

Report to/Rapport au:

**OTTAWA PUBLIC LIBRARY BOARD
CONSEIL D'ADMINISTRATION DE LA BIBLIOTHÈQUE PUBLIQUE D'OTTAWA**

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SUBJECT: Library of the Future Project: Preliminary Report on the *Imagine* Campaign

OBJET : Projet de la Bibliothèque du futur : rapport préliminaire sur la campagne *Imagine*

REPORT RECOMMENDATION

That the Ottawa Public Library Board receive this report for information.

RECOMMANDATION DU RAPPORT

Que le C.A. de la Bibliothèque publique d'Ottawa prenne connaissance de ce rapport, à titre d'information.

BACKGROUND

In November 2012, the Board developed a 9-point action plan as part of its governance review. One of the items under the CEO's authority was the development and implementation of a process to revise the Strategic Plan, ensuring OPL future relevance. The Library of the Future Project was launched in January 2013 as a year-long initiative intended to gather data from key stakeholders, including Ottawa residents,

Board trustees and Ottawa Public Library (OPL) employees, on the roles OPL will play in the next five years.

The ***Imagine Online Ideas Campaign***, a key component of the Library of the Future Project, was designed to engage residents of Ottawa in an online discussion on the future of their library system. It launched on May 15, 2013 for a four-week period.

This report provides a preliminary review of the data collected during this campaign. Recommendations and action plans will be included in the final report to the Board, scheduled for December 2013.

Methodology

A crowdsourcing tool was used to collect the data. The following central questions were asked: *The Library offers a wealth of services, collections, programs, and spaces. Imagine the Library in five years and tell us: What should we continue doing? What should we start doing? What should we stop doing?* Participants could add an idea, comment, or vote on an existing idea. A total of 2,822 ideas and comments were received from the public during the *Imagine* campaign.

Based on the subject of the idea or comment, each submission was assigned one or more categories corresponding to OPL's key service functions. Each idea or comment was assigned a sentiment based on whether the respondent expressed a desire to keep the function as is, enhance or expand the service, stop or decrease the service or start offering a new service or program. Submissions which suggested "new ideas" for services OPL already offers were added to a list of items OPL should better promote. Responses that identified issues that would dissuade or prevent customers from utilizing library services were flagged as barriers.

Text analysis software was employed to scan the 170,732 words of raw text received in the ideas and comments. Several phrases, or clusters of similar words, appeared frequently in the free text areas. Frequent co-locations of words such as "holds" and "great" within the same sentence offered insight into how participants perceive OPL.

DISCUSSION

Key findings from the *Imagine* campaign were:

1. Ottawa residents view the library as a physical space first and foremost, the venue “par excellence” to borrow and consult free material. Borrowing is seen as the main activity, followed by attending programs and use of technology.
2. The holds service is one of the most valued services at OPL.
3. Access to print and audiovisual material is greatly valued and is seen as a mainstay for OPL.
4. There is a growing request for digital content, such as eBooks. Access to digital content should not be increased at the expense of physical materials.
5. Local or community branches are highly favoured. The lack of library services in a community is seen as a barrier to access.
6. There is general consensus that the Main Branch needs to be improved in order to make it a showpiece for the City.
7. Hours of operation need to be expanded to include more branches that are opened on Sundays and more non-traditional hours of operations.
8. The use of physical space requires that branches not only provide quiet spaces for reading and private research, but also spaces for various other uses such as collaboration, learning and working.
9. Library branches play an important role as community hubs and places for both collaborative and individual learning. Book clubs are seen as a mainstay activity for OPL.
10. Access to public computers and free public wifi are also central services for OPL. Outdated software and hardware on OPL’s PCs are seen as barriers to accessing services.

Analysis to-date supports these key findings. The following section provides a summary of this analysis. Detailed data tables are provided in Appendices A, B, and C.

1. Main threads of discussion or recurring themes

Three threads dominated the campaign discussions, mainly centered around in-branch service delivery: Physical Space; Borrowing and Physical Materials. Programming, both children and adult, accounted for 14% of the discussions while the virtual channel of service delivery accounted for 20% of the discussions. *Supports Key Finding 1.*

2. In-Branch service delivery

2.1 Borrowing

Borrowing was the second most discussed topic as evidenced by the 489 ideas and comments (15.97% of all ideas and comments) which were posted by participants.

Ideas and comments surrounding fees and fines, including fine amnesty, corresponded to 12% of all ideas and comments related to Borrowing. The opinion of participants was shared between increasing fees for some services and keeping the fees and fines at current levels. It should be noted that just as many participants supported suggestions for a fine amnesty period (74 votes) as those who supported an increase in fines (82 votes). Quite a few participants supported the idea of online payment of fines (425 votes), a service which OPL has recently implemented.

The system of holds, whereby customers may request that an item be shipped to their preferred branch or to add their names to a waiting list when an item is checked out, is one of the most appreciated services of OPL, as evidenced by the 998 “likes” (4% of all votes during the campaign) which were received in response to the ideas “Holds are great!” and “Continue ability to book a book” and other similar ideas. Several suggestions were made in order to enhance this service. The majority of participants were also opposed to the idea of charging for a fee for holds not picked up. Text analysis revealed that several phrases reiterated the importance of the holds system and expressed the desire to see more copies of popular items.

Email and telephone notifications were discussed among 47 participants; most valued the service. *Supports Key Finding 2.*

2.2 Physical Materials

One cannot talk about borrowing without mentioning the library’s content or collections.

Physical materials include, in addition to printed material, all other items which can be physically borrowed such as DVDs, CDs, and museum or ski passes. This topic was among the top three topics of discussion during the campaign, generating 450 (14.7%) ideas and comments.

Even in an increasingly digital age, access to print material is still highly prized. Participants advocated for the retention or expansion of the print collection as evidenced by the 76 ideas and comments received (17%) within the Physical Materials category.

AudioVisual materials accounted for 16% of the discussions within the physical materials category. AudioBooks or Books-on-CD were the focus of many discussions (19 ideas and comments or 27%), with the overarching request being an expansion of this collection.

The subjects/genres or the purchasing and selection process of physical materials was discussed through 72 (16% within the category) ideas and comments. The process required to suggest new acquisitions, particularly the suggestion to purchase web form, generated 60 ideas and comments (13% within the category). More follow-up and the addition of the name of the person who made the suggestion to the waiting list (28 ideas and comments) were the most common ideas and comments. *Supports Key Findings 3 and 4.*

2.3 Physical space

Along with content (both digital and physical) and borrowing functions, the use of space within the library was one of the most discussed topics, accounting for 22.6% (692 ideas and comments) of the discussions. The top two most frequently occurring phrases, “enjoy going to the library” and “access to the library”, indicate that participants value the ability to make physical visits to branches. *Supports Key Finding 1.*

There were several debates around the notion of local branches versus a central one. A few participants proposed the amalgamation of branches. This idea received many unfavourable reviews or elicited comments in favour of maintaining or adding local community branches (29 comments). A suggestion to build a library in Riverside South received 9 favourable comments. Along with more community branches, there were several ideas and comments focusing on alternative modes of service delivery. These included enhanced bookmobile services, satellite book drops in locations other than libraries, kiosks/depot service points and some type of shared facilities arrangements. *Supports Key Finding 5.*

The Main Branch was the focus of many ideas and comments. Most were in favour of either improving the current site via renovations or building a new central library. Some preferred the existing location while others preferred a new location. A few opposed building a new central branch in favour of adding more local branches. *Supports Key Finding 6.*

Hours of operation was discussed through 95 ideas and comments. Most were in favour of some type of enhancement or expansion of service. Increased Sunday and evening hours were often requested in order to better serve customers whose non-traditional work and family schedules may not allow visiting during typical open hours. *Supports Key Finding 7.*

Finally, there seemed to be a call for more quiet spaces or more delineation between different types of zones: children, quiet reading (along with the need for comfortable seating), conversation, working, co-working, etc. Two of the top-ten services participants wished to add to add included coffee shops and creation labs. *Supports Key Finding 8.*

2.4 Programming

The topic of Adult Programming generated 299 ideas and comments (9.76%).

Based on the number of ideas and comments received in support of book clubs, it is clear that this type of adult programming is seen as a mainstay in public libraries. A great number of participants perceive the library as a centre for community learning and sharing. Members of the public look to the library as a public forum in which to hold speaking events, engage in public debate or learn new skills in OPL-hosted workshops. Participants also expressed a desire for more computer literacy and technology related courses. Ideas related to programs to learn languages other than French and English stimulated a healthy debate among participants, with no consensus as to whether OPL should or should not offer such programming.

The topic of programs geared towards children generated 108 ideas and comments (or 3.58% of all ideas and comments). Respondents offered many suggested activities for children; homework clubs, literacy-based and language skills activities, such as story-time, babytime, book clubs, (38 ideas and comments or 35% of all Children's Programming ideas and comments) were the most sought-after programs. *Supports Key Finding 9.*

3. Virtual Channels of Service Delivery

Along with in-branch service delivery, customers often choose to navigate and access OPL's services using its virtual channels of service delivery. These include OPL's web interface, the BiblioCommons catalogue interface and electronic content such as eBooks and online magazines and journals.

3.1 Access to Technology

The discussions pertaining to Access to Technology were recorded through 139 ideas and comments (or 4.54% of the total number of ideas and comments).

While participants value current services, they would like OPL to enhance these by adding more features to the mobile apps, adding eReader lending as a service, and upgrading the software and hardware of OPL's public Internet PCs. Many were not aware that OPL does offer a mobile app or that free WiFi is available in all branches. Many respondents requested improvements to the speed and reliability of OPL's public WiFi network. Recurring phrases identified some dissatisfaction with the responsiveness of web-based services and the need to focus on customer service. *Supports Key Finding 10.*

3.2 Digital Content

One of the great debates within the *Imagine* Campaign involved the acquisition of physical versus digital content, or print versus eBook. In total, the discussions surrounding content generated 795 ideas and comments from the public, or 26% of all discussion, making the topic of content the most discussed issue within the campaign.

Digital content relates to items that cannot be touched, and that can be used or borrowed only through OPL's virtual channels. eBooks, eAudiobooks, downloadable and streamed music, eMagazines and online databases are all examples of digital content. The top two discussion topics were eAudio-visual media and eBooks. 9.63% of

all discussions (or 295 ideas and comments) centered around digital content, with eBooks being the most discussed topic within this category, generating 206 ideas and comments and digital audiovisual items generating 36 comments. In both cases, the general request was for the expansion of these collections.

Of the 206 ideas and comments related to eBooks, 29 (or 14 %) were requests for more French-language eBooks. *Supports Key Finding 3 and 4.*

3.3 Catalogue/Web Interface

Discussions related to the catalogue or web interface represented 5.85% of all ideas and comments received during the course of the *Imagine* Campaign and were mainly centered on the BiblioCommons discovery layer, with many enhancements proposed, and the process of eBook lending (or the Overdrive web interface).

Common requests for BiblioCommons features included better descriptions of items, linking books in the same series, links to GoodReads, copyright date, and the ability to preview chapters. Other requests were for BiblioCommons to keep track of what a customer had borrowed/read in the past and to create a list of items to borrow in the future. Both are features already available in BiblioCommons, suggesting greater awareness is required.

The process of searching and downloading eBooks was the focus of 37 ideas and comments. Many (16 ideas and comments) found it confusing to have two separate catalogues (one for eBooks and one for the remainder of the collection) and wished to see a unified interface. The process of searching and downloading eBooks is also frustrating to customers (12 ideas and comments) who wish for a more seamless process and better user experience. *Supports Key Finding 4.*

4. Barriers to access

Ideas and comments were also analyzed for issues which would prevent or dissuade customers from taking advantage of library services. Some 352 ideas and comments relayed feelings or reasons why customers feel limited in terms of their access to the services offered by OPL. The following are some of the most common barriers to access:

Access to technology

Lack of compatibility with Kindle or other types of eReaders as well as some of the features within the web/catalogue interface were seen as barriers to access. Inadequate or outdated software or hardware on OPL's public Internet PCs was also problematic. *Supports Key Finding 10.*

Physical access

Lack of library service in the community (especially within rural communities), and inconvenient scheduling of programs were seen as barriers to people physically accessing the library. As evidenced by the number of ideas and comments relating to the need for quiet areas (see section 2.3), noise prevents many from fully enjoying the services provided within OPL branches. Finally, inadequate or inconvenient hours of operation were the top barriers to access to OPL services. *Supports Key Findings 5, 7, and 8.*

Lack of Knowledge

Several existing services were requested by a fair number of participants. Therefore, the lack of knowledge about OPL's services is also an implicit barrier to accessing the library.

Policies

Constraints or limits founds in borrowing policies was also identified as a barrier to access.

5. Value/Perceptions of library services

Each idea or comment was rated, depending on whether the participant expressed a desire to keep, enhance, or stop the service being discussed, or whether they wanted to suggest the implementation of a new service. Of all ideas or comments received, the overwhelming number of respondents (1,782 or 58%) expressed a desire to enhance or expand OPL's service offerings. Smaller groups wished to keep service levels as is (332 or 11%) or to stop or scale them back (371 or 12%). There were 332 (11%) suggestions to implement new services not currently offered.

Ideas or comments that expressed the desire to enhance a service or create a new service were considered to hold positive sentiment. Submissions that sought to stop or scale back a service were considered to hold negative sentiment, while submissions that sought to keep services as is were considered neutral.

Participants expressed high levels of positive sentiment when speaking about bolstering OPL's eBook collection or the expansion of open hours. Participants also reacted positively to the prospect of attending speaking events and workshops, increasing the selection of print materials and making improvements to the Main Branch. Requests for physical space to be used for community hub events were equal to the number of requests for quiet space, suggesting that participants envision using the library as a place for both collaborative and individual learning. Ideas and comments regarding the holds system elicited a passionate positive response. Negative comments in this discussion were primarily aimed against suggestions that OPL implement monetary penalties for failure to pick up holds before their expiry dates.

Respondents expressed overwhelmingly negative sentiments to any suggestion that library services be privatized or made less accessible to the public. Respondents highlighted the poor condition of some borrowed materials as an irritant and expressed the fear that an increase in eBook purchasing would mean the abandonment of the print collection. Some participants felt that realia such as tools, Lego or seeds should not be included amongst core library offerings. *Supports Key Findings 2, 3, 4, 5, 6, 7, 8, and 9.*

6. Future directions: services to keep, add, enhance or discard

6.1 Enhancements

Respondents were clear on the services they expected to see OPL enhance in the coming years. Bolstering access to digital content, especially eBooks, is of primary concern. Respondents asked for a greater depth of selection and a simplification of the eBook borrowing process. The public also expressed a desire for an improved Holds system (shorter waiting queues, more copies of bestsellers, items arrive faster) and an increase in Open Hours. Other popular enhancements included increasing the numbers of Seminars/Workshops, a wider selection of both print and digital titles and greater access to PCs and WiFi. Suggestions surrounding physical space identified needs for quiet study areas as well as vibrant, community learning hubs. The Main Branch was singled out as the location most in need of overhaul. *Supports Key Findings 2, 3, 4, 6, 7, 8, and 9.*

6.2 Services to keep offering at same level

Respondents were protective of the print collection and wished to ensure that OPL continue to stock high quality print materials as well as offering eBooks. Some people also felt that fees and fines should be kept at current levels. Some people expressed the need to maintain the availability of physical spaces. While online content was valued, the benefits of personally visiting branches could not be replaced by digital means.

Participants were highly protective of the Holds system and in many cases felt this was OPL's most valuable service. There were 46 original ideas regarding holds and 91 comments on those ideas (for a total of 137 ideas and comments). Sixty-nine of the 137 total ideas dealt with the general value of the holds system. Sixty-four of these 69 ideas/comments expressed positive sentiments. The context indicates that participants are extremely passionate about the value of holds and many indicate this is the most highly valued service OPL offers. While a small number of participants advocated for item limits or other restrictions, not a single respondent suggested this service be curtailed.

Forty-seven of the 137 ideas/comments dealt with the issue of introducing fees or fines. Twelve of the 47 ideas/comments were in favour of new fees. Some felt that penalties would encourage other customers to consistently pick up hold items rather than allowing them to linger on shelves until their expiry dates. Some respondents suggested an upfront fee (a yearly charge or a pay-per-hold) to help offset the costs of transporting materials between branches. A much larger majority (35 of 47 ideas/comments) were against fees or fines for holds. Many felt that upfront fees would discourage use and make the service less attractive. It was also suggested that fines for allowing holds material to expire on shelf would be largely unenforceable as long waiting queues make it impossible to predict when requested items will become available. *Supports Key Findings 2, 3, 4, 5, 8, and 9.*

6.3 Services to add

There were 332 ideas and comments that were considered as requests for new services. Many people responded positively to opening new branches, especially community or local branches. Other new services included new functions relating to the request to purchase process, online video streaming, introduction of coffee shops in libraries, the addition of more world languages collections and the selling of promotional items. *Supports Key Finding 5.*

6.4 Services to Stop

Ideas were analyzed and flagged according to key functions that respondents wished OPL to stop doing. This analysis did not include ideas whereby respondents suggested some sort of service reduction. Comments in response to the specific idea were also analyzed in terms of either their agreement the idea, thereby providing weight to the idea or their disagreement to the idea, thereby negating the idea.

There is only 1 function which respondents clearly wanted OPL to stop: the placement of barcodes over key text on the back cover of books or on liner notes of DVDs and CDs. Capital projects were seen negatively by some respondents. However, analysis under the Physical space section seems to suggest otherwise.

7 Next steps

- The Board will receive this report at the October 15 Board meeting along with a presentation of key findings.
- In order to ensure that all stakeholders provide their opinion, including certain sectors of the population who may not have been able to participate during the *Imagine* Campaign, targeted focus groups are now ongoing.
- A final report including recommendations will be presented in December 2013. This report will provide data garnered from targeted focus group sessions and include recommendations for a process aimed at revising the current strategic plan.
- **A number of strategies that OPL was already developing clearly align with what participants were requesting as new or enhanced services.** Online fee payment was implemented during the campaign and received some preliminary and satisfactory comments. A second hold notification will be introduced later this fall in order to decrease the number of holds that are not picked up by customers. A volunteer fair will be hosted in 5 branches in October. A new service to provide French-language eBooks will also be launched in the Fall, significantly increasing the number of available titles in this collection.

CONSULTATION

As part of the consultation process, the Library of the Future Project and the *Imagine* Campaign received support from the Board Ad-Hoc Working Group on the Library of the Future Project which met four times in the course of the campaign period and once during the analysis phase. Members of the Working Group include Trustees Armit, Bennett, Gourlay, and Wilkinson. Various City employees were also consulted during the planning phase.

LEGAL IMPLICATIONS

There are no legal implications associated with this report.

RISK MANAGEMENT IMPLICATIONS

There are no risk implications associated with this report.

ACCESSIBILITY IMPACTS

There are no accessibility impacts.

TECHNOLOGY IMPACTS

There are no technology impacts.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

BOARD PRIORITIES

The recommendation supports the OPL **Board's strategic direction C.1** Implement new ways of effectively reaching out, engaging and communicating with customers and communities about services and future Library directions.

SUPPORTING DOCUMENTATION

1. OPL Strategic Plan 2012-2015
2. Board Governance Review, November 19, 2012

DISPOSITION

A final report to the Board will be presented at the December 9, 2013 meeting.

Appendix A: Data from *Imagine* Campaign according to Key OPL Functions

Table 1 - Statistical data on level of participation

Total number of ideas	1,415
Total number of comments	1,407
Total number of votes	27,070
Total number of words included in all ideas and comments	170,732
Number of individual participants (ideas and comments and email) *	1,418
Number of unique visitors to the website (79.4%)	15,447
Total number of visitors to the website	19,444
Total number of video views	1,619

*Does not include the number of participants who only voted and thus did not contribute ideas or comments. This figure, while unknown, would substantially increase the number of individual participants.

Table 2 - Key Function

Broad Key Function	Total ideas/comments	%	
Physical Space	692	22.60%	53.27%
Borrowing	489	15.97%	
Physical Materials	450	14.70%	
Adult Programming	299	9.76%	
Digital Content	295	9.63%	
Catalogue/Web	179	5.85%	
Access to Technology	139	4.54%	
Promotion/Marketing	139	4.54%	
Providing Information	123	4.02%	
Children's Programming	108	3.53%	
New, Lego	50	1.63%	
FOPLA	42	1.37%	
New, Privatization	22	0.72%	
New, Creation Lab	21	0.69%	
<i>Imagine</i> Campaign	9	0.29%	
New, Careers	4	0.13%	
New, Customer Feedback/Planning	1	0.03%	
	3062*	100.00%	

* Note: If the idea or comment corresponded to more than 1 key service, it was duplicated; therefore, the total number of ideas and comments analyzed reached **3,062**.

Table 3 - Main Topics: Borrowing

Main Topics: Borrowing	Number of ideas and comments	% within the category
Automation/Staffing Levels	22	4.50%
Card Renewals	27	5.52%
Express collections and associated borrowing policies	22	4.50%
Family Account	16	3.27%
Fees/Fines	44	9.00%
Fine Amnesty	16	3.27%
System of Holds	191	39.06%
Loan periods and limits for borrowing	35	7.16%
Notifications such as holds, due dates and late items notifications	47	9.61%
Online Fee Payment	17	3.48%

Table 4 - Main Topics: Physical Material

Main Topics: Physical material	Number of ideas and comments	% within the category
Audiovisual Media	71	15.78%
Materials Condition	27	6.00%
Print	76	16.89%
Realia	25	5.56%
Selection	72	16.00%
Suggestion to Purchase	60	13.33%

Table 5 - Main Topics: Physical Space

Main Topics: Physical space	Number of ideas and comments	% within the category
Local Art Displays	32	4.68%
Branches	74	10.82%
Coffee Shops	49	7.16%
Community Hub	77	11.26%
Furniture	29	4.24%
Main Branch	60	8.77%
Materials Returns	26	3.80%
Hours of operation	95	13.89%
Quiet Spaces	65	9.50%

Table 6 - Main Branch

Main Branch – build or renovate?	Total Comments/ideas	Sum of votes/likes
Build local branches instead	8	0
Build New Main	8	0
Build New Main at current location	1	0
Build New Main at new location	23	365
Keep as is	9	4
Renovate at current location	6	136
Renovate or build new	5	0
Grand Total	60	505

Table 7 - Main Topics: Adult Programming

Main Topics: Adult Programming	Number of ideas and comments	% within the category
Book Clubs	50	16.72%
Computers/Technology	21	7.02%
Learning languages other than French and English	55	18.39%
Choice of speakers, topics, seminars and workshops	73	24.41%
Mechanisms for organizations to recruit volunteers	22	7.36%

Table 8 - Main Topics: Children's Programming

Main Topics: Children's Programming	Number of ideas and comments	% within the category
General	40	37.04%
Homework	11	10.19%
Literacy Initiatives	13	12.04%
Suggestions	20	18.52%

Table 9 - Main Topics: Access to Technology

Main Topics: Access to Technology	Number of ideas and comments	% within the category
eReaders	16	11.5%
Mobile Apps	44	31.65%
Public PCs/WiFi	49	35.25 %

Table 10 - Main Topics: Digital Content

Main Topics: Digital Content	Number of ideas and comments	% within the category
AudioVisual Media	36	12.20%
eBooks	206	69.83%

Table 11 - Main Topics: Catalogue/Web Interface

Main Topics: Catalogue/Web interface	Number of ideas and comments	% within the category
Bibliocommons	79	44.13%
eBooks	37	20.67%

Appendix B: Expressed Barriers to Access

Table 12 - Expressed Barriers to Access

Barrier descriptor	Total
Borrowing policies	20
Inadequate hours of operation	68
Inadequate software	11
Inadequate technology	17
Inconvenient scheduling of programs	16
Lack of compatibility with Kindle or other types of readers	17
Lack of knowledge in our services	19
Lack of library service in community	27
Noise	32
Web/Catalogue interface	26

Appendix C: Perceptions of Library Services

Table 13 - Perception of Library Services

Key Function	Total	Keep	Start	Enhance	Stop	Pos/Neg Sentiment
Most Positive:						
Digital Content, eBooks	206	19	5	154	12	147
Physical Space, Open Hours	95	8	1	81	0	82
Borrowing, Holds	191	17	5	106	45	66
Adult Programming, Speakers/Seminars/ Workshops	73	5	5	59	1	63
Physical Space, Community Hub	77	11	5	52	0	57
Physical Space, Quiet Spaces	65	4	1	58	2	57
Least Positive:						
New, Privatization	22	0	2	0	20	-18
New, Lego	50	0	19	0	29	-10
Adult Programming, Speed Dating for Volunteers	22	0	7	4	11	0
Physical Materials, Materials Condition	27	3	2	11	11	2
Catalogue/Web, eBooks	37	2		18	15	3
Physical Materials, Realia	25	1	12	2	9	5

Table 14 - Naturally Occurring Phrase

Naturally Occurring Phrase	FREQUENCY
ENJOY GOING TO THE LIBRARY	20
ACCESS TO THE LIBRARY	9
PICK UP A BOOK	7
HOLD SYSTEM IS GREAT	6
MORE COPIES OF A BOOK	6
USERS OF THE LIBRARY	6
WEB SITE IS TOO SLOW	5
FOCUS MORE ON CUSTOMER SERVICE	5
ACCESS TO THE INTERNET	5
EVENTS AT THE LIBRARY	5

Appendix D: Future Directions

Table 15 - Key Function to Enhance

Key Function to Enhance	TOTAL
Digital Content, eBooks	155
Borrowing, Holds	99
Physical Space, Open Hours	81
Adult Programming, Speakers/Seminars/Workshops	63
Physical Materials, Selection	58
Physical Space, Quiet Spaces	58
Physical Space, Community Hub	53
Physical Materials, Audiovisual Media	44
Physical Space, Main	43
Access to Technology, Public PCs/WiFi	43

Table 16 - Key Function to Keep

Key Function to Keep	TOTAL
Physical Materials, Print	46
Borrowing, Fees/Fines	19
Digital Content, eBooks	19
Physical Space, Branches	18
Borrowing, Holds	17

Table 17 - Key Function to Add

Key Function to Add	Total	Start	Pos/Neg Sentiment
Physical Space, Branches	74	21	41
Physical Materials, Suggestion to Purchase	60	12	39
Digital Content, Audiovisual Media	36	9	24
Physical Space, Coffee Shops	49	4	21
Adult Programming, Other Languages	55	14	17
Promotion/Marketing, Selling Swag	23	12	15
Borrowing, Card Renewals	27	15	14
New, Creation Lab	21	13	14
Borrowing, Fine Amnesty	16	7	11
Physical Materials, Realia	25	12	5
Borrowing, Key Chain Fobs	7	5	5
New, Careers	4	4	4

Key Function to Add	Total	Start	Pos/Neg Sentiment
Adult Programming, Speed Dating for Volunteers	22	7	0
New, Lego	50	19	-10
New, Privatization	22	2	-18