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PORT COLBORNE  
PUBLIC LIBRARY



Port Colborne Public Library  
Strategic Plan  
2018 – 2022

## THE PORT COLBORNE LIBRARY

The Port Colborne Library has provided services in the City of Port Colborne for a number of years. Recently, a new Chief Executive Officer (2015) and a new Director of Library Services (2017) have been appointed and the Library Board felt it prudent to embark on a strategic planning exercise to crystallize the vision of the Board and provide direction to staff.

## THE STRATEGIC PLANNING PROCESS

The Library Chief Executive Officer began the Strategic Planning process by distributing questionnaires to all Library Board members and Library Staff. The completed questionnaires helped set the stage for the Board's Strategic Planning session.

In December 2017, the Library Board held a Strategic Planning session that was facilitated by the Chief Executive Officer. The session was attended by the Board members as well as the Director of Library Services and some library staff.

During the Strategic Planning session the participants spent time establishing the reasons the Library exists and the stakeholders that benefit from the Library. Based on this foundation, the participants reviewed the Library's Mission, Vision, and Values. After reviewing the Mission, Vision, and Values the facilitator led the participants through a SOAR Assessment. This assessment allowed the participants to identify the Strengths, Opportunities, Aspirations, and expected Results of the Library. Lastly, the participants established a series of Goals and Objectives for the period of time covered by the Strategic Plan.

## VISION

The Library did not have a "Vision Statement" prior to the Strategic Plan. During the planning session, the Board had some discussion about the creation of a Vision Statement and considered several different statements before establishing a new Vision Statement for the organization.

The Library Board worked together to develop a new Vision Statement that encapsulates the organization's vision. The Library's Vision Statement is:

## EMPOWER, ENRICH, EDUCATE

This Vision Statement represents "why we do what we do" at the Library at the Board level and at the staff level and should become ingrained in the culture of the Library.

## VALUES

The Library had several existing "Values" that had been established to guide the day-to-day work done by the staff. The participants reviewed these Values and made some moderate changes to them and adopted a revised list of eight Values that will be adopted in the Strategic Plan.

The Values are presented in the form of a circle to demonstrate that each one of the Values is held in equal esteem to the others.



## MISSION

Prior to the Strategic Planning exercise, the Port Colborne Library had an existing Mission Statement. As part of the exercise, the participants reviewed the Mission Statement and developed a revised statement that succinctly captures the Library's mission.

**THE LIBRARY IS COMMITTED TO PROVIDING THE SERVICES NECESSARY TO MEET THE  
NEEDS OF OUR USER COMMUNITIES.**

## SOAR ANALYSIS

Finally, before establishing the Goals and Objectives that will comprise the Strategic Plan, the participants conducted a SOAR Analysis in which the group focused on the Library's current strengths and vision for the future by listing the organization's Strengths, Opportunities, Aspirations, and key Results.

The SOAR Analysis is presented in the chart below.

## PORT COLBORNE PUBLIC LIBRARY - SOAR ASSESSMENT

### STRENGTHS

- Programming
- People
  - Staff (teamwork, integration, cooperation, partnerships, initiative, customer service)
  - Volunteers
  - Users
- Library Board, City Departments
- Facility – building size, playground, convenient location to other City facilities
- Location within City
- Free parking
- Information services – reference collection
- Collection – circulation
- Flexibility
- Modernizing processing
- External partnerships
- Community promotion
- Operational policies/procedures
- Accountability
- Patrons first
- “We are here to serve”

### OPPORTUNITIES

- Improved outreach
- Grants
- Communication/marketing – leveraging external events
- Operating hours
- E-services/self-serve options
- Volunteers
- Fundraising
- Built environment – internal/external spaces
- Services beyond library walls
- Programming – staff in budget – build internal capacity
- Staff development (budget)
  - For part time and full time
  - Community awareness
- Partnerships
- Cultural Block
- Gaming
- Collections in other languages – French
- Vinyl
- Maker space

## SOAR

### ASPIRATIONS

- Community hub
- Source of great programming & community outreach
- Modern tech – try out, test/learn
- Customer service
- Materials collection
- Partnerships

### RESULTS

- More patron visits, increased number of events, revenues, room rentals, social media interactions
- Increase to the number of tech help sessions, e-resources accessed
- Equipment upgrades, age of assets
- Survey our customers – written, Facebook, twitter, survey monkey
- Training Program
- Customer satisfaction survey, ILLO, fulfilled requests
- Increased partner events

## GOALS AND OBJECTIVES

The Library Board completed the Strategic Plan section by developing 6 goals for the strategic plan. These goals and the associated objectives that will help the Library realize the goals are outlined below.

GOAL #1 – ATTRACT NEW USERS/INCREASE ENGAGEMENT/OUTREACH	
OBJECTIVE #1.1 – SOCIAL MEDIA CAMPAIGN	Library staff to design and implement a Social Media campaign to attract new users and extend the library’s engagement into the community. Success is measured by social media metrics provided on each platform used in the program.
OBJECTIVE #1.2 – POP-UP LIBRARY	Library staff will create a “pop-up library” that can bring library resources out of the built form of the library and into the community where patrons and prospective new patrons can access library services where they spend time in their day-to-day lives. The success of the pop-up library will be measured by circulation, membership, and visitation statistics.

## GOAL #2 – INCREASE TEEN USERS AND USAGE

<b>OBJECTIVE 2.1 POP-UP LIBRARY TO HIGH SCHOOLS</b>	In order to increase the library's reach to teens, the pop-up library program should be extended to include visits to the two local high schools. Success of the program will be measured in the same manner as it is measured with the pop-up library.
<b>OBJECTIVE 2.2 EXPLORE PC VIDEO GAME LENDING</b>	The library does not currently lend PC Video games. A lending program could increase the number of teenage users of the library and, if the program is successful in increasing the number of teen patron visits, could lead to increased circulation of other materials to teens.
<b>OBJECTIVE 2.3 NETWORK WITH SCHOOLS</b>	The library should engage in a program of networking with the two local high schools at the instructor or guidance counsellor level. Programs could include a component on conducting research for scholarly sources for essay material, use of electronic resources, or skills such as job searches.
<b>OBJECTIVE 2.4 – INCREASE PROGRAMS TARGETED SPECIFICALLY TO TEENS</b>	The library offers a wide variety of programs, most of it is tailored to all ages while some is tailored to younger children. A slate of programming that is targeted to teens could increase the number of teen patron visits and circulation to teens.
<b>OBJECTIVE 2.5 – TEEN ADVISORY COMMITTEE</b>	The creation of a Library Teen Advisory Committee would be an outreach initiative that could help the library staff get recommendations from local teens about how to make the library a more accommodating and attractive place for teen users as well as what additions to the collection would resonate the most with teen users.

### GOAL #3 – MAXIMIZE THE USE OF LIBRARY SPACE

OBJECTIVE 3.1 – STAFF TO CONDUCT A REVIEW OF LIBRARY INFRASTRUCTURE AND LOGISTICS	In 2018, the Staff will conduct a review of the library’s infrastructure and logistics.
OBJECTIVE 3.2 – COMPLETE SHELVING UPGRADE	In 2018, the Library staff will complete the budgeted shelving upgrade to provide safe, accessible shelving in the library.
OBJECTIVE 3.3 – COMPLETION OF OUTDOOR SEATING AREA (SPONSORED BY LION’S CLUB)	In 2018, the Library is expected to complete the planned outdoor seating area.

### GOAL #4 – CONTINUED EXPLORATION OF THE CULTURAL BLOCK CONCEPT

OBJECTIVE 4.1 – JOINT SUB-COMMITTEE FOR CULTURAL BLOCK	The Library Board suggests creating a subcommittee of the Library Board and Museum Board to continue the planning of the cultural block.
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## GOAL #5 – INCREASE STAFF/LIBRARY INTERNAL CAPACITY

### OBJECTIVE 5.1 – INCREASE STAFF PROFESSIONAL DEVELOPMENT THROUGH TRAINING OPPORTUNITIES, INTERNAL AND EXTERNAL

The Library will start a course of professional development for all staff that will increase internal competencies. Customer service and productivity in the Library will improve with professional development.

### OBJECTIVE 5.2 – DEVELOP AN INTERNAL STAFF TRAINING PROGRAM

The Library will create an internal staff training program to ensure that all staff are up to date on policies and equally able to provide services to patrons. Service to patrons can be further improved by cross-training staff so that more than one staff member is fluent in the core competencies needed by patrons.

### OBJECTIVE 5.3 – CREATE A SYSTEM OF PERFORMANCE APPRAISALS THAT INCLUDES CAREER DEVELOPMENT PLANNING

A system of performance appraisals will set goals and objectives for staff and provide a method of measuring performance against goals. A career development component will ensure that a system of succession planning is in place to help our staff grow into expanded roles with the organization.



## GOAL #6 – EXPLORE NEW FUNDING SOURCES FOR LIBRARY PROGRAMS AND INFRASTRUCTURE IMPROVEMENTS

<p>OBJECTIVE 6.1 – REPORT TO THE BOARD ON FUNDRAISING OR FOUNDATION OPPORTUNITIES</p>	<p>Library staff will investigate fundraising opportunities and the potential to create a fundraising arm to enter into fundraising initiatives and report back to the Library Board in 2018.</p>
<p>OBJECTIVE 6.2 – ENSURE GRANT OPPORTUNITIES ARE BEING EXPLORED</p>	<p>Library staff will explore grant opportunities that the library currently doesn't apply for to help fund programs and facility improvements.</p>
<p>OBJECTIVE 6.3 – INVESTIGATE A DONATION MECHANISM ON THE LIBRARY'S WEBSITE</p>	<p>Library staff will explore a mechanism that will allow patrons and benefactors to make a contribution to the library through including GoFundMe, or the Canada Helps website.</p>

## LOCATION:

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## ADMINISTRATIVE CONTACTS:

SCOTT LUEY – CHIEF EXECUTIVE OFFICER  
SUSAN THERRIEN – DIRECTOR OF LIBRARY SERVICES

## LIBRARY BOARD:

MICHAEL COOPER – CHAIR  
VALERIE CATTON – VICE-CHAIR  
HARMONY COOPER  
JEANETTE FRENETTE  
WILLIAM HIGGINS  
BRYAN INGRAM  
ANN KENNERLY  
CHERYL MACMILLAN  
COUNCILLOR JOHN MAYNE