3650	1050	35450
Cavan Monaghan	22	2	59,075	25	1277	397	812	5600	1500	45,500
Penetanguishene	9	1	125,090	117	1162	1188	951	20500	1250	70,000
Brighton	13	2	136,065	90	1202	1,767	2409	12,550	3150	64,450
Perth East	9	1	67,042	15	2416	184	558	4,350	1,250	32,150
Hawkesbury	9	1	51,564	98	1,980	841	681	8,400	1050	57,300
Brock Township	25	3	44,693	522	3,526	838	513	6,350	300	30,600
Mississippi Mills	10	2	126,393	384	1,821	1,371	2,579	22,550	0	73,900
Trent Hills	33	3	84,528	115	1965	1855	1391	49450	13000	36150
	19th	1 of 10 multi-branch	8th lowest	3rd lowest in #		2nd lowest in borrowing	8th lowest in lending			12th in visits "busyness"

Statistics from the Annual Survey of Public Libraries (Statistics submitted for 2012 year)

From Ministry of Tourism, Culture and Sport Website at http://www.mtc.gov.on.ca/en/libraries/statistics_2012.shtml

Library	Population (Resident)	# of Active Library Cardholders	Provincial Operating Funding (inc PE)	Local Operating Grant	Project Grants	Total Operating Revenues	General materials expenditure	Staffing expenditure	Total Operating Expenditures	Titles Held (Circulating- Print- English)
Arnprior	8114	5394	\$14,263	\$268,756	\$6,483	\$390,130	\$46,516	\$310,815	\$421,530	50,808
Brighton	10928	7004	\$29,639	\$262,561	\$0	\$317,060	\$47,855	\$212,657	\$302,975	31,104
Brock Township	11345	5483	\$21,717	\$574,291	\$21,472	\$633,298	\$48,726	\$298,410	\$478,188	44,551
Cavan Monaghan	8601	2397	\$20,754	\$260,064	\$13,276	\$327,790	\$33,298	\$239,635	\$315,558	24,304
Grey Highlands	9520	5020	\$21,517	\$223,750	\$20,642	\$387,786	\$29,152	\$268,930	\$387,787	42,322
Hawkesbury	10551	5995	\$19,523	\$424,528	\$2,658	\$489,778	\$44,145	\$398,782	\$513,065	58,267
Kirkland Lake	8493	4992	\$27,922	\$209,008	\$8,879	\$259,975	\$19,599	\$191,688	\$259,975	40,205
Leeds and 1000 Islands	9277	4190	\$28,494	\$409,555	\$8,605	\$485,988	\$39,740	\$291,495	\$480,561	21,378
Mississippi Mills	12385	7962	\$31,848	\$410,629	\$0	\$488,912	\$55,354	\$350,127	\$501,604	68,580
Otonabee-South Monaghan Twp	6660	2035	\$19,268	\$79,650	\$16,879	\$151,325	\$23,437	\$94,211	\$140,225	31,003
Penetanguishene	9111	7625	\$13,376	\$334,039	\$0	\$464,330	\$48,545	\$307,218	\$410,086	49,815
Perth East	10167	1365	\$19,614	\$193,652	\$16,054	\$244,871	\$29,237	\$115,151	\$240,875	21,382
Ramara	8212	1434	\$24,370	\$356,080	\$5,642	\$401,801	\$20,340	\$258,353	\$392,495	22,955
Renfrew	8218	6470	\$16,720	\$384,905	\$23,692	\$514,854	\$38,710	\$369,977	\$474,067	36,164
Rideau Lakes	9291	5131	\$44,876	\$321,250	\$135,936	\$522,248	\$42,371	\$288,857	\$471,151	38,195
St. Marys	6221	3081	\$10,380	\$388,227	\$15,041	\$495,723	\$55,934	\$297,410	\$482,665	28,412
Town of Blue Mountains	6453	4857	\$21,060	\$629,025	\$4,341	\$685,946	\$3,628	\$455,848	\$482,665	37,835
Trent Hills	12603	3600	\$30,917	\$432,306	\$5,296	\$496,090	\$41,992	\$332,337	\$444,349	46,975
Wainfleet Twp	6026	2302	\$14,956	\$310,143	\$3,315	\$344,986	\$35,000	\$266,702	\$373,112	27,216
West Perth	8919	2014	\$20,327	\$184,214	\$4,743	\$231,067	\$26,507	\$128,519	\$226,597	18,753
average/20 libraries	9,055	4417	\$22,577	\$332,832	\$15,648	\$416,698	\$36,504	\$273,856	\$381,315	37,011
CM rank - small to large of 20 libraries	9th	6th	10th	6th	13th	6th	8th	6th	6th	5th

2012 Annual Survey Statistics (continued)

Library	# of Public access workstations with Internet	# locations	Total Annual Direct Circulation	# of programs	Annual program attendance	# of items borrow (only 18 lib)	# of items lent (only 18 lib)	No. of people using library computer workstations	No. of people using PL wireless connection	# of library visits made in person
Arnprior	7	1	128,030	565	6,760	838	1,497	11,850	4,300	99,400
Brighton	11	2	146,365	139	2,617	1,822	3,293	10,800	6,650	66,050
Brock Township	35	3	48,327	484	3,512	1,536	876	10,850	1100	52,300
Cavan Monaghan	17	2	63,062	252	1,960	400	1,095	5,850	1,100	25,250
Grey Highlands	19	3	75,905	264	3,092	1,255	1,786	14,100	9,050	57,350
Hawkesbury	6	1	64,993	124	1,888	541	717	9,000	900	57,850
Kirkland Lake	10	1	41,323	249	1,390	467	532	5,900	249	34,100
Leeds and 1000 Islands	16	4	120,611	453	6,332	1,592	1,111	6,750	12,250	33,350
Mississippi Mills	8	2	129,338	316	2,812	1,148	2,108	7,650	850	48,550
Otonabee-South Monaghan Twp	9	3	41,993	62	3,253	635	989	1300	150	16,400
Penetanguishene	6	1	128,986	39	1,161	1,093	817	5,850	1050	61,900
Perth East	8	1	82,300	242	2,924	234	527	4,450	1,000	26,750
Ramara	12	2	53,985	25	396	819	556	4,200	850	22,600
Renfrew	10	1	102,141	122	2,872	1,330	874	7,600	2,500	42,750
Rideau Lakes	10	5	69,509	273	3,347	1,592	1276	2,550	1850	29,350
St. Marys	11	1	98,372	681	14,127	0	0	14,250	1250	50,100
Town of Blue Mountains	10	1	101,492	320	9,042	1,998	988	8,200	11,950	44,800
Trent Hills	24	3	83,749	280	2,806	2,028	1,422	48,000	15,250	47,950
Wainfleet Twp	8	1	58,489	215	2,498	545	645	4,100	1050	23,400
West Perth	4	1	58,946	333	3,964	0	0	3,650	550	17,200
average/20 libraries	12		84,896	271	3838	1104	1172	9345	3695	42870
CM rank - small to large of 20 libraries	17th		7th	10th	5th	4th	13th	8th	10th	5th