Kalkaska County Library

Master Plan

FINAL DRAFT
April 2018

Prepared by the Kalkaska County Library in collaboration with the Village of Kalkaska Downtown Development Authority, Village of Kalkaska, and Kalkaska County.

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Kalkaska County Library

Master Plan

Approved by the Library Board (DATE)

Approved by the County Board (DATE)

Technical Assistance by:

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Introduction

Purpose of the Kalkaska County Library Plan

The Kalkaska County Library (Library) created this plan to guide future programming, services, and development of the Library, according to the Kalkaska community needs and priorities. The plan intends to provide for:

- **Informed decisions:** The plan provides a stable, long-term basis for informed decision-making. Analysis of existing conditions, combined with the goals and policies that are outlined in the Plan, help guide the Library Board, Staff, and Volunteers as they consider decisions regarding future operations, programming, and services.

- **Optimizing Investments:** The plan helps the Library prioritize improvements to its facility, operations, and programming.

- **Predictability:** The plan informs patrons, residents, neighbors, and partner organizations of the Library's mission and goals.

The Library developed this plan in collaboration with the Kalkaska Downtown Development Authority (DDA), Village of Kalkaska, and Kalkaska County Parks and Recreation, with assistance from Networks Northwest.

This cooperative partnership—a first for Kalkaska and perhaps even the State of MI—began in 2016 when the DDA applied for a Community Growth Grant from Networks Northwest for the purpose of updating not only the DDA Plan, but also the Village of Kalkaska Master Plan, Village of Kalkaska Recreation Plan, Kalkaska County Recreation Plan, and creating a new Kalkaska County Library Master Plan.

Rather than update each agency's plans individually, these partners recognized that each organization serves an important role in guiding the future of the Kalkaska community and planning cooperatively for that future, rather than in silos, would result in the most compelling, efficient, and achievable guiding documents.

Plan Organization

The plan is organized as follows:
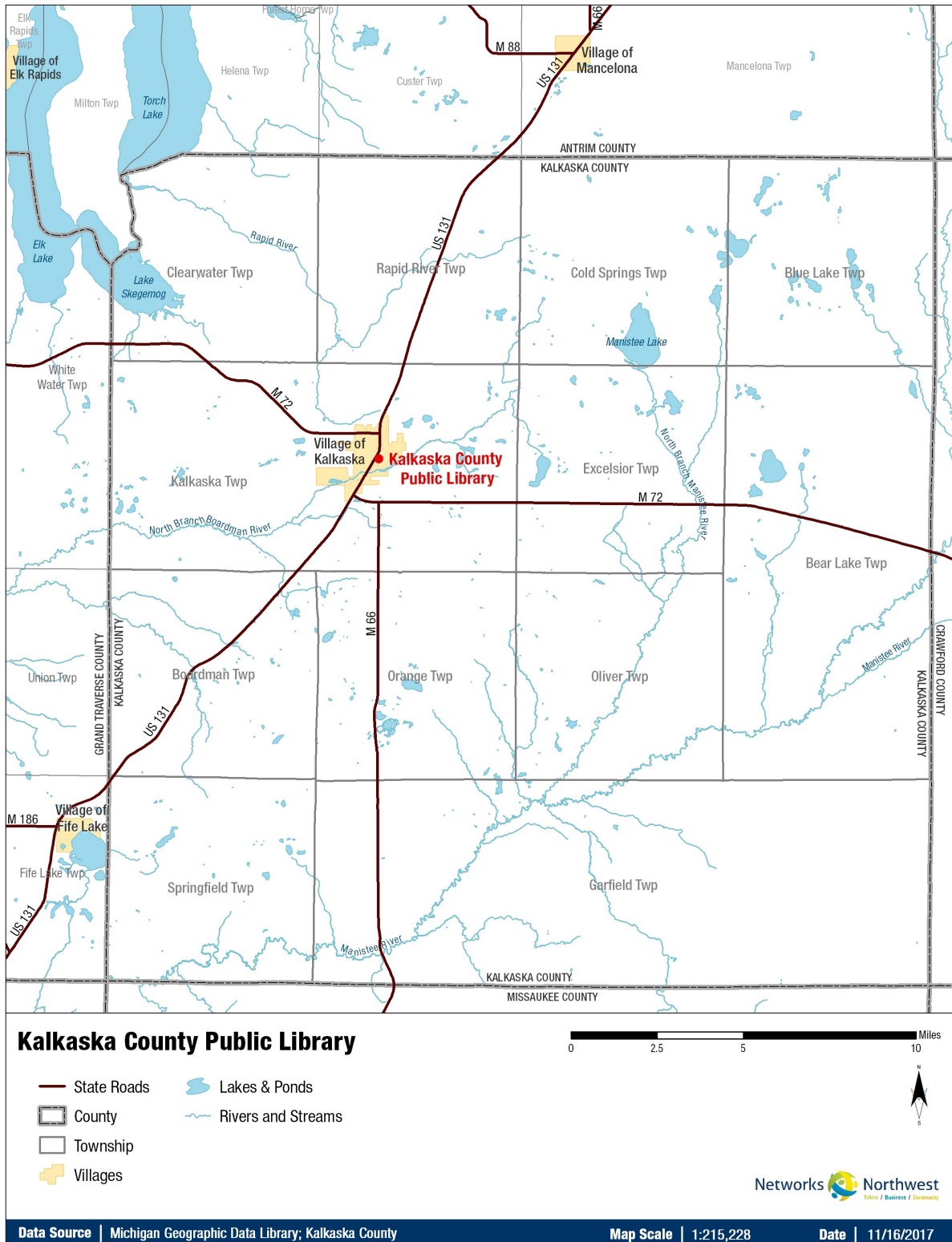
⇒ *Chapter 1, Library Description,* describes the Library's current programming and services, management structure, facilities condition, and other relevant information. This information provides a framework to assist the Library in developing its vision and goals.

⇒ *Chapter 2, Community Description*, includes information regarding the population, economy, and natural

features of Kalkaska County. This data provides a framework to assist the Library in developing its vision and goals related to community needs.

⇒ *Chapter 3, Planning Process and Public Input,* explains how the Library collaborated with other community agencies to develop the plan and how public input was gathered and used in developing and prioritizing Library goals.

⇒ *Chapter 4, Vision, Goals, and Objectives,* introduces the Library's big picture vision, followed by the goals, objectives and strategies necessary to achieve the vision.

Kalkaska County Library from US-131

Elk Rapids Twp

Village of Elk Rapids

Forest Home Twp

M 88

US 131

M 66

Village of Mancelona

Mancelona Twp

Helena Twp

Milton Twp

Torch Lake

Custer Twp

ANTRIM COUNTY

KALKASKA COUNTY

Elk Lake

Lake Skegemog

Rapid River

Clearwater Twp

US 131

Rapid River Twp

Cold Springs Twp

Blue Lake Twp

Manistee Lake

White Water Twp

M 72

Village of Kalkaska

Kalkaska County Public Library

Excelsior Twp

M 72

North Branch Manistee River

Kalkaska Twp

North Branch Boardman River

Bear Lake Twp

GRAND TRAVERSE COUNTY

KALKASKA COUNTY

M 66

Union Twp

Boardman Twp

Orange Twp

Oliver Twp

Manistee River

CRAWFORD COUNTY

KALKASKA COUNTY

US 131

M 186

Village of Fife Lake

Fife Lake Twp

Springfield Twp

Garfield Twp

Manistee River

US 131

KALKASKA COUNTY

MISSAUKEE COUNTY

Kalkaska County Public Library

Miles

0   2.5   5   10

— State Roads
County
Township
Villages

Lakes & Ponds
Rivers and Streams

N
S

Networks Northwest
Telcom / Business / Community

Data Source | Michigan Geographic Data Library; Kalkaska County   Map Scale | 1:215,228   Date | 11/16/2017

Chapter 1: Library Description

History of the Library

According to Mrs. Betty French (former librarian, now deceased) in the Kalkaska County History 1871 – 1971, the library was started in 1934 as a community service project of the Academea Club (a local women's club still actively contributing to the library).

Books were brought from members' homes to a balcony in Strang's Store on Cedar Street, in downtown Kalkaska. Gladys Fenton was the first librarian, and the members of the Academea Club volunteered their time to staff the library. To raise funds for new books the members gave card parties and held membership drives.

The library became a governmental agency in 1935 through a WPA project. It was named the Kalkaska County Demonstration Library. The funds from the WPA project enabled the library to have a paid librarian. Esther Peck held that position from December 1935 until October 1941. When the book collection outgrew Strang's store balcony, the library moved to the front part of Mrs. Baumgarten's Beauty Shop in the old bank building.

In 1938, the county's Board of Supervisors legalized the newly named Kalkaska County Library by appointing the first Library Board of Directors, consisting of Blanche Lossing, Thelma Strahan, Vera Schneider, Margarethe Klumpp and Clayton

Eckhardt. The County contributed $15.00 in order for the library to qualify for state aid of $299.22.

The library's present home was constructed in 1939. It was designed as a community building and was constructed with local stone. Jim McLean did the stonework for the twenty-four feet by thirty-six feet facility which has a basement and public rest rooms. The library moved into a single room of the building on January 11, 1940 and shared the building with the Chamber of Commerce. The library now fills the original building plus two additions, one of which was constructed in 1977 and the other in 1991.

Mission

The mission of the Library is to provide free and open access to information, ideas, and technology for the education and enrichment of our community.

The mission is supported by the following vision statements, regarding service, organization, and the Library facility:

- The Kalkaska County Library will help you reach your potential at all stages of your life by providing relevant print and digital collections, programs, and services that support your learning and growth.

- We will build community and social engagement by offering a safe and welcoming environment for you to explore new ideas, understand the challenges of the future, and help you build a better one.

- We will strive to be an essential part of our community. We will help make Kalkaska a better place to live.

The Library strives to fulfill its mission and vision by directing efforts and resources in the following ways:

- **Library Staff** will set the standard for patron service. We will strive to fulfill the Library's social, economic, and educational roles in our community. Our patrons will trust us to meet their literacy and recreational needs.

- **Board of Trustees** will enthusiastically advocate for Library services in the community. The Board will be fully devoted to the mission, vision, and values of the Library. The Library collections will be progressive and diverse in breadth and form.

Library and Community Development

The Library is no longer simply a book repository, but has taken on a critical role in the Kalkaska educational system and community. This is reflected in both the Library's mission and physical space. Historically, books were the primary means of learning and library facilities were largely devoted to physical collections. Today, books remain important, but less space is allocated towards physical collections and more space is held for flexible, collaborative programming and community space.

By connecting patrons and community members to new ideas, expertise, resources, and relationships, the Library effectively builds community from the individual up.

Population Served

The Library primarily serves the population of Kalkaska County, population 17,263 according to the 2015 ACS. Residents of neighboring counties are also able to access some Library programming and services.

The total number of active cardholders (active means the card has been used in the previous one to three years) in 2017 was 3,988 individuals, a slight decrease from previous years. This is explained by the increasing demand for the Library's technology resources and programming, which individuals can access or participate in without a library card.
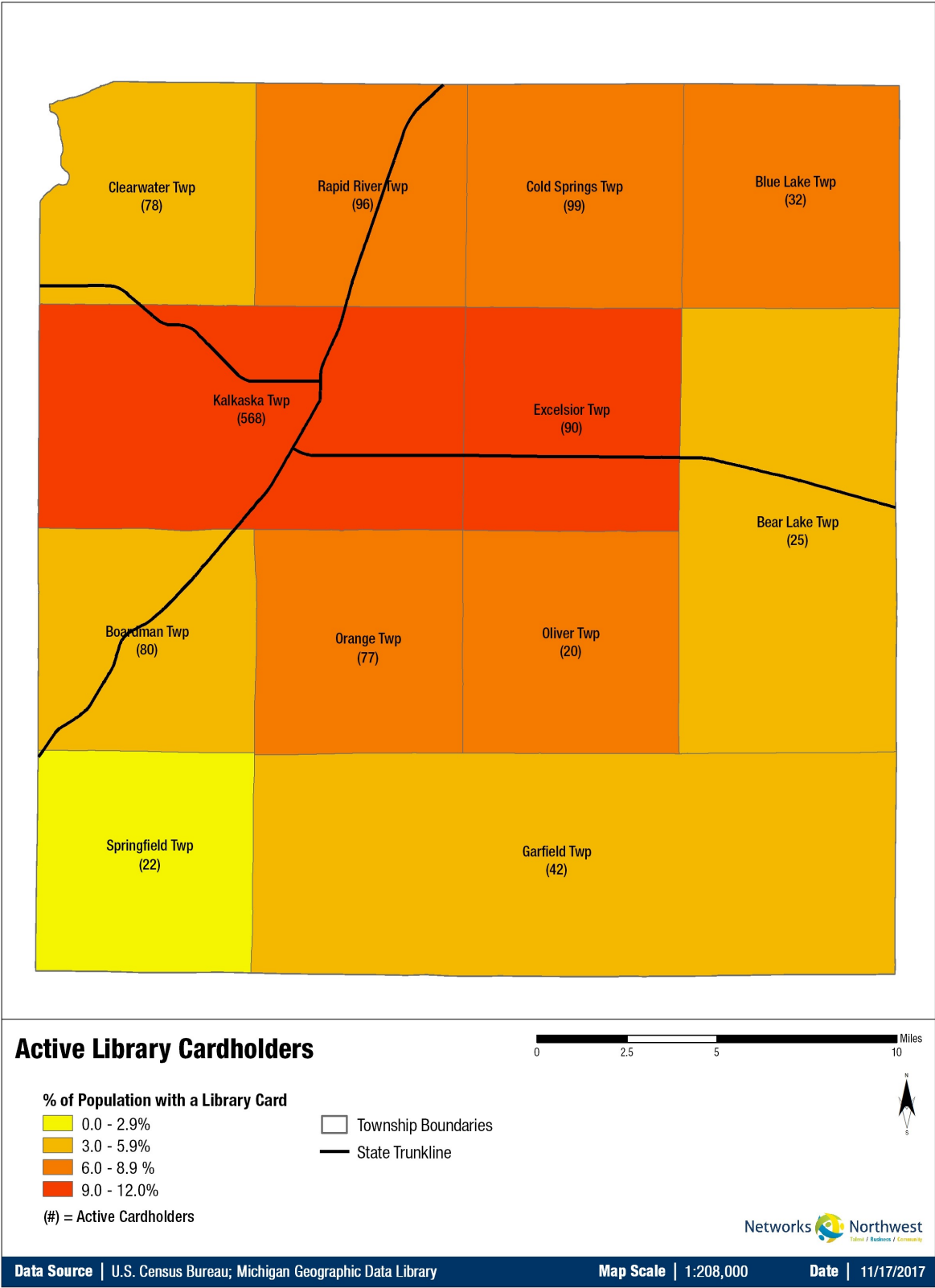
Active Cardholders:
- 2015: 4,410
- 2016: 4,238
- 2017: 3,988

Active library cardholders are concentrated in the Village of Kalkaska (Kalkaska Township) and surrounding townships. The Library is exploring additional opportunities for residents and visitors to access its resources and programming, particularly for those individuals and families located in the Eastern portions of Kalkaska County.

Operations

The Library employs one full-time Executive Director and 12 part-time staff. Staff is held in high regard by the Kalkaska community, as evidenced by public input garnered during the creation of this plan. When asked "what draws you to the

Active Library Cardholders

% of Population with a Library Card
- 0.0 - 2.9%
- 3.0 - 5.9%
- 6.0 - 8.9 %
- 9.0 - 12.0%

(#) = Active Cardholders

☐ Township Boundaries
— State Trunkline

Miles
0   2.5   5   10

Networks Northwest

Data Source | U.S. Census Bureau; Michigan Geographic Data Library   **Map Scale** | 1:208,000   **Date** | 11/17/2017

library?", several responses called out "staff" as the primary reason they access the Library facility and services.

The Library is governed by a 5 person Board of Trustees that meets monthly. Members are Kalkaska County residents and serve 5 year terms. The Board is tasked with the following responsibilities:

- Determine the policies, plans, and services of the Library.
- Select, hire, and regularly review the Executive Director position.
- Advise in the preparation and administration of the Library's budget.

The Library also benefits from the Friends of the KCL, a nonprofit organization made up of over 150 volunteers who promote the Library, sponsor programming, fundraise, and coordinate volunteer

efforts. The Friends of the KCL is led by a 7 member Board of Directors who also meet monthly. Including the Friends of the KCL, the Library benefits from many community partnerships as detailed later in this Chapter.

The Library's primary revenue sources are from a voter-approved millage (0.25 millage rate) and penal fines (penal fines are distributed to public libraries on an annual basis from County treasuries, based on population and local laws). Remaining revenue streams include a mix of state aid, public and private grants, and corporate and individual donations. The estimated revenue for 2018 is $320,800.

Technology

Residents of Kalkaska are increasingly reliant on digital technologies to access, learn, and share information and resources. The Library recognizes its role in decreasing the "digital divide", and aims to provide up-to-date, innovative, and accessible technologies for patrons to learn and use.

The Library maintains 11 desktop computers for public access, 2 iPads for public use in conjunction with technology classes, and 8 laptop or desktop computers designated for staff use. Free Wi-Fi is also available at the Library and it is not uncommon to find members of the community parked outside accessing this service.

Technology training is available to community members who seek assistance with personal devices, i.e. a smart phone. The Library employs a dedicated staff person who holds weekly walk-in "office hours", open to anyone with tech-specific questions.

The Library also offers skill-building programming related to emerging technologies, life skills, skilled

What is the "digital divide"?

The idea of the digital divide refers to the growing gap between underprivileged members of society, especially the poor, rural, elderly, and handicapped portion of the population who do not have access to computers or internet; and the wealthy, middle-class, and young Americans living in urban and suburban areas who do.

I would not minimize the digital divide, which separates the computerized world from the rest, nor would I underestimate the importance of traditional books.
Robert Darnton, American Historian

Presentation at the Library

trades, and artisan crafts.

Education

The Library's educational mission is to encourage and foster literacy skills, lifelong learning, and civic participation. Education is central to all policy and programming decisions, and the Library fosters intentional partnerships with youth, families, schools, and community organizations, in order to build strong literacy skills among child, teenage, and adult learners, advance digital literacy, and encourage patrons to be civically engaged and informed.

The tenants of lifelong learning and civic engagement are also demonstrated in the Library's physical space, as the building and grounds are intended to be inspiring environments to engage in learning and demonstrate forward-thinking, progressive, societal-minded behavior.

As the Library continues to engage with youth,

families, schools, and the community, it is critical that the Library continue to keep education at the forefront of all programming and policy decisions. It is also important that the Kalkaska community is engaged and informed regarding the Library's mission and activities.

Library Facility

The Library is located in downtown Kalkaska and serves as a critical anchor in the Downtown Development Area (DDA) district. The Library's building consists of the original structure, built in 1939 and incorporating local stonework on the exterior. Two additions, constructed in 1977 and 1991, create a total of 4,900 square feet in floor space.

The building's main floor houses the circulation desk, teen and adult collections, digital collections, staff offices, and computer area. The building's basement level houses the children's, teen, and genealogy collections, and is often rearranged to accommodate presentations, author readings, and community events. The Library's outdoor areas are in the process of being landscaped according to sustainable, ecologically-minded principles, and provide space for patrons to relax, programming opportunities, and small community events.

The eighty-four year old building suffers from aging infrastructure, resulting in water damage and a deteriorating foundation. In 2015, an independent engineering firm determined it is unlikely, if not impossible, to renovate the existing Library building. The American Library Association recommends that libraries serving a population the size of Kalkaska County should have approximately 17,000 square feet in floor space, more than tripling the current footprint.

Though the Library makes the most of its cramped campus, the need for additional space is recognized. The crowded building hampers participation levels in events and activities, has no designated community event space, limited space for collections, limited technology capacity due to aging infrastructure, no private tutoring or study areas, and inadequate storage and parking.

The library has purchased property adjacent to the current building, and with community support, is poised to build an attractive new facility that respects the historic character of the downtown, provides dedicated community and private meeting room spaces, larger spaces for children, youth, and adult services, expanded technology capabilities, energy efficient design, and adequate parking.

Library Services and Programming

Collections
The Library maintains a diverse selection of print and digital materials, including books, audio books, and DVDs for patron use and checkout, totaling 35,000 items. Noteworthy among these resources are extensive local history and genealogy collections and robust Michigan-related fiction and non-fiction collections.

Total Circulation Counts:
- 2015:   34,313
- 2016:   34,172
- 2017:   34,823

The 2017 circulation count, which includes books, DVDs, and audio book checkouts, was 34,823 items, an increase from the prior year.

Community Access
As previously discussed, Library cardholders are heavily concentrated within the Village of Kalkaska (Kalkaska Township) and surrounding townships, while townships in southern and eastern Kalkaska County have relatively lower usage rates. The distribution of Library cardholders across Kalkaska County is shown in the map on page 4.

Particularly in the winter season, residents of outlying areas of the County may have difficulties traveling long distances to reach the Library. To accommodate this reality the Library offers cardholders remote access to a 24/7 digital collection service. The total number of digital downloads in 2017 was 5,644, a decrease that is consistent with national trends as e-book readership is leveling off.

Digital Downloads:
- 2015:   5,949
- 2016:   6,465
- 2017:   5,644

Residents must have reliable Internet service to access the Library's digital resources, which is often not the case in remote, rural portions of the County. The Library currently alleviates these barriers to access by providing curated resource packages to schools and is considering creating Wi-Fi hotspots in areas with limited high-speed internet infrastructure and home delivery services.

The Library also participates in the "Talking Book Library" program offered by the Library of Congress, by which individuals who are unable to read standard-print books are sent books and other resources with a free audio book device.

Events and Programming
The Library offers a mix of educational and community events for individuals of all ages. Most are intended to foster knowledge of a particular

subject, individual, or field, including the summer reading series, 3D printing classes, and author readings. The Library also offers events which support the richness of Kalkaska's heritage and cultural traditions. Poverty is a reality in Kalkaska County, with 57% of households considered "struggling" according to the United Way of Northwest Michigan (see more details in Chapter 2).

Programming is also designed to provide Kalkaska families access to fun opportunities they may not otherwise afford to attend, such as Christmas with Santa, and to introduce individuals to concepts and global trends they may not otherwise be exposed to.

Events are designed to provide educational opportunities, encourage lifelong learning, increase cultural awareness, build civic participation, and provide individuals with opportunities to meet and socialize.

In 2017, over 4,000 people attended events at the Library, nearly double the previous year's attendance.

Total Program Attendees:
- 2015:   4,274
- 2016:   2,642
- 2017:   4,160

The Library currently offers the following activities for members and the community at large:

- **Workshops**, on topics including environmental conservation (native species landscaping, healthy soils) and arts & crafts (quilting, sewing, basket weaving, etc.).
- **Makerspace and Technology Classes**, including 3D printing, computer coding, sewing and embroidery.
- **Concerts and Readings**, including local artists and authors.
- **Recreation activities**, including outdoor activities and exercises.
- **...and much more!** For a complete list of happenings at the Library, visit their website at www.kalkaskalibrary.org.

Community Partners and Development

The Library works with local and regional partners to expand and diversify the resources, programming, and events available to the Kalkaska community, including the following organizations:

- **Kalkaska Conservation District:** The Library and Kalkaska Conservation District have coordinated community presentations regarding the health and protection of the natural environment, including topics such as natural landscaping, soil health, invasive species removal, and oak wilt. The Library also consults the Conservation District regarding the installation and maintenance of its native landscaping.

- **Great Start Collaborative of Traverse Bay:** The Library serves as the host location for 5 to One, a project of the Great Start Collaborative of Traverse Bay. The project aims to address persistent challenges facing young children by offering events, parenting classes, materials, and services which address the acute needs of families most in need of help. Engaging parents of young children is crucial to the Library's mission, as the 0-5 year developmental

stage is a critical time period in a child's life for developing strong literacy skills.

- **Kalkaska Public Schools (KPS):** The Library works closely with KPS to provide support for schools, teachers, parents, and students in reaching their literacy goals. KPS does not currently have a librarian on staff and the Library seeks to fill that need by encouraging all students to obtain library cards, designing youth programming to compliment school curricula, and visiting classrooms to assist with research projects and provide reference materials. The Library seeks to promote a general love of reading and exploration in grades Kindergarten through second and introduces formal research methods in grades third and above.

- **Local and Regional Units of Government:** The Library, along with the Village of Kalkaska, Kalkaska Downtown Development Authority, and Kalkaska County, coordinated a year-long planning process to develop and update each agency's plans. This plan is the result of that process, which intended to ensure each organization understands and supports the future vision of Kalkaska and the role they will play in making that vision a reality. The resulting vision will guide the Kalkaska community in working together to build the local economy, manage existing resources efficiently, and attract new growth and investment.

- **Kalkaska Garden Club:** The Kalkaska Garden Club maintains the Library's garden beds and several club members

are Library employees.

- **Baby Pantry, Kalkaska Church of Christ:** The Library works with the Church of Christ Baby Pantry to provide supplies to families, sign children up for their first library card, and introduce parents to the benefits of the Library.

- **Kalkaska Memorial Health Center:** The Library works with Kalkaska Memorial Health Center to coordinate programming and activities at the hospital's daycare center.

- **Community Sponsors:** The Library is grateful for the generosity and support of a diverse mix of local and national organizations, including Chemical Bank, TransCanada, Barker Creek Nursery, McLean's Hardware, Homeland Building Products and long-time sponsors – the Moose Club and Academea Club.
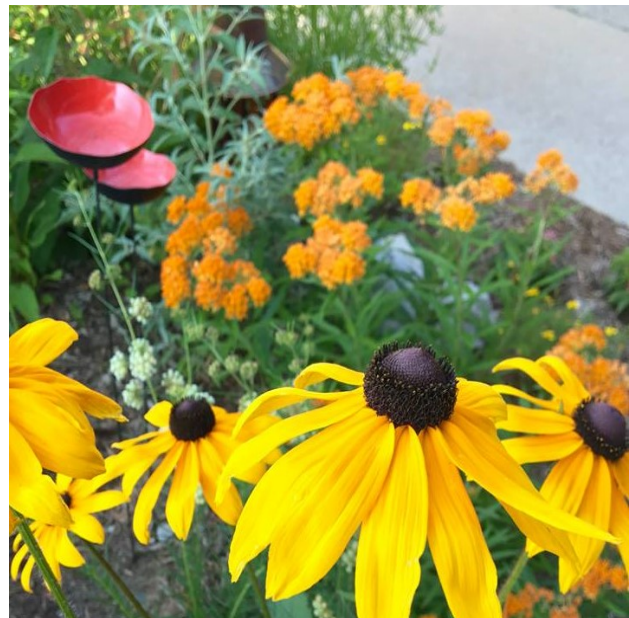
Library Garden, courtesy of the Kalkaska Garden Club

Chapter 2: Community Description

Introduction to Kalkaska County

Kalkaska County is located in the northern lower peninsula of Michigan, a rural, recreation-oriented place filled with pristine rivers, rich forests, and open farmland. Urban development is generally found in the western townships and Village of Kalkaska, the commerce center of the county and where the Library is located. The eastern townships contain more forest cover and have cottage-like development patterns.

State-owned land is prominent throughout the county, especially in the east and northwest areas. This amount of public land allows for vast recreation, especially snowmobiling, hunting, camping, and ATV riding. The Rapid River, the Boardman River, and the Manistee River highlight the natural corridors and provide for a multitude of recreation, especially fishing and canoeing.

Although agriculture is not the dominant land use, it is the principal land use in the middle of the county, and is visually expressive of the county's heritage. Housing types vary, and are affordable relative to the surrounding region, which makes the county accommodating to residents, second homeowners, and visitors alike. Commercial and industrial sites are located along highway corridors, especially near the Village.

Traverse City is located about 20 miles west of Kalkaska County and the Village of Fife Lake is situated nearly adjacent to the southwest corner of Kalkaska County. Surrounding counties include: Grand Traverse County to the west, Crawford County to the east, Antrim County directly north and Missaukee County to the south.
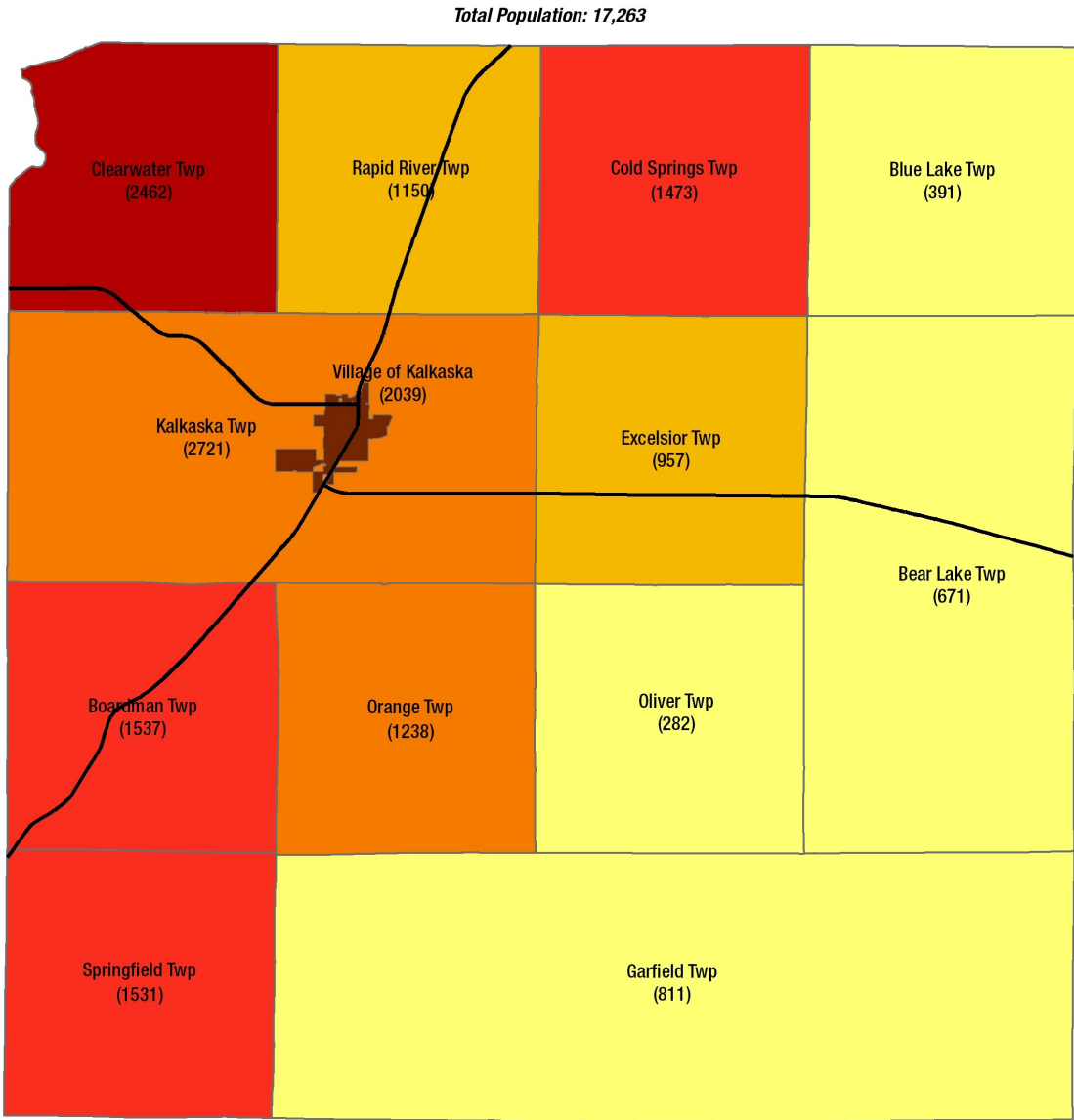
Population and Demographics

In 2016, the estimated population of Kalkaska County was 17,263 (66th out of the 83 counties in Michigan) according to the American Community Survey (ACS) by the United States Census. The County's population density is approximately 30 people per square mile on average, but the majority of residents are concentrated in the north and west portions, including the Village of Kalkaska.

Different populations, in terms of age, education level, and household income, have different needs and interests. As such, when planning for Library activities, programming, and facilities, the community's demographic growth trends are important factors to consider.

Age and Household Characteristics

As the baby boomers—the America's second largest demographic group—reaches retirement age, the nation's population as a whole increases in age. Because of its
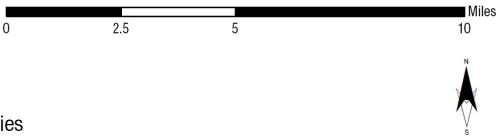
Kalkaska County Population Density

Total Population: 17,263

| Clearwater Twp (2462) | Rapid River Twp (1150) | Cold Springs Twp (1473) | Blue Lake Twp (391) |

Village of Kalkaska (2039)

Kalkaska Twp (2721)

Excelsior Twp (957)

Bear Lake Twp (671)

Boardman Twp (1537)

Orange Twp (1238)

Oliver Twp (282)

Springfield Twp (1531)

Garfield Twp (811)

KEY | Main Features

Total Population per Square Mile
- 7 - 20
- 20.01 - 35
- 35.01 - 40
- 40.01 - 55
- 55.01 - 75
- > 800

— State Trunkline

☐ Township and Village Boundaries

Miles
0   2.5   5   10

N

Networks Northwest
Talent / Business / Community

desirability as a retirement destination for many residents, this trend is exacerbated in Kalkaska County, where the population tends to be older than state or national averages. The median age of Kalkaska County is 44.4 years old, compared to the median age statewide of 39.5 years.

As *Table 1* demonstrates, Kalkaska County experienced increases in all age ranges 55 years and over between 2010-2016. As those aged 55 or older increased, there were simultaneous decreases of those aged 35-54, and among all ages cohorts below 20 years of age, with accompanying shifts in household size and type. These age changes are also reflected in the declining numbers of family households in the County.

Education

Educational attainment provides an important context when considering the capabilities of the local workforce and economic vitality of the community. The educational attainment of the population plays a role in determining the types of industries or business that may choose to locate in the community.

Individuals with High School Degree:
- State of MI: 89.9%
- Grand Traverse County: 94.5%
- Antrim County: 90.7%
- Missaukee County: 87.7%
- **Kalkaska County:**   **86.6%**

According to the 2015 ACS, nearly 87% of Kalkaska County residents have finished high school, while 13% of residents have attained a bachelor's degree or higher—a lower rate than the state (27%).

Race

The majority of the County's population—about 96.3% according to the 2015 ACS—is white. Just over half of 1% (0.7%) is black or African American, and a similar figure is estimated for Asian (0.4%). About 0.8% are American Indian and 1.3% are two or more races. 1.7% are Hispanic.

Table1: Change in Kalkaska County Age Cohorts, 2010-2016 (Source: US Census)				
Age Cohort	2010 Population	2016 Population	Change	% Change
Under 5 years	1,027	920	- 107	- 10%
5 to 9 years	1,040	1,016	- 24	- 2%
10 to 14 years	1,112	1,069	- 43	- 4%
15 to 19 years	1,083	998	- 85	- 8%
20 to 24 years	812	867	55	7%
25 to 34 years	1,793	1,897	104	6%
35 to 44 years	2,111	1,984	- 127	- 6%
45 to 54 years	2,777	2,371	-406	- 15%
55 to 59 years	1,345	1,417	72	5%
60 to 64 years	1,187	1,370	183	15%
65 to 74 years	1,734	2,124	390	23%
75 to 84 years	872	950	78	9%
85 years &over	243	280	37	15%
Total	17,136	17,264	128	1%

Families with Children by Income, 2015
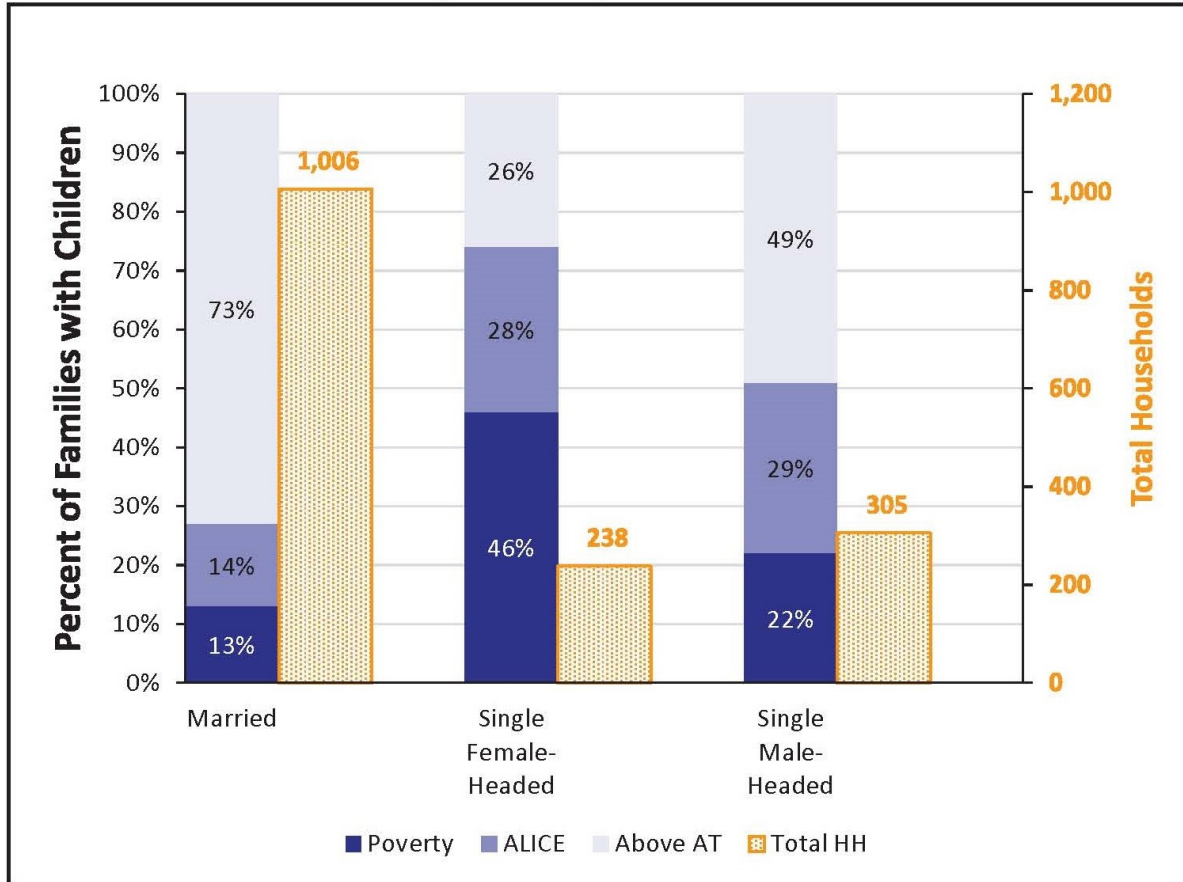
Kalkaska County Households by Income (The United Way ALICE Report, 2015)

Income and Poverty Levels

According to the 2015 ACS, Kalkaska County's median income is lower than the State and surrounding counties:

Median Household Income:

- State of MI: $49,576
- Grand Traverse County: $52,950
- Antrim County: $46,845
- Missaukee County: $41,098
- **Kalkaska County: $40,534**

The United Way of Northwest Michigan estimated in 2015 that 16% of Kalkaska County households are living below the federal poverty line and 27% of households are considered **A**sset **L**imited, **I**ncome **C**onstrained, **E**mployed (ALICE). ALICE households are those which earn more than the federal poverty level but less than the basic cost of living in Kalkaska County.

Table 2: Top 10 Kalkaska County Industries		
Industry	**# Jobs, 2014**	**Average Annual**
Government	869	$48,947
Administrative/ Waste Mgmt	464	$65,549
Retail	415	$27,629
Mining/Oil & Gas Extraction	409	$93,564
Manufacturing	313	$50,873
Accommodation/ Food Services	291	$20,526
Construction	254	$81,335
Health Care & Social Assistance	184	$50,585
Other Services	159	$39,061
Source: US Census, LEHD LODES dataset V7.2 (2016)		

Housing

Like the Northwest Michigan region as a whole, Kalkaska County is experiencing changes in housing demand and shortages of a range of housing choices —particularly rentals—that are impacting businesses, schools, and community vitality.

Small homes (under 1,000 square feet), rentals, or multi-family housing units consistent with single-family development—otherwise known as the "missing middle"—are all becoming more important in meeting the needs of the workforce, an aging population, small households, young professionals, and families. Without them, employers struggle to hire qualified new workers, including professional staff; and schools lose out on new students.

While incomes are lower in Kalkaska County than region– and state-wide , housing values are closer to household incomes, creating greater affordability.

In Kalkaska County, the median home value according to the 2015 ACS was $98,300, and median monthly rent was $709—values that are lower than the neighboring counties and the state, resulting in relative housing affordability for when compared to the surrounding region.

Median Home Value:
- State of MI: $122,400
- Grand Traverse County: $167,900
- Antrim County: $140,700
- Missaukee County: $103,200
- **Kalkaska County:** **$98,300**

However, significant gaps between income and housing value create affordability issues. To be considered "affordable" housing, residents should spend 30% or less of their household income on housing costs. In Kalkaska County, over one-third of homeowners spend more than 30% of their household income on housing costs. This figure is even more severe for renters, with approximately 44% of renters living in unaffordable housing. When households pay over 30% of their income for housing, they are considered cost overburdened, a situation that increases the risk of foreclosure or homelessness.

Workforce

A regional labor shortage and skills gap is impacting Kalkaska businesses: declining numbers of young people and families, increasing number of retiring employees, and barriers to employment are all contributing to challenges reported by businesses in finding qualified employees with the

right skills and work ethic. In 2015, half of respondents in a business questionnaire conducted by Networks Northwest indicated that the labor shortage or skills gap was one of the biggest issues facing Kalkaska area businesses.

Michigan has lost hundreds of thousands of manufacturing jobs since 2000. Because of the state's traditional reliance on manufacturing employment, these job losses have created a long-lasting recession with enormous repercussions, and have created unemployment rates that have been persistently the highest in the country for the last several years.

Unemployment Rate:
- State of MI: 4.5%
- Grand Traverse County: 3.6%
- Missaukee County: 4.8%
- Antrim County: 5.3%
- **Kalkaska County:**   **5.5%**

According to the Bureau of Labor Statistics, Kalkaska County has a slightly higher unemployment rate than neighboring counties and the state in October of 2017.

Business and Industry

Located amidst a wealth of valuable natural resources—including oil, gas, timber, and agriculture—with ready access to sewer, water, broadband, natural gas, industrial property, multi-modal transportation pathways, the Village of Kalkaska is strategically positioned for growth. The Village is considered a local retail hub, drawing shoppers and visitors from surrounding communities; and its central location and industrial assets represent important opportunities for Kalkaska to develop a logistics or supply chain niche.

Industry has traditionally been the economic foundation of Kalkaska County. However, changes in the global economy have resulted in a major loss of manufacturing jobs throughout the State. Kalkaska County is no exception, with a decline in manufacturing employment and a drop in industrial development.

According to businesses participating in a 2015 survey, key factors impacting business growth and relocation include a labor shortage; the size of the area's customer base; competition from nearby communities; and a need for more businesses within the Village that would complement the existing commercial and industrial mix—particularly full-service restaurants, light industry and manufacturing, pubs/breweries, and heavy industry/manufacturing.

Recreation and Trails

Recreation is a major economic driver in lower northwest Michigan, and particularly Kalkaska County. Hunting, fishing, snowmobiling, biking, hiking, horseback riding, boating and other outdoor events draw visitors, new residents, and businesses to the region, increasing regional earnings, spending, and new investment. And, new workers often choose to locate in areas with opportunities for and access to recreation, making recreation an important strategy for talent or workforce attraction and retention.

Recreation in Kalkaska is a vast untapped resource in terms of economic development potential. Studies report that the economic impact of recreation is related to the length of visitors' stays and overnight visits: the longer people remain in an area, the more they spend. However, with limited options for hotels, dining, or downtown entertainment, Kalkaska misses important opportunities to capture additional revenue from

visitors and tourists in town for events, trails, fishing, and hunting. This is reflected in arts, entertainment, and recreation earnings that are well below average for Northwest Michigan counties. And, while nearly half of the County's land is publicly owned, public investments and state grants in locally-maintained recreation amenities have historically been limited.

Placemaking

"Placemaking" refers to community improvement strategies and initiatives that result in vibrant, safe, and friendly places that are cherished by both residents and visitors. It builds on a community's unique assets—including its history, natural resources, or public spaces and buildings. It prioritizes the "livability" and vibrancy of a place, which depend on factors like walkability, social events, entertainment options, gathering spaces, and the unique character or sense of place created by historic buildings, natural resources, or scenic vistas.

In the 2015 business survey, when asked how the Village of Kalkaska should recruit new business, "improving community aesthetics" was the most popular response from businesses. As community aesthetics and other placemaking characteristics become ever-more important factors in drawing the residents, skilled workers, and businesses needed for economic development, placemaking represents an increasingly important activity for communities like Kalkaska— especially along the Village's main corridors, M-72 and US-131, where the Library is located.

Impressions of these highly-traveled corridors shape the perception of visitors and others traveling through or to the Village, and they currently feature high traffic volumes, auto-

oriented development, and some deteriorating properties that detract from the walkability and aesthetics of the Village as a whole. To enhance Kalkaska's livability, new development and improvements must use placemaking principles to create vibrant, safe, walkable, and attractive community spaces.

Governance and Capacity

Local governments play powerful roles in economic development, especially in activities related to infrastructure and placemaking. With support from Village and Downtown Development Authority staff and partner agencies, including the Library, Kalkaska has been proactive in building the capacity of the Village Brownfield Redevelopment Authority, engaging partners like the Kalkaska County Economic Development Corporation, recruiting new businesses and developers, developing and enhancing assets like trails, restoring downtown buildings, and improving streetscapes to enhance the safety and appearance of the downtown.

However, the Village operates on a limited budget with many competing priorities and little funding for the planning and implementation needed to accommodate growth and investment: additional dollars and capacity could help to implement innovative projects and development opportunities.

Marketing

In today's economy, competition for workers, visitors, residents, and businesses is fierce. Many battles for these new residents, visitors, and businesses are fought and won with marketing and promotion: promoting a positive identity and desirable place-based assets can draw visitors and

new residents to a community—and with them, new investment.

To be a competitive destination for tourism and business, Kalkaska must set itself apart from other communities with a positive identity. While much work remains to be done to enhance and package them effectively, Kalkaska has enormous assets that can be leveraged and marketed for business, residents, and tourism. To date, many of those assets have been under-recognized or overshadowed by the "big-ticket," highly-publicized nearby destinations like Traverse City and Petoskey. When considering how, where, what, and when to market, it will be important to recognize that, while there are many valuable opportunities to capitalize on their proximity, Kalkaska is not any of these destinations—nor should it be. Marketing should celebrate and promote Kalkaska's own unique assets, image, and opportunities to a clear target audience. Collaborative marketing efforts between multiple agencies, such as the Village of Kalkaska, DDA, County, and Library, will be most compelling and effective.

Introducing Kalkaska Children to Lego Robotics

Chapter 3: Planning Process and Public Input

The Library plan was developed as part of a larger community planning process initiated in 2016 by the DDA, Village of Kalkaska, Library, and Kalkaska County. The goal of this partnership endeavor was to update the create the Library plan and update the DDA plan, County Recreation Plan, Village of Kalkaska Recreation Plan, and Village of Kalkaska Master Plan. The intention of updating all five of these plans via one process was to provide a collaborative and cohesive planning process, where all agencies involved participated on one "Kalkaska Planning Committee" and together had the opportunity to obtain public input, evaluate goals and objectives, and align their respective future visions as a unified team.

While the planning and public input processes were conducted concurrently, the data, analysis, and public input used to update and develop this Plan was collected and prepared to address issues and opportunities specific to downtown improvements in the development district. To provide guidance and oversight on the plan development, representatives from local government, natural resources agencies, local business owners, Kalkaska Memorial Health Center, and members of the public were invited to participate in a Library-focused work group in addition to the regular "Kalkaska Planning Committee" meetings. Networks Northwest also met with Library representatives and staff at various stages in the process to share updates and develop Library-specific plan content.

Public Input

Public input was critical to this planning process, and two successful input opportunities were organized by the Kalkaska Planning Committee (not including the public hearing). First, a public forum and visioning session, Speak Up Kalkaska!, was held at the Kalkaska High School Auditorium on February 1, 2017. Over 150 people attended. The event kicked off with a presentation to attendees regarding the collaborative planning process, and representatives from each of the agencies spoke. Following the presentation was an interactive community forum where participants visited stations and asked questions that they voted on with sticky dots and shared comments. Second, an online survey was made available following the event. The questionnaire was widely publicized online, and over two hundred and sixty-four (264) responses were received.

The portion of the survey dedicated to Library-specific topics included three questions regarding community priorities and needs. The bolded responses indicate the most popular response.

(1) <u>What draws you to the Library?</u>
- **Books**
- **Free Internet/Computers**
- **MELCAT (inter-library loan)**
- Children's Programs
- Adult Programs
- DVD/CD Borrowing

(2) How can the Library enhance the community?
- **New library with community space**
- **Movies in the park**
- **Technology training**
- Health and Fitness training
- Inter-Village trail connector
- Architectural match with existing downtown buildings

(3) What would you like to see in a new library?
- **Community space**
- **Hosting events**
- **Conference room**
- Quiet study space
- Social gatherings
- Kitchen space
- Maker space

Complete survey summaries and responses are included in Attachment 1.

Guiding Principles

In addition to utilizing public input and community data to review and update the Library goals and objectives, the Library work group applied the "Guiding Principles" established by the Kalkaska Planning Committee. The "Guiding Principles" were intended to provide a means of consistently evaluating and prioritizing the goals and objectives identified in each of the five plans. The "Guiding Principles" include:

Purposeful – The objective is relevant to the agency evaluating it and the agency can make significant change in this area.

Public Supports – The objective is important to the public, based on the results of Speak Up Kalkaska!, follow-up survey, and previous planning processes.

Public Safety – The objective supports, enhances, and protects public safety.

Economic Driver – The objective supports new and existing jobs and business.

Sustainability – The objective can be achieved utilizing existing capacity and resources, which can be reasonably maintained over its lifetime.

Compatibility – The objective supports the other agencies' goals/objectives.

Participants were asked to review prior plans and public input in order to best evaluate the existing goals and objectives and make recommendations regarding the future priorities of the Library. This exercise reaffirmed the relevance and importance of collaboration among the partnering agencies, as the working groups concluded that the vast majority of goals and objectives supported, or were at least relevant to, each of the "Guiding Principles." See Attachment 2 for the complete evaluation.

Library Plan Review

The Strategic Planning Committee reviewed the plan at their ____meeting and recommended the Library Board approve the plan. The Board reviewed the draft plan at their ____ meeting, and agreed to approve the plan, See Attachment 3 for the approval documents.

Chapter 4: Vision, Goals, Objectives

The vision, goals, objectives, and action strategies are intended to guide future decisions about Library development in a manner that reflects the community's values and priorities. These goals were developed based on review of existing conditions and input from:

- 2017 Kalkaska Community Survey
- 2017 Speak Up Kalkaska! Community Forum
- 2016 Kalkaska and US-131 Economic Development Strategies
- Input from the Kalkaska Community Planning Committee—including representation from the Village, County Parks and Recreation, Library, and DDA
- Input from DDA representatives and staff

The "Guiding Principles" (see *Chapter 3 Planning Process and Public Input* and Attachment 3) were also used in reviewing and updating the DDA goals and objectives. Part of this exercise included reviewing local, County, and regional plans to ensure that the goals, objectives, and actions are aligned with other community goals and priorities.

Definitions

- **Vision** is the preferred future , and serves as the basis for planning goals and objectives.

- **Goals** provide general direction and serve as a description of the desired future. They address issues and specific needs, but are broad in scope.

- **Objectives** are a means of achieving goals, and are attainable.

- **Action Strategies** set forth the specifics necessary to accomplish objectives. One action might be used to accomplish multiple objectives; or an objective might require multiple actions.

Vision

In partnership with the Village of Kalkaska, Kalkaska DDA, Kalkaska County, and the public, the Library affirmed the following collective vision for Kalkaska, titled "Kalkaska Tomorrow":

Kalkaska Tomorrow

- **Kalkaska is a recreation paradise.** High-quality, well-maintained, and well-promoted opportunities for snowmobiling, hunting, hiking, fishing, biking, birding, and draw more new visitors, businesses, and residents to Kalkaska. New and existing hotels, restaurants and brew pubs, a downtown theater, and outdoor and sporting shops cater to recreation-oriented residents and visitors.

- **Kalkaska is a regional manufacturing hub.** Its location, infrastructure, and easy access to rail and highways all support jobs and businesses in manufacturing, warehousing and storage, food processing, and other industrial opportunities.

- **Kalkaska is a thriving, safe, healthy, and economical place to live and do business.** An attractive and vibrant downtown, great schools, quality health care, walkable and bikable streets, diverse housing choices, and unique dining and shopping opportunities attract new residents, development, business, and visitors.

Goals

The goals and objectives of the Library include these areas of focus:

- Operations and Mission
- Community Development
- Access to library resources
- Education
- Programming and Services
- Access to Library

These are the focus areas in which the Library's capacity, resources, and experience can be most effectively leveraged to support the Kalkaska Tomorrow collective vision.

OPERATIONS AND MISSION

Goal: Develop and maintain an adaptive and responsive culture of service to support the Library mission.

Objective	**Actively engage staff, trustees, supporters, volunteers, and partner organizations in the Library mission and development.**
Action	Work with a professional to develop a holistic communications strategy, across print, digital, and social media platforms.
Action	Deepen and build relationships with existing and new funders.
Action	Continue to foster support from the community for the Friends of the Library.
Action	Build and maintain necessary fundraising database and infrastructure.
Objective	**Continue to provide flexible, efficient, and responsible administration of operations.**
Action	Provide supportive environment for staff to develop professionally and personally.
Action	Regularly solicit and encourage feedback from staff.

COMMUNITY DEVELOPMENT

Goal: The Library will continue to be an integral part of the Kalkaska community and make Kalkaska a better place to live.

Objective	**Encourage patrons to be civically engaged and informed.**
Action	Remain objective and nonpartisan in all aspects of Library operations.
Action	Work with community partners to foster civic participation, including voter registration drives, understanding ballot measures, and policy education events.
Action	Connect patrons to the spectrum of fact-based and ethical news sources.
Objective	**Work with community partners to strengthen and enhance Kalkaska's quality of life.**
Action	Work with community partners to implement placemaking efforts, including those related to downtown aesthetics and connectivity.
Action	Work with community partners to design programming and services for the needs and interests of the seasonal population.
Action	Support and work with community partners to market and promote Kalkaska business, events, and available resources.

ACCESS

Goal: Improve access to Library resources and increase the number of active cardholders.

Objective	**Develop and curate collections that reflect Kalkaska's culture and interests.**
Action	Provide materials in preferred formats, based on community needs, and ensure formats are adaptable for future needs.
Action	Continue to develop collections that raise awareness of the Kalkaska community's rich heritage and history.
Action	Actively maintain and develop international collections to foster cultural diversity.
Objective	**Provide convenient and attractive access to Library resources and collections.**
Action	Support and launch efforts to provide community with access to our collections in non traditional settings.
Action	Work with community partners to increase community access to resources and services, including exploring additional transportation options for elderly and rural residents.

EDUCATION

Goal: Support early literacy and lifelong learning.

Objective	**Support educational success through youth, family, and school engagement.**
Action	Actively partner with daycare centers and schools to offer onsite resources and programming at their facility.
Action	Continue to hold outreach/informational sessions with other non-governmental organizations, including Kiwanis and Rotary.
Objective	**Promote a lifelong love of learning and literacy across all ages.**
Action	Continue to research and develop children and teen programming.
Action	Continue to offer resources and programming to support an improved quality of life for adults and senior citizens.
Action	Continue to create space and opportunities for individuals to connect to innovative and inspiring programming, ideas, and people.
Objective	**Help job seekers and entrepreneurs develop a foundation of skills.**
Action	Work with community partners to curate programming and resources that connect job seekers and employers, e.g. resume/application development.

PROGRAMMING AND SERVICES

Goal: Provide inclusive, responsive, and affordable programming and services to support learning and growth.

Objective	**Provide classes and events to respond to evolving community needs.**
Action	Support and launch efforts to provide patrons with access to our collections in non-traditional settings, including pop-up libraries in alternative locations.
Action	Continue to develop makerspace technologies and resources.
Objective	**Improve and develop inclusive services for all patrons.**
Action	Work with community partners to increase access to services for incarcerated individuals.
Action	Work with community partners to develop and support programming and services to assist veterans and their families, particularly those transitioning to civilian life.
Action	Continue to research and provide alternative services for individuals unable to read a traditional physical book.
Objective	**Lead the Kalkaska community in decreasing the "digital divide".**
Action	Continue to invest in emerging technologies.
Action	Invest in circulating Wi-Fi hotspots for underserved populations.
Action	Continue to invest in makerspace resources and technology.
Action	Foster mentorships and programming targeted at improving digital literacy.

FACILITIES

Goal: Provide functional, attractive, and safe spaces to align with twenty-first century Library service delivery models and design best practices.

Objective	**Present a safe, attractive, comfortable, welcoming, and purposeful facility to adapt to evolving community needs.**
Action	Create flexible spaces and common areas to accommodate changing programming and meeting needs.
Action	Use sustainable and practical methods and materials.
Action	Create environments that accommodate emerging technology and facilitate collaborative learning.

Chapter 5: Implementation

Grants, and Spending

Many Library improvements are eligible for grant funding and the Library should pursue grant opportunities as appropriate. Other, non-grant funded spending needs will be addressed in the Library budget, which is adopted annually and addresses expenditures for facilities, maintenance, staffing, and other administrative functions.

Leadership and Public Input

Both Board leadership and staff should continue to attend regular training sessions on relevant topics and best practices.

To ensure the Library's activities are responsive to the needs of the Kalkaska community, the Board and staff should continue to work with the Village and other community partners to engage in regular, open communication with the public. Regular focus groups, public discussions, or other forum-type opportunities should be considered as a means to continuously obtain input and feedback.

Partnerships and Citizen Engagement

While many of the plan's objectives may be addressed through Library policies and resources, many of the goals and objectives will require strong partnerships with community stakeholders.

The plan recommends pursuing partnerships with local service clubs, schools, nonprofits, regional agencies, and other levels of government. Partnerships broaden the scope of available grant dollars and other revenue, encourage citizen engagement in community activities, and enhance staff capacities and efficiencies.

Partnerships with these organizations may provide volunteer capital to implement some small-scale community projects. Volunteer activities will be critical to building citizen engagement and community pride. To ensure that partnerships are efficient and effective, the DDA may wish to consider partnership agreements that clearly identify responsibilities, accountability, and length of commitment.

Summer Reading Pool Party at the Kaliseum

Plan Updates

While comprehensive updates are not required during the life of the plan, regular annual review of the plan and its objectives will be important to determine whether the goals and objectives are being addressed, whether the plan's policies are still relevant and appropriate, and which objectives remain to be addressed.

During the plan review, several objectives should be identified and prioritized as an implementation schedule, in order to help focus the Library's activity throughout the year.

Kalkaska County Library

Attachments

To illustrate and support this Kalkaska County Library Plan, the following attachments are provided:

1. Public Input Report

2. Guiding Principles

3. Approval Documentation 2018

Kalkaska County Library Master Plan 2017
Public Input Report & Analysis

Background

In 2017, the Village of Kalkaska, Kalkaska Downtown Development Authority (DDA), Kalkaska County, and Kalkaska County Library teamed up to plan collaboratively for the future vision of the Kalkaska community and the role each entity will play in making that vision a reality.

This process will result in the creation of a new Library Master Plan and updates to the existing Village Master Plan, Village Recreation Plan, DDA Plan, and County Recreation Plan.

Public Input

These agencies offered several public input opportunities early in the planning process. On February 1, 2017, Speak Up Kalkaska!, a community input event, was hosted at the Kalkaska High School Auditorium. Nearly two hundred (200) residents, business owners, and other stakeholders attended the event and provided their feedback via four poster stations (one each for the Library Master Plan, Village Master Plan, DDA plan, and Village/County Recreation plans). Each poster contained a mix of multiple choice and open-ended questions. The multiple-choice questions were limited to the "top three" choices, to encourage participants to prioritize their values and discourage "all of the above" feedback.

Immediately following the event, on February 2, 2017, an electronic survey consisting of the same questions, was released via Survey Monkey by the agency staff and volunteers spearheading this process. Those individuals distributed the survey by email to their networks and hard copies were available at the Library building. The survey was available until March 24, 2017 and during that time two hundred and sixty-four (264) responses were received.[1]

The Library, Village, County, and DDA will use these input opportunities and resulting feedback to:

- Determine where and how to focus future activities
- Determine plan goals related to community priorities
- Encourage public participation in the community planning process

The following report summarizes the Village Master Plan community feedback with some background information on each question in order to aid in analysis. Complete event and online survey results are included as attachments to this document.

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[1] It is possible that individuals who attended Speak Up Kalkaska! provided additional and/or repeat feedback via the distributed survey.

Introductory Note: Using the Survey Results

When reviewing survey results, it's important to note that the questionnaire is not a statistically valid survey. Results must be balanced with additional data sources and dialogues, including committee discussion, focus groups, other forms of public input, and research and analysis. Further, survey responses are only one factor to consider when engaging in discussion and making decisions about plan content and goals, and as such should be evaluated in the perspective of the planning process as a whole: as a single dataset created at the beginning of the process, survey results will help to point the way towards additional research, input opportunities, and discussion throughout the process.

Demographics

Demographic data is only available for the distributed survey responses. The Speak Up Kalkaska! event did not require attendants to provide demographic data before participating.

Of the two hundred and sixty-four (264) survey responses, fifty-three (53)respondents reside within the Village of Kalkaska, one hundred and sixty-seven (167) respondents reside within Kalkaska County (excluding the Village), and forty-four (44) respondents do not reside within the Village nor County.

Sixteen (16) respondents own a business within the Village and twenty-six (26) respondents own a business within the County (excluding the Village).

The results shown below will analyze the responses of all survey participants and Speak Up Kalkaska! attendants.

Kalkaska County Library Questions & Analysis

In 2016, the Library Board and staff identified the need for an updated five year plan to guide the library's programming, collections, budget, and potential replacement of the existing facility. A strategic planning committee, composed of Board, staff, and volunteer membership, was formed to facilitate the development of the plan. While participating in the Kalkaska Community Planning process with the Village, DDA, and County, the Library is also engaging with several external consultants to conduct a feasibility study, identify design options, and determine community support regarding the construction of a new library facility.

The library questions in the survey and at the Speak Up Kalkaska! event asked participants to consider what brings them to the library, how the library currently enhances the community, and what they would like to see in a new library.

Question 1 – What draws you to the library? (Pick no more than 3)

Survey Results

Two hundred and forty-two (242) participants responded to this question via the distributed survey. Those results are below:

1. Books (70%)
2. Free Internet/Computers (26%)

3. MELCAT – borrow books from other libraries (25%)
4. Children's Programs (24%)
5. Adult Programs (19%)
6. DVD/CD Rental (19%)

The majority of respondents, seventy percent (70%), selected books, twenty-six percent (26%) selected free internet/computers, and twenty-five percent (25%) selected the MELCAT borrowing system, as one of their top three reasons to visit the library.

Forty-three "other" comments were submitted, eleven (11) of which stated the participant does not use the library, four (4) comments pointing to the library staff as a reason for visiting, and four (4) comments regarding the meeting/work space available for use.

Event Results

Speak Up Kalkaska! attendants' responses vary slightly from the survey responses, with children's programs identified as a top three priority, rather than the MELCAT program. Of the one hundred and sixty-nine (169) votes provided for this question, twenty-five percent (25%) were for books, twenty-two percent (22%) for children's programs, and twenty-one percent (21%) for free internet/computers. The "other" comments provided were consistent with those submitted in the survey.

See the attached results for the complete dataset.

Question 2 – How can the library enhance the community? (Pick no more than 3)

Survey Results

Two hundred and forty-two (242) participants responded to this question via the distributed survey. The results are below:

1. New library with community space (66%)
2. Movies in the park (42%)
3. Technology Training (41%)
4. Health and Fitness Training (22%)
5. Inter-Village Trail Connector (21%)
6. Architectural match with existing downtown buildings (21%)

Two-thirds of respondents selected new library with community space, forty-two percent (42%) selected movies in the park, and forty-one percent (41%) selected technology training as a top three opportunity for the library to enhance the Kalkaska community.

Twenty-seven (27) "other" comments were submitted, seven (7) of which expressed a desire for expanded programming and class opportunities for all ages, in the areas of arts, technology, and finance. Five (5) comments expressed the need for extended hours or collections offered by the library.

Event Results

Speak Up Kalkaska! attendants' responses are consistent with the survey results.

See the attached results for the complete dataset.

Question 3 – What would you like to see in a new library? (Pick no more than 3)

Survey Results

Two hundred and forty-two (242) participants responded to this question via the distributed survey. The results are below:

1. Community Space (68%)
2. Hosting Events (41%)
3. Conference Room (40%)
4. Quiet Study Space (38%)
5. Social Gatherings (28%)
6. Kitchen Space (12%)
7. Maker Space (8%)

Similarly to question 2, two-thirds of respondents selected new library with community space as a top three priority for the new library. Forty-one percent (41%) selected hosting events, and forty percent (40%) selected conference room as among their top three priorities for a new library.

Nineteen (19) "other" comments were submitted, five (5) of which expressed the desire for a comfortable and inviting space, "…need a place to just sit and sip their coffee and read with good lighting". Two (2) comments expressed a desire for additional classes and programming, similar to the comments in question two. Two (2) comments spoke to the new library's location in relation to its surroundings, referencing the need for safe pedestrian amenities and connectivity to downtown.

Event Results

Speak Up Kalkaska! attendants' responses vary from the survey results, with a quiet study space identified as a top three priority for a new library, rather than hosting events. The comments submitted at the event are consistent with those received in the survey.

See the attached results for the complete dataset.

Village of Kalkaska Master Plan Focus Group
June 7, 2017
2-4 p.m.

This document prioritizes the Kalkaska Library Master Plan (2017-2022) goals and objectives, using the 2016 draft 5-year plan as a template.

The plan objectives are evaluated based on the "guiding principles" identified during the current Kalkaska community planning process, by which the Village Master Plan, Village Recreation Plan, DDA Plan, and County Recreation Plan are being updated, and the new Library Master Plan is being drafted. The guiding principles are described in more detail below:

Guiding Principles

Purposeful – The objective is relevant to the agency evaluating it and the agency can make significant change in this area.

> Source: , Kalkaska County Library Policies, Michigan Planning Enabling Act, Michigan Zoning Enabling Act, Kalkaska Community Planning team, 2013 Kalkaska County Recreation Plan, 2011 Village of Kalkaska Master Plan and Recreation Plan, 2013 Kalkaska DDA Plan, 2016 Kalkaska County Library 5-year plan (draft)

Public Supports – The objective is important to the public, based on the results of Speak Up Kalkaska!, follow-up survey, and previous planning processes.

> Source: 2011 Master Plan & Recreation Plan survey Results, 2016 Railroad Square visioning results, 2017 Kalkaska Community Planning survey results

Public Safety – The objective supports, enhances, and protects public safety.

> Source: Kalkaska Community Planning team, Village of Kalkaska Planning Commission

Economic Driver – The objective supports new and existing jobs and business.

> Source: 2016 Kalkaska Economic Development Strategy, 2016 US-131 Economic Development Strategy

Sustainability – The objective can be achieved utilizing existing capacity and resources, which can be reasonably maintained over its lifetime.

> Source: Kalkaska Community Planning team, 2016 Kalkaska County Library 5-year plan (draft)

Compatibility – The objective supports the other agencies' goals/objectives.

> Source: Kalkaska Community Planning team, 2013 Kalkaska County Recreation Plan, 2011 Village of Kalkaska Master Plan and Recreation Plan, 2013 Kalkaska DDA Plan

The objectives are evaluated by assigning a numeric value per guiding principle: 0, 1, or 2.

0: Doesn't meet guiding principle
1: Neutral
2: Meets guiding principle

The total numeric value possible per objective is **12**.

Plan Goals & Objectives	Guiding Principles (each worth 2 points)						Total Score (12 max)
	Purposeful	Public Supports	Public Safety	Economic Driver	Sustainable	Compatible	
G1 Operations – Continue to provide flexible, efficient, and responsible administration of operations and maintenance.							
O1 Attract and support talented professional and para-professional staff positions.	2	2	1	2	2	2	11
O2 Expand opportunities for residents and visitors to engage with the Library.	2	2	2	2	2	2	12
O3 Lead the Kalkaska community in decreasing the "digital divide" by providing up-to-date and innovative technological assets.	2	2	1	2	2	2	11
O4 Cultivate effective and purposeful communications strategy to engage public in library's mission and activities.	2	2	2	2	2	2	12

Plan Goals & Objectives	Purposeful	Public Supports	Public Safety	Economic Driver	Sustainable	Compatible	Total Score (12 max)
G2 Space – Provide functional, attractive, and safe spaces in the current building and align the design of the proposed new library building with twenty-first century service delivery.							
O1 Present a safe, attractive, comfortable, welcoming and purposeful facility to adapt to evolving community needs.	2	2	2	2	2	2	12
O2 Create environments that accommodate existing and emerging technology and facilitate digital learning.	2	2	2	2	2	2	12

G3	Access – Improve access to library resources and increase the number of active library cardholders.	Purposeful	Public Supports	Public Safety	Economic Driver	Sustainable	Compatible	Total Score (12 max)
O1	Develop collections that reflect Kalkaska's culture and interests and provide access via preferred formats and media.	2	2	2	2	2	2	12
O2	Provide convenient and innovative means to lend, borrow, and return materials and resources online and across the county.	2	2	2	2	2	2	12
O3	Support and launch efforts to provide Kalkaskians with access to our collections in non-traditional settings.	2	2	2	2	2	2	12

G4	Programming & Services – Provide inclusive and responsive educational opportunities, programming, and services to support learning and growth.	Purposeful	Public Supports	Public Safety	Economic Driver	Sustainable	Compatible	Total Score (12 max)
O1	Promote early literacy, life-long learning, and civic engagement.	2	2	2	2	2	2	12
O2	Provide classes and events to respond to evolving community needs.	2	2	1	2	2	2	11
O3	Provide relevant print and digital collections and resources.	2	2	1	2	2	2	11
O4	Present a safe, attractive, comfortable, and welcoming environment to adapt to evolving community needs.	2	2	2	2	1	2	11
O5	Improve services to all patrons, including veterans, persons experiencing homelessness and/or joblessness, people with disabilities, and incarcerated/formerly incarcerated persons.	2	2	2	2	2	2	12

G5	Education – Promote early literacy, lifelong learning, and civic participation.	Purposeful	Public Supports	Public Safety	Economic Driver	Sustainable	Compatible	Total Score (12 max)
O1	Support educational success through youth, family, and school engagement.	2	2	2	2	2	2	12
O2	Build strong literacy skills among teenage and adult learners, enabling them to achieve their literacy goals.	2	2	2	2	2	2	12
O3	Advance digital literacy and engage users across the spectrum of technological proficiency.	2	2	2	2	2	2	12
O4	Help job seekers and entrepreneurs develop a foundation of skills.	2	2	2	2	2	2	12
O5	Encourage patrons to be civically engaged and informed.	2	2	2	2	2	2	12

G6	Stewardship – Develop and maintain an adaptive and responsive culture of service.	Purposeful	Public Supports	Public Safety	Economic Driver	Sustainable	Compatible	Total Score (12 max)
O1	Actively engage staff, trustees, supporters, volunteers, and partner organizations in the library's mission and transformation.	2	2	2	2	2	2	12
O2	Deepen and build relationships with existing and new funders.	2	2	2	2	2	2	12
O3	Increase efficiency across the library's operations.	2	2	2	2	2	2	12

G7	Community Development - Serve as an educational, cultural, recreational, and economic asset to the Kalkaska community.	Purposeful	Public Supports	Public Safety	Economic Driver	Sustainable	Compatible	Total Score (12 max)
O1	Expand opportunities for residents, visitors, and community partners to build community and social engagement.	2	2	2	2	2	2	12
O2	Work with community partners to strengthen and enhance Kalkaska's cultural and recreation opportunities, sense of place and quality of life	2	2	2	2	2	2	12
O3	Promote the Kalkaska community's cultural and recreation opportunities, sense of place, and quality of life	2	2	2	2	2	2	12