



Report:

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
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, re-establish 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
Strategic Goal no. 2						
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
Develop a training map for each job description to ensure that staff are prepared and can apply professional best practices to embrace evolving library services	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 no.2.2						
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	Person/ Dept. Responsible	Date to Begin	Expected Timing	Outputs/Activities	Status	Desired Outcome

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 programming space for use by the Library, Museum, and Archives on the Cultural Block	CEO, CEO of Museum & Culture; Board	Deferred	Deferred	Cancelled by City; Explore other options for additional space	Deferred	Deferred
Strategic Goal no. 4						
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

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 effective 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.