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The purpose of this report is to update the Library Board on the status of library staff's working plan to complete action items identified in the 2023-2027 Strategic Plan. The plan requires an annual report to the Board. Quarterly updates will be provided.

Strategic Goal no. 1

To maintain and develop high-quality, inclusive programming and services for our user communities

Strategic Objective no.1.1

Support staff with opportunities to assist in developing and delivering programs more effectively

Strategic Action	Person/ Dept. Responsible	Date to Begin	Expected Timing	Outputs/Activities	Status	Desired Outcome
Develop an [employee training] program to build staff competencies that focus on programming, outreach strategies, technology, and digital innovation.	CEO, [HR from the City]	2023	Ongoing	Annual goal setting and staff development with library staff based on HR program	Completed	Builds staff competencies to focus on programming, outreach strategies, technology, and digital innovation
Conduct a community profile in collaboration with the City of Port Colborne	CEO	Deferred	Deferred		Deferred	Outcome to be determined based on discussion with City staff
Survey library users and non-users to identify satisfaction with current programs and determine needs for future programs	CEO, Board	2026 or 2027	3 months for delivery		Deferred	A better understanding of the impact of current programs and to develop future needs for 2028- strategic plan
Develop and implement an annual programming plan that includes timelines for accountability and efficiencies	CEO, Librarian	2023	Ongoing	Program plan created and to be updated annually	Completed	Improve transparency of programming plans for the public and for staff accountability and efficiency

Strategic Objective no.1.2

Leverage strategic relationships to provide diverse programming

Strategic Action	Person/ Dept. Responsible	Date to Begin	Expected Timing	Outputs/Activities	Status	Desired Outcome
Expand resource-sharing and collaborative programming with LiNC partner libraries	CEO, Librarian, LiNC CEOs	2023	Ongoing	2023: Library Board OnBoarding event; Ongoing collaborations for programs (I.e One Book, One Niagara), promotions, staff development, and shared resources 2025: Regional library programmers meetings added	Completed	Strengthened relationships with LiNC libraries and to leverage partnerships for cost savings and enhanced services for library patrons
Engage existing and new community partners to fund, sponsor, and deliver programs	CEO, Librarian	2023	Ongoing	2023: Launch of Community Connect program 2024: Expansion of Community Connect partnerships to delivery weekly, monthly, quarterly, and annual programs	Completed	Strengthened relationships with community partners and externally funded programming
Expand the "Let's Talk About" series with local agencies	CEO, Librarian	2023	Ongoing	2023: 5 series held on following topics: Seniors Safety, Truth & Reconciliation, Homelessness, Healthy Relationships for Teens, Intimate Partner Violence 2024: 4 series held on following topics: Ontario Seniors Dental Care, Dementia Education, Environmental Awareness, Student Wellness 2025: 4 series booked on following topics: LGBTQIA Allyship and Allied Against Abuse, NRPS Newcomer Information Session, Ontario Senior Dental Care Plan and Canadian Dental Care Plan	Completed	Strengthened partnerships with local agencies as experts who provide information on difficult topics
Increase programming opportunities with Museum and participation in City events	CEO, Librarian, Museum staff	2023	Ongoing	2023: Museum invited to pop-up library opportunities; joint programming explored, including a Canadian Author Talk at Roselawn 2024: Library participated in Museum's Community Scan Day and implemented joint class visits. Participation in City events including Solar Eclipse Day / Eclipse glasses distribution, Emergency Preparedness Week, Communities In Bloom, New Year's Eve Event, and Santa Claus Parade 2025: Expansion of opportunities including: City's Easter event, Canal Days programming, 40 th anniversary art show with Museum	Completed	Strengthened relationships with the Museum and City departments for increased visibility of the library within the Port Colborne community

Strategic Objective no.1.3

Upgrade and increase access to leading edge technology to expand digital literacy and community connectedness

Strategic Action	Person/ Dept. Responsible	Date to Begin	Expected Timing	Outputs/Activities	Status	Desired Outcome
Expand makerspace activities and resources and empower and educate library users	CEO, Librarian	2023	Ongoing	2023: PC Lions donation for Wonderbooks; Music Makerspace completed 2024: Bookable Music Makerspace hours implemented; seasonal green screen, button maker, and coding programs for youth; launch of the Erwin Taylor Charitable Foundation's Library of Things collection expansion; expansion of PC Lion's Wonderbooks collection; weekly Lego club program added	Completed	Library users will be educated on core STEM concepts and practices creating increased opportunities
Complete the digital lab for public and staff use	CEO	2023	Ongoing	2023: Green screen studio implemented including camera, lighting equipment; TV screen added for meeting use 2024: Quarterly/seasonal programs added to library programming schedule	Completed	The public and staff will have increased access and a reduction of barriers to cost prohibitive technology equipment
Increase the availability of accessible technology and software for public use, including lendable technology items	CEO	2023	Ongoing	2023: Accessible software available on public computer browsers 2024: Addition of in-house tablets for patron use 2025: Lendable technology added to collection: microphones, coding kits, CELA deposit collection for print disabilities, Digital audiobook player for print disabilities (i.e. Envoy Connect), Education tablets and devices (i.e. Launchpads and Whazoodles)	Completed	Barriers will be reduced by providing access to cost prohibitive technology equipment
Develop and implement programming to ensure digital literacy and to provide tech help for users	CEO, Librarian	2023	Ongoing	2022: 208 total tech help sessions 2024: Expanded Tech Time sessions resulting in 400 total sessions; Ongoing promotion for community partner tech help events, including PCWorks and NTEC computer classes	Completed	Ability for library users to improve their technical skills and enhance their digital literacy

Strategic Objective no.1.4

Develop the library collections to support and reflect a growing and diverse community

Strategic Action	Person/ Dept. Responsible	Date to Begin	Expected Timing	Outputs/Activities	Status	Desired Outcome
Conduct a diversity audit of the collections to ensure we are addressing the needs of our user communities and reflect changing demographics	CEO, Librarian	2026 or 2027	6 months	Initiate audit with external agency, or conduct an audit internally	Not started	A collection development policy and collections that reflect the diverse needs of the community

Strategic Objective no.1.5

Attract new users through effective promotion and marketing of library programming and services

Strategic Action	Person/ Dept. Responsible	Date to Begin	Expected Timing	Outputs/Activities	Status	Desired Outcome
Increase the frequency of outreach services and pop-up visits with a focus on new destinations	CEO, Librarian	2023	Ongoing	2023: Resume outreach halted during Covid pandemic, reestablish contacts; collaboration with Port Fire for pop-up to east side 2024: Monthly/regularly scheduled pop-ups to partners' resume: local elementary school class visits, Farmer's Market, and Northland Pointe. Partnerships and events expanded to local elementary and high schools, Portal Village Book Club, Downtown BIA Harvest Fest, and Port Cares 2025: Friends Over 55; summer daycare partnership invitations	Completed	Strengthened partnerships and increased visibility of library services within the community
Revise marketing and promotion strategies to target new users	CEO, Librarian	2023	Ongoing	2023: Strategies revised in collaboration with City's Communication Team; implemented social media calendar/plan; Ontario Public Library Week (OPLW) radio ad 2024: OPLW Promotional Coasters for Niagara Regional Libraries; radio interviews on CTKB 610; Yodeck Signage Player in Library Atrium installed with library slide added Vale Health and Wellness Centre walking track slideshow; visual elements and templates on social media updated for branding consistency 2025 Planning: Library of Things webpage to be updated; new pop-up library equipment	Completed	Increased membership and awareness of library services within the community

Retaining, recruiting, and innovating in human capital/People

Strategic Objective no.2.1

Invest in ongoing professional development to enable staff to improve user experience and innovate library services

	Strategic Action	Person/ Dept. Responsible	Date to Begin	Expected Timing	Outputs/Activities	Status	Desired Outcome
ensure that s	ining map for each job description to taff are prepared and can apply pest practices to embrace evolving es	CEO	2025 or 2026	6 months	Job descriptions to be created; training map to follow	Not started	Ensure staff are equipped with the skills and knowledge to confidently deliver high- quality, relevant service in a changing environment

Strategic	Objective	e no.2.2
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Ensure job descriptions accurately reflect workflows and support operational procedures

Strategic Action	Person/ Dept. Responsible	Date to Begin	Expected Timing	Outputs/Activities	Status	Desired Outcome
Assess duties and tasks with a focus on identifying changes due to evolving practices	CEO	2025 or 2026	6 months	Aligned with goal to update job descriptions; complete in 2025	Not started	Ensure staff are equipped with the skills and knowledge to confidently deliver high-quality, relevant service in a changing environment
Update competencies and expectations for staff to successfully perform duties and provide services	CEO	2025 or 2026	6 months	Aligned with goal to update job descriptions; complete in 2025	Not started	Ensure staff are equipped with the skills and knowledge to confidently deliver high-quality, relevant service in a changing environment
Review job descriptions and the organizational chart to identify needs and gaps to best provide services	CEO, Board	2025 or 2026	6 months	Aligned with goal to update job descriptions; complete in 2025	Not started	Ensure the organization is structured effectively and roles are clearly defined to support efficient, high- quality service delivery
Create a succession plan for the CEO of Library Services	CEO, Board	2023	2024	2023: Creation of GOV-10: CEO Succession Planning Board Policy, Library Services Manager job description updated 2024: Library Services Manager hired Jan. 2024; Exploration of shared services with Wainfleet Public Library; Final CEO replacement in June 2024; Library Services Manager position posted Dec. 2024 2025: Library Services Manager hired February 2025	Completed	Ensure continuity, retain institutional knowledge, and prepare future leaders to sustain and strengthen the organization over time

Strategic Goal no. 3

Strengthening accessibility and sustainability of library spaces/Developing the Cultural Block

Strategic Objective no.3.1

Increase accessibility in public and staff spaces to ensure barrier-free, fair, and equitable access

Strategic Action	Responsible	to Expected Timing	Outputs/Activities	Status	Desired Outcome	
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Collaborate with the City to plan and complete capital projects that increase accessibility and ensure compliance in all interior and exterior library spaces	CEO	2023	Ongoing	2023: Assess planning needs with the City; AODA inspection; assess budget needs for 5-year plan; completed accessible doors project 2024: High-contrast, anti-slip grip tape installed on public stairwells; Elevator annunciator installed; AODA Audit completed with Library Accessibility Capital Projects to be included in upcoming larger City projects	Completed	Facilities and services that are AODA compliant and that address the accessibility needs of the community
Identify and optimize grant opportunities for funding	CEO	2023	Ongoing	2023: Grant application to Karl Kahane Foundation for Mini- Kiosk/ NovelBranch 2024: Grant application to Karl Kahane Foundation for Mini- Kiosk/ NovelBranch	In progress	Secure additional resources that support innovative programs, expand services, and enhance long-term sustainability

Strategic Objective no.3.2

Innovate for efficient infrastructure improvements and sustainability

Strategic Action	Person/ Dept. Responsible	Date to Begin	Expected Timing	Outputs/Activities	Status	Desired Outcome
Implement suggested projects from the Building Condition Assessment as recommended by the City	CEO, Public Works	2023	Ongoing	2023: Generator project; Library Fibre & Voices Services; Accessible doors installed; Library King St. Sign 2024: Teams phone project; elevator modernization project; Auditorium/lower-level hallway flooring replacement; skylight replacement; exterior double-door repair; UV coatings for windows; existing stairwell repair; roof replacement project initiated 2025: Roof replacement project completed	Completed	Address facility needs, improve safety and functionality, and ensure space supports current and future service demands
Conduct a risk assessment to identify critical issues	CEO, By-law	April 2025	3 months	2025: Risk assessment initiated by Joint Health and Safety Committee	In progress	Identifying risks and implementing improvements as recommended to ensure the health and safety of the staff and public

Strategic Objective no.3.3

Continued Exploration of the Cultural Block

Strategic Action	Person/ Dept. Responsible	Date to Begin	Expected Timing	Outputs/Activities	Status	Desired Outcome
Take a leading role with the Museum in developing a Public Art Policy	CEO, CEO of Museum & Culture; Board	Deferred	Deferred	Collaborate with the Museum; Set goals for project timelines	Deferred	Deferred

Install outdoor art exhibits	CEO, CEO of Museum & Culture; Board	Deferred	Deferred	Collaborate with the Museum; Set goals for project timelines	Deferred	Deferred
Conduct a feasibility study on adding a shared	CEO,					
programming space for use by the Library,	CEO of Museum & Culture;	Deferred	Deferred	Cancelled by City; Explore other options for additional space	Deferred	Deferred
Museum, and Archives on the Cultural Block	Board					

To exercise financial stewardship by leveraging all funding sources and partnership opportunities

Strategic Objective no.4.1

Identify additional revenue sources to strengthen the financial resources of the library

Strategic Action	Person/ Dept. Responsible	Date to Begin	Expected Timing	Outputs/Activities	Status	Desired Outcome
Identify and optimize grant opportunities	CEO	2023	Ongoing	2023: Community Volunteer Income Tax Clinic grant; Successful application for Erwin Taylor Charitable Foundation \$10,000 donation 2025: Application to the OLITA Technology Micro-grant	Completed	Secure additional resources that support innovative programs
Develop, implement, and promote new fundraising opportunities, including activities, events, and promotional items for sale	CEO, Board	2023	Ongoing	2024: New book sale and fundraiser items added; Adopt-a- Mag Fundraising Campaign relaunched; Board Fundraising Committee exploring planned giving opportunities 2025: Touch-a-Truck Book Fundraiser	In progress	Secure additional resources that support innovative programs

Strategic Objective no.4.2

Implement best practices to strengthen the Library's capital and financial assets to enable the Library to flourish and increase sustainability

Strategic Action	Person/ Dept. Responsible	Date to Begin	Expected Timing	Outputs/Activities	Status	Desired Outcome
Integrate the City's financial control mechanisms to ensure consistency and accuracy in reporting and to support the City's Finance Department	CEO	2023-2024	3 months	2023: Migration to City's financial software, Diamond 2024: Implementation of new software platform Workday; financial procedures updated in collaboration with City Financial Department	Completed	Maintain transparency, align with the municipality, and ensure accurate, consistent financial reporting and accountability
Create a Memorandum of Understanding between the Board and the City	CEO, CAO, Board, Council	2024	2025	2024: MOU draft approved by Library Board 2025: City Council approved MOU; Bylaw and MOU signed by City and Library officials	Completed	Establish clear roles, responsibilities, and shared goals that support effective collaboration and mutual benefit
Develop key performance indicators to improve operations and decision-making	CEO	2026 or 2027	3 months		Not started	Track performance, identify areas for improvement, and make informed, data-driven

						decisions that enhance organizational effectiveness
Identify opportunities for cost- savings and deepen collaboration with LiNC partner libraries	CEO, LiNC CEOs	2023	Ongoing	2023: Library Board OnBoarding event; Ongoing collaborations for programs (I.e One Book, One Niagara), promotions, staff development, and shared resources 2025: Regional library programmer meeting	In progress	Strengthened relationships with LiNC libraries and leverage partnerships for cost savings and enhanced services for library patrons

Trailblazing library trends while maintaining core library services/Developing methods to deliver and strengthen innovative user experiences

Strategic Objective no.5.1

Create and support a programming team to explore new and innovative delivery systems for programs

Strategic Action	Person/ Dept. Responsible	Date to Begin	Expected Timing	Outputs/Activities	Status	Desired Outcome
Position staff on external working groups including library support service agencies and thinktanks to keep abreast of new ideas, trends, strategies, and practices	CEO, Librarian, LiNC CEOs	2023	Ongoing	2023: Librarian and library staff active participation on LiNC working groups; ongoing opportunities explored through OLS	Completed	Leveraging external collaborations to ensure the organization remains informed of library practices and trends in an evolving landscape
Support staff development opportunities to create a tech savvy customer service team	CEO	2023	Ongoing	Annual staff development goal setting and training opportunities (e.g., LinkedIN, OLS); ongoing opportunities provided by the City (i.e. cybersecurity training, Microsoft training) 2023: Enrolled in Bridge Data Survey for patrons and staff to find tech gaps 2024: Implemented Bridge Data surveys	Completed	Building internal capacity by equipping staff with the necessary technological skills

Strategic Objective no.5.2

Enhance the user experience through improved communication and availability of services

Strategic Action	Person/ Dept. Responsible	Date to Begin	Expected Timing	Outputs/Activities	Status	Desired Outcome
Complete the connectivity and phone systems capital project to provide stable and efficient service	CEO	2023	3 months	2023: Teams phones installed, and training provided by City IT Staff 2024: Phone line added for Main Floor Info Pod to complete new library staff workstation	Completed	Enhance communication infrastructure to support more reliable, efficient, and professional interactions with users and team members
Ensure two-way communication that is timely, accessible, and ensures accountability	CEO, Librarian	2026 or 2027	1 month	Review and revise internal communication plan	Not started	Enhance communication procedures to support more reliable, efficient, and professional interactions with users and team members
Explore new methods to request and analyze input from users	CEO, Librarian	2023	Ongoing	2023: Staff enrolled in Bridge and Edge technology platforms 2024: Staff surveys and patron surveys deployed and collected at frequency determined by Bridge program	In progress	To better understand user needs and preferences, enabling more responsive communication and service delivery that enhances overall user experience
Enhance and adopt new delivery methods to promote, advertise, and assess user needs	CEO, Librarian	2023	Ongoing	2024: Ontario Public Library Week coasters; regular 610 CKTB radio interviews; new pop-up locations added (e.g. high schools), increased press releases with City Communications Team 2025: Semi-permanent cart of library items delivered and restocked monthly at Northland Pointe; planning in-house QR Code advertising; Instagram reels,	Completed	Increase accessibility, convenience, and relevance of services in response to changing user needs
Develop innovative policies and practices to ensure excellent customer service	CEO, Board	2023		Review and updates to circulation policies and procedures	Completed	Create consistent, high-quality user experiences that build trust, satisfaction, and long-term engagement
Explore and procure leading-edge resources and technology for staff and public use	CEO	2023	Ongoing	2023: Print server project completed; wireless printing option added (ePrintit Solution); Library of Things budget line 2024: Loanable tech added through Erwin Taylor donation 2025: Addition of new e-resource PressReader; WorkDay financial/HR platform implementation; CELA deposit collection added	Completed	Barriers will be reduced by providing access to cost prohibitive technology equipment
Install a NovelBranch book lending machine at Vale Health and Wellness Centre for expanded outreach service	CEO, Board	2026 or 2027	1 year	2023: Applied to Karl Kahane Foundation grant opportunity to fund NovelBranch 2024: Reapplied to Karl Kahane Foundation grant opportunity to fund NovelBranch; Exploration of reintroducing temporary library shelving at Vale	Not started	Providing equitable access to library services to the East side of the community

Engaging our external stakeholders and user communities to ensure good decision-making for the benefit of all

Strategic Objective no.6.1

Increase awareness of the library and the services available

Strategic Action	Person/ Dept. Responsible	Date to Begin	Expected Timing	Outputs/Activities	Status	Desired Outcome
Develop and implement a communications and marketing plan	CEO, Librarian	2026 or 2027	3 months	2023: Met with Communication team	Not started	Promote services and reach a wider audience and strengthen community awareness and engagement
Increase effective outreach through social media and branding	CEO, HR	2024	1 month	2024: Library staff participated in social media training opportunities; social media content was updated with library branding and colours	Completed	Build a recognizable identity for consistency that will enable impactful promotion of library services
Identify new opportunities for outreach service	CEO, Librarian	2023	Ongoing	2024: Portal Village, Port High & LCHS 2025: Friends over 55, summer daycare partnerships offered	Completed	Strengthened partnerships and increased visibility of library services within the community

Strategic Objective no.6.2

Convey and measure the impacts of library services and programs

Strategic Action	Person/ Dept. Responsible	Date to Begin	Expected Timing	Outputs/Activities	Status	Desired Outcome
Solicit feedback from library users and non-users, and respond to the community in a timely manner	CEO, Librarian, Board	2023	Ongoing	Annual "Why I Love My Library" contest; responding to library user feedback on an ongoing basis	In progress	Create a culture of engagement and accountability by valuing user voices in shaping impactful library services and programs
Target reach-out to members of vulnerable populations (seniors, newcomers, low-income families and youth) to ensure that they are aware of and are invited to participate in library services	CEO, Librarian, Board	2023	Ongoing	2023: Implementation of the Community Connect program 2024: Expansion of the Community Connect partnerships with local community support agencies	Completed	Promoting social inclusion and awareness of library services through integrated programming; Increased membership and awareness of library services within the community
Develop and implement key performance indicators	CEO, Librarian	2026 or 2027	6 month		Not started	Track performance, identify areas for improvement, and make informed, data-driven decisions that enhance organizational effectiveness

Strategic Objective no.6.3

Deepen strategic partnership with City Council, City staff, and other critical stakeholders

Strategic Action	Person/ Dept. Responsible	Date to Begin	Expected Timing	Outputs/Activities	Status	Desired Outcome
Complete and implement a Memorandum of Understanding between the Board and the City	CEO, CAO, Board	2023	2024	2023: Library Board submits draft MOU to City staff 2024: CEO and City Treasurer collaborated on a revised draft; Library Board approved revised MOU draft 2025: City Council approved MOU; Bylaw and MOU signed by City and Library	Completed	Establish clear roles, responsibilities, and shared goals that support effectiv collaboration and mutual benefit
Implement Truth and Reconciliation Calls to Action as they relate to public libraries	CEO, Librarian, Board	2023	Ongoing	2023: Indigenous education session at the OnBoard trustee training event 2024: RedDRESS art installation with CFUW; participation in the Moosehide campaign; ongoing decolonization cataloguing project with LiNC libraries 2025: Land Respect and Acknowledgement policy updated to include providing Indigenous education personnel training; 4 Seasons of Reconciliation training added to the library staff's onboarding package; 2-party community Inuit cultural teachings program; Métis artist installation in Atrium	Completed*	Fostering inclusive, respectful library services that supports Reconciliation, cultural understanding, and equitable access for Indigenous communities

Additional Notes

^{*}Projects relating to Truth and Reconciliation have been completed as outlined in the 2023-2027 Strategic Plan. However, Truth and Reconciliation is never completed, and library staff at Port Colborne Public Library will continue to implement Calls to Action as they relate to Public Libraries.