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**To:** Members of the Peterborough Public Library Board

**From:** Jennifer Jones, Library CEO

**Meeting Date:** June 6, 2023

**Subject:** 2023-2026 Strategic Plan, Report PPL23-026

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## **Purpose**

A report to inform the Library Board on the framework for the 2023-2026 Library Strategic Plan.

## **Recommendation**

That the Library Board approves the recommendation as outlined in Report PPL23-026 dated June 6, 2023, of the Library CEO as follows:

That the report be received for information.

## **Budget and Financial Implications**

There are no budget or financial implications resulting from the approval of the recommendation of this report.

## **Background**

The Library's Leadership Team met in June 2022 to begin the planning process for the Library's 2023-2026 strategic plan.

At that meeting, the Leadership Team began a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) for the Library, and discussed the timeline for the project.

Laridae was hired to support staff efforts by facilitating the focus groups held in the fall of 2022. These focus groups were open to all stakeholder groups including volunteers, library members and non-members, partners and city staff. There was a separate focus group for library board members. A community wide survey was also circulated to gather input from the community at large. A copy of the stakeholder engagement report is available upon request.

The Library's Leadership Team has been meeting to work through the data provided in that report and created nine theme categories. For each one, the Leadership Team developed a vision of where we would like the Library to be in four years, as well as 2-3 goals with action items to achieve the goals.

The entire Library staff were then provided with an opportunity to weigh in on the themes, goals and action items through a dotmocracy exercise. This activity helped prioritize goals in the various theme areas.

The framework provided in Appendix A is the high-level overview of the themes and goals approved by the Library Board at the February 2023 meeting. The Leadership Team has taken these themes and goals and translated them into a four-year business plan. The business plan is currently being broken down into action plans per department, and workplans for each person as appropriate. Each element will have SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals attached to measure success.

A group of staff recently completed an introduction to project management course offered through the American Library Association and Library Journal. We are using several of the tools provided to us in that session to rethink our approach to existing projects, distinguishing them from our operational tasks, and working out how to incorporate both needs into this strategic plan. We have been creating both a Library project schedule and individualized operational tasks schedule to help manage individual and departmental time.

Submitted by,

Jennifer Jones  
Library CEO

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**Attachment**

**Appendix A: 2023-2026 Strategic Plan**

## **Appendix A: 2023-2026 Library Strategic Plan**

### **Advocacy and Community Development**

Definition: The community is aware of the Library's purpose and the role it serves.

4-yr Vision: There is a positive perception of the Library, its offerings and its place within the community.

Goal

- Increased awareness and use of Library services, programs and collections
- Create a streamlined community development process for staff

### **Community Hub**

Definition: The library is a centre for community events, activities and interactions.

4-yr Vision: The Library connects people and is supported by a broad range of partnerships.

Goals:

- The Library is a central space for events and opportunities in the community
- The Library is a desirable partner

### **Diversity, Equity, Inclusion**

Definition: The Library is a place where everyone is welcome and belongs.

4-yr Vision: The library's programs, services, staff and collections are inclusive of the diversity of Peterborough.

Goals:

- Staff are diverse and demonstrate support for Library values and approaches
- Programs, services, and collections are inclusive of our community and DEI principles and help to reduce stigma
- Create a clear understanding of where the library stands on DEI issues

### **Infrastructure and Facilities**

Definition: Concerning the library building, service points (Kiosks and Book Bike), and transportation.

4-yr Vision: The library has an active network of service points throughout the city using Kiosks, the Book Bike and an electric vehicle.

Goal:

- Increase Library service points in the City
- Identify areas of our current building to provide better use of the space
- Establish a working and sustainable café

## **Lifelong Engagement**

Definition: The library is seen as the go to place for satisfying ongoing curiosity and learning.

4-yr Vision: There are spaces, programs, collections and services available at the library for people of every age.

Goals:

- Full life support for all library users, integrated with space – physical and virtual

## **Sustainability and Climate Change**

Definition: Become carbon neutral and embody sustainable practices.

4-yr Vision: The library is environmentally sustainable and helps others to adopt sustainable life practices.

Goals:

- Staff use an environmental sustainability lens on everything we do. (Green Team)
- Increase programming and services that help our community adopt sustainable life practices
- Demonstrate sustainability in our physical spaces

## **Technology**

Definition: Tools that allow library users to access collections, services and programs in alternative ways. The Library is supporting digital literacy and helping the community stay connected with a continually developing medium.

4-yr Vision: The library supports digital literacy initiatives and supports the community with access to technology.

**Goals:**

- Support technology use and adoption in the community (Digital literacy)
- Library member access to resources is streamlined and user friendly
- Staff are trained and confident at using and supporting the public with new technologies

**Truth and Reconciliation**

Definition: The library is a place that can help the greater community learn about indigenous experiences.

4-yr Vision: The library is a genuine and trusted ally in the project for Truth & Reconciliation. The library's spaces, programs, services, and collections include Nogojiwanong's Indigenous communities.

**Goals:**

- Establish a Downie-Wenjack Legacy Space and integrate it within the Library as a whole.
- Develop a Reconciliation Plan with programming, events, and educational opportunities for the community.

**Workplace culture**

Definition: The sum of the values, traditions, beliefs, interactions, behaviors, and attitudes of employees at the library.

4-yr Vision: Library staff are engaged in realizing the Library's mission and feel a sense of trust in each other and purpose in the work.

**Goals:**

- The Library's values and mission are applied consistently and are a part of all actions undertaken
- Staff trust each other and work as a team
- Increase staff satisfaction and engagement in the workplace