

**LIBRARY BOARD**  
**ANNUAL GENERAL MEETING**  
**February 23, 2026**  
**PROGRAM ROOM & ONLINE – VIA ZOOM**  
**AGENDA**



1. Call to Order/Quorum
  - 1.1 Land Recognition – M. MacDonald
2. Approval of the Agenda of the Annual General Meeting
3.
  - 3.1 Minutes of the Annual Meeting of February 24, 2025
  - 3.2 Matters arising from the Minutes of the Annual Meeting of February 24, 2025
4. Resolution to Ratify the Action of the Board

**MOTION:**  
Whereas the Board for the Sault Ste. Marie Public Library has acted on behalf of the combined membership over the past year, therefore be it resolved that the Library Board members, at the Annual General Meeting of Monday February 23, 2026 ratify, sanction and confirm all acts, covenants and proceedings made or taken or entered into on behalf of the Board and CEO during the past year.
5. By-Laws Review
6. Strategic Plan Review
7. Annual Report
8. Friends of the Library
  - 8.1. Report from the President of the Friends of the Library, Nadine Warkentin
9. Delegates (if any present)
10. Adjourn Annual General Meeting

Next Annual Meeting: Monday, February 22, 2027

**Sault Ste. Marie Public Library  
Library Board  
ANNUAL GENERAL MEETING  
Monday, February 24, 2025 – 4:30 P.M.  
PROGRAM ROOM & VIA ZOOM**



Board Members Present:

Jami van Haaften	Steve Murray	Kevin Harrison
Wayne Greco	Erin Ferlaino	
Lisa Dobrovnik	Mike Olejnik	

Regrets: Hannah Caicco and Paolo Bruni

Library: Matthew MacDonald, Kaitrin Aaltonen, Michael Lysyj, Kaitlyn Watson, Marlene Haidy, Rebekah Verdone

Guest: Nadine Warkentin Brain

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**1. Call to Order**

W. Greco called the meeting to order at 4:37 p.m.

**1.1 Excused Absence**

Hannah Caicco and Paolo Bruni

**1.2 Land Recognition**

M. Olejnik read the land acknowledgement statement.

**2. Approval of Agenda**

**MOTION:**

The Sault Ste. Marie Public Library Board approves the agenda of the 2025 Annual General Meeting as presented.

Moved: S. Murray                      Seconded: L. Dobrovnik                      **CARRIED**

**3. Approval of Minutes**

**3.1 Minutes of the Annual General Meeting of 2024**

**MOTION:**

The Sault Ste. Marie Public Library Board approves the minutes of the Board's 2024 Annual General Meeting as presented.

Moved: L. Dobrovnik                      Seconded: J. van Haaften                      **CARRIED**

**3.2 Matters arising from the Minutes of the Annual General Meeting of 2024**

NONE

#### **4. Ratify the Action of the Board**

##### **MOTION:**

The Sault Ste. Marie Public Library Board has acted on behalf of the combined membership over the past year, therefore be it resolved that the Library Board members, at the Annual General Meeting of Monday, February 24, 2025 ratify, sanction and confirm all acts, covenants and proceedings made or taken or entered into on behalf of the Board and CEO during the past year.

Moved: M. Olejnik

Seconded: K. Harrison

**CARRIED**

#### **5. By-Laws Review**

The Policy Committee meeting of February 4, 2025 was cancelled. The By-Laws were scheduled to be reviewed at that meeting. The Board wishes to look at clause 13.1 of the By-Laws.

##### **MOTION**

RESOLVED THAT:

The Sault Ste. Marie Public Library Board approves the By-Laws as amended.

Change the terms in clauses 13.7 and 14.5 to be two (2) consecutive terms.

Moved: L. Dobrovnik

Seconded: S. Murray

**CARRIED**

#### **6. Strategic Plan Review**

M. MacDonald reviewed the progress made on the Strategic Plan. The Management Team spent time in December and January updating progress made. To date 26 items have been completed and progress has been made on 40% of the Plan. The Strategic Plan has been included in the Annual Report.

#### **7. Annual Report**

M. MacDonald reviewed the Annual Report. The Board would like to know if we will present the Annual Report at City Hall. W. Greco and M. MacDonald are hoping to sit down with Mayor Shoemaker.

##### **MOTION**

RESOLVED THAT:

The Sault Ste. Marie Public Library Board approves the Annual Report as presented.

Moved: L. Dobrovnik

Seconded: E. Ferlaino

**CARRIED**

#### **8. Friends of the Library**

##### **8.1. Report from the President of the Friends of the Library, Nadine Warkentin Brain**

S. Hall retired as President of the Friends of the Library. Nadine Warkentin Brain is the new President and made a presentation to the Board. In 2024 the Friends of the Library sold 50,000 books in support of the Library. The Friends also support the Library by providing books at various places throughout the community. The North Branch now has a mini Friends at their location.

In 2024 the Friends of the Library received a \$4,000 grant from the Retired Teachers Association. These funds have been and will be used to purchase equipment for the bookstore, a Large Print book collection for the Library and to have pop up bookstores around the community.

Members of the Board purchased their annual membership to the Friends of the Library.

**9. Delegates**

NONE

**10. Adjournment**

**MOTION**

The Sault Ste. Marie Public Library Board move to adjourn the 2025 Annual General Meeting at 5:30 p.m.

Moved: S. Murray

Seconded: E. Ferlaino

**CARRIED**

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Chairperson, Library Board



# Sault Ste. Marie Public Library

## The Sault Ste. Marie Public Library Board

### By-law No. 1998-01

#### Being a procedural by-law for the Sault Ste. Marie Public Library Board

*Adopted: February 16, 1998*

*Revised: March 20, 2000; May 14, 2007; May 12, 2016; June 18, 2018,  
February 24, 2020; February 22, 2021; February 26, 2024, February 24, 2025, February 23, 2026*

## Part One Holding of Meetings of the Board

### 1. Regular Meetings

1.1. In accordance with the Public Libraries Act, R.S.O. 1990, c. P.44, the Board shall hold at least seven (7) regular meetings annually. It will be the Board's policy to hold nine (9) regular meetings and conduct special meetings at such other times, as it considers necessary.

### 2. Time and Place of Regular Meetings

2.1. The Board's meeting schedule will be determined annually at January Regular Board meetings for a twelve (12) month period (February to January).

2.2. The time, date and/or location of a regular meeting may be altered by Board resolution. In exceptional circumstances, forty-eight (48) hours' notice may be given to Board members of the time, date and location of any special Board meeting required.

2.3. Meeting length shall be no longer than two (2) hours. Should additional time be required, a motion must be passed to extend the length of the meeting.

### 3. Meetings Open to the Public

3.1. The meetings of the Board, including meetings of the Board sitting in Committee of the Whole, shall be open to the public, either in person or electronically, and no person shall be excluded therefrom except for improper conduct.

3.2. The Chairperson may expel or exclude from any meeting any person who has been guilty of improper conduct at the meeting.

#### 4. **Commencement of the Proceedings**

- 4.1. As soon after the designated meeting time as quorum is present, the Chairperson shall call the meeting to order.
- 4.2. The Secretary-Treasurer shall record in the minutes the members present.

#### 5. **Quorum**

- 5.1. The presence of a majority of the Board is necessary for the transaction of business.
- 5.2. A member of the Board can participate electronically in a meeting and shall be counted in determining whether or not a quorum of members is present at any point of time as per the Municipal Act, 2001, S.O. 2001, c. 25.

#### 6. **Quorum Lacking**

- 6.1. Should a quorum not be present within twenty minutes of the appointed meeting time, the meeting shall stand adjourned. The Secretary-Treasurer shall then record the names of the members present and enter them in the minutes.
- 6.2. Notwithstanding Item 6.1, the members present may agree to proceed with the agenda informally, on the understanding that any decisions taken will be placed before the next meeting for ratification.

#### 7. **Annual Meeting**

- 7.1. An Annual Meeting of the Board shall be held in February prior to the regular Board meeting for the purpose of appointing Board committees, receiving annual reports, and any other business as may be referred to it by the Board.

#### 8. **Special Meetings**

- 8.1. The Chairperson or any two members of the Board may summon a special meeting of the Board by giving each member forty-eight (48) hours' notice in writing, specifying the purpose for which the meeting is called.

### **Part Two Officials of the Board**

#### 9. **Chairperson**

- 9.1. At the first meeting following appointment of the Board, the Sault Ste. Marie Public Library Board shall elect a Chairperson from its members.

## 10. Duties of the Chairperson

10.1. The Board Chairperson shall be responsible for:

- 10.1.1. presiding at regular and special meetings of the Board in the manner and to the extent prescribed by the Board.
- 10.1.2. conducting Board meetings in accordance with these by-laws, library policy and any other relevant legislation.
- 10.1.3. in the absence of specific authority, not committing the Board to any course of action.
- 10.1.4. serving as ex-officio member of all Board committees
- 10.1.5. acting as one of the authorized signing officers of all documents pertaining to Board business
- 10.1.6. representing the Board, alone or with other members of the Board, at any public or private meetings for the purpose of conducting, promoting or completing the business of the Board
- 10.1.7. acting as the spokesperson for the Board
- 10.1.8. determining the responsibility of committees to deal with matters which arise where it is unclear as to which committee has responsibility, subject to eventual confirmation by the Board.
- 10.1.9. ensuring that vacancies on Board committees are filled as expeditiously as possible.
- 10.1.10. advising the Vice-Chairperson, if for any reason, the Chairperson is temporarily unable to perform the duties of the Chairperson.
- 10.1.11. any other powers, duties and responsibilities as may, from time to time, be assigned to the Chairperson by the Board.

## 11. Vice-Chairperson

- 11.1. At the first meeting following appointment of the Board, the Sault Ste. Marie Public Library Board shall elect a Vice-Chairperson from its members.

## 12. Duties of the Vice-Chairperson

12.1. The Vice-Chairperson shall be responsible for:

- 12.1.1. performing all the duties and responsibilities of the Chairperson in the absence of the Chairperson.
- 12.1.2. any such other powers, duties and responsibilities as may, from time to time, be assigned to the Vice-Chairperson by the Board.

### 13. **Elections of Officials of the Board**

- 13.1. At the first meeting following appointment, the Board shall elect a Chairperson and Vice-Chairperson from its members until the end of the Board's term.
- 13.2. Elections shall be decided by majority vote when there are two candidates and plurality vote when there are more than two.
- 13.3. If only one nomination is received for a position, the candidate shall be declared elected by acclamation.
- 13.4. Voting shall be by secret ballot.
- 13.5. **The Past Chair shall act as scrutineer. In the absence of a Past Chair, the Secretary shall act as scrutineer.**
- 13.6. In the event of a tie, an additional secret ballot between the tied candidates shall be cast.
- 13.7. In the event of a second tie the decision will be made by a straw vote.
- 13.8. No Board Member shall serve as Chairperson or Vice-Chairperson greater than two (2) consecutive terms.
- 13.9. Casual vacancies that occur within the executive during the year shall be filled by conducting a written vote at the next regular meeting of the Board.
- 13.10. Ballots will be destroyed.
- 13.11. **If either of the Officials of the Board retire, resign, pass away, or are dismissed during their term, the Board shall elect a new official at the next scheduled board meeting.**

### 14. **Nominations for Officials of the Board**

- 14.1. Nominations for Chairperson and for Vice-Chairperson may be made from the floor by any Board Member require a mover and seconder.
- 14.2. Nominees shall be given the opportunity to accept or decline the nomination.
- 14.3. Candidates shall be free to withdraw verbally prior to the vote.
- 14.4. Members unable to attend are eligible for election by informing the Secretary in writing of their willingness to stand for office and in which positions, if nominated.
- 14.5. The Chairperson and Vice-Chairperson will be until the end of the Board's term, for a maximum of two (2) consecutive terms in that position.

## **Part Three Officers of the Board**

### 15. **Chief Executive Officer**

15.1 The Board shall appoint a Chief Executive Officer who shall have general supervision over the direction of the operation of the public library and its staff, shall attend all board meetings and shall have the other powers and duties that the Board assigns.

15.2 As a non-voting officer of the Board, the CEO:

- a) interprets and communicates the Board's decisions to the staff
- b) does not vote on Board business
- c) sits ex-officio on any committees of the Board and acts as a resource person
- d) assists and supports the Board at the presentation of the library budget before the council
- e) reports directly to the Board on the affairs of the library and makes recommendations they consider necessary

### **Secretary-Treasurer**

16. The Board shall appoint a Secretary-Treasurer who shall:

- 16.1. conduct the Board's official correspondence
- 16.2. keep minutes of every meeting of the Board
- 16.3. receive and account for all the Board's finances
- 16.4. manage financial accounts in the name of the Board including depositing all money received on the Board's behalf to those approved accounts
- 16.5. disburse the money as the Board directs

17. The same person may be both the Chief Executive Office and the Secretary-Treasurer.

### **Past Chair**

18. The Past Chair is a non-elected Official of the Board.
  - a) The Past Chair may act as chair in the event that the Chair and Vice Chair are unavailable.
  - c) The Past Chair is a voting member of the Board.
  - d) The Past Chair provides continuity and institutional knowledge to support effective Board governance.
  - e) The Past Chair advises and mentors the chair and Board as requested, may serve on committees or represent the Library when requested.
  - f) The Past Chair respects the authority of the current Chair and does not interfere with Board leadership or operations.

## **Part Four Voting in the Board Meetings**

## **Voting**

1. Every member present when a question is put shall either vote in the positive, in the negative, or abstain.
2. The Chairperson of the Board may vote upon all questions.
3. Any vote on a resolution shall require a simple majority of the members present to be passed, except for a resolution on a by-law, which shall require a two-thirds majority of the members present. Any question on which there is an equality of votes shall be deemed in the negative.
4. Any member present who has a conflict of interest (real or perceived) in the matter before the Board is not eligible to vote.
5. Voting shall normally be by a show of hands.
6. A member may request a recorded vote prior to a question being put.
7. Telephone and electronic votes are permitted provided that they are participants in the meeting. Email and proxy votes shall not be permitted.
8. A vote may be called by "All in favour" or "Is anyone opposed"

## **Part Five Agenda**

### **Agenda**

1. The Chairperson, in consultation with the Chief Executive Officer, shall decide subject matters and items to appear on the Board Agenda as well as any delegations to be heard by the Board.
2. A full agenda package will be sent to Board members electronically and/or in paper format (as preferred) no later than the Friday preceding each regular meeting of the Board.

## **Part Seven Closed Meetings**

### **Moving into a Closed Meeting**

1. The Board may, by resolution, move into a Closed Meeting to deal with matters referred to it by the Board and in accordance with the Public Libraries Act and the Municipal Act, as revised, and/or all other applicable legislation
  - 1.1. The security of the property of the Board;
  - 1.2. Personal matters about an identifiable individual;
  - 1.3. A proposed or pending acquisition or disposition of land by the Board;

- 1.4. Labour relations or employee negotiations;
- 1.5. Litigation or potential litigation, including matters before administrative tribunals, affecting the Board;
- 1.6. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- 1.7. A matter in respect of which a board or committee of a board may hold a closed meeting under another Act 2002, c. 17, Sched. C, s. 24(5)

### **Educational or Training Sessions**

A meeting of the Board may be closed to the public if the following conditions are both satisfied:

1. The meeting is held for the purpose of educating or training the members.
  2. At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the Board.
- Municipal Act, 2006, c. 32, Sched. A, s. 103 (1).

### **Minutes of Closed Meetings**

1. The Secretary-Treasurer shall take the minutes of Closed Meetings. In the absence of the Secretary-Treasurer, the Chairperson shall appoint a member of the Board to take the minutes.
2. Minutes of Closed Meetings are confidential.
3. Minutes of Closed Meetings shall be approved at the next Closed Meeting of a regular meeting of the Board.

## **Part Eight Board Committees**

Board committees specialize in key areas of the Board's overall operation and, where appropriate, develop recommendations that go to the full Board for consideration. The committees' objectives are to facilitate Board processes and promote effective decision-making.

Committees operate under delegated authority from the Board and so will not take action or make decisions unless specifically mandated to do so. These guidelines apply to all Board committees and supplement the specific terms of reference for each committee.

## **Standing Board Committees**

1. The Board's Standing Committees are as follows:
  - a. CEO Evaluation Committee
  - b. Finance and Facility Planning Committee
  - c. Policy Committee
2. Committee members are appointed for the term of the Board at its first AGM.
3. The Chairperson is an ex officio member of every standing committee. Notwithstanding, the Chairperson may be appointed to any standing committee in which case they shall be counted in the formation of a quorum and may vote on any question.
4. Each committee will review its Terms of Reference annually which shall be approved by the Board.

## **Special Committees**

1. The Board may appoint Special Committees at any time as it is deemed necessary.
2. A resolution establishing a special committee shall set forth the terms of reference of the committee.
3. The Chairperson is an ex officio member of every special committee. Notwithstanding, the Chairperson may be appointed to any special committee in which case they shall be counted in the formation of a quorum and may vote on any question.
4. When a special committee has completed its work and made its report to the Board it dissolves automatically.

## **Quorum of Standing and Special Committees**

1. A quorum of any Board committee, whether a standing or a special committee, shall be a majority of the members thereof, including the Chairperson of the Board as ex officio.
2. A Committee shall not consider any business if a quorum is not present.

### **Chairperson of Committees**

1. A Committee shall select a chairperson for the term of the committee at its first meeting.

### **Members of Committees**

1. Where the resolution establishing a committee does not appoint members, the Chairperson of the Board shall appoint them.
2. The Board may appoint persons to committees who are not members of the Board.

### **Meetings**

1. Each committee shall meet at such time and place as the Chairperson or Committee shall determine at the Committee's first meeting.
2. The frequency of committee meetings shall be defined in each committee's Terms of Reference.
3. No Board committee, whether a standing or a special committee, shall meet while the Board is in session.

### **Secretary**

1. A secretary shall be appointed for each committee, who shall:
  - 1.1. Keep the minutes of the meetings.
  - 1.2. Perform any other secretarial functions as required.

### **General Provisions for Standing and Special Committees**

1. The Chairperson of the committee may vote on any question before the committee and in the event of an equality of votes, the question is defeated.
2. The Chairperson of the committee may present a written report to the Board. Written reports from Committees are included in the consent agenda of regular Board meetings, for review and approval.



3. Committees may consider and report on such matters only as have been referred to them by the Board.

4. Members of the Board may attend the meetings of committees but shall not be allowed to vote; nor shall they be allowed to take part in any discussion or debate except by the permission of the majority of the members of the committee.

## Part Nine

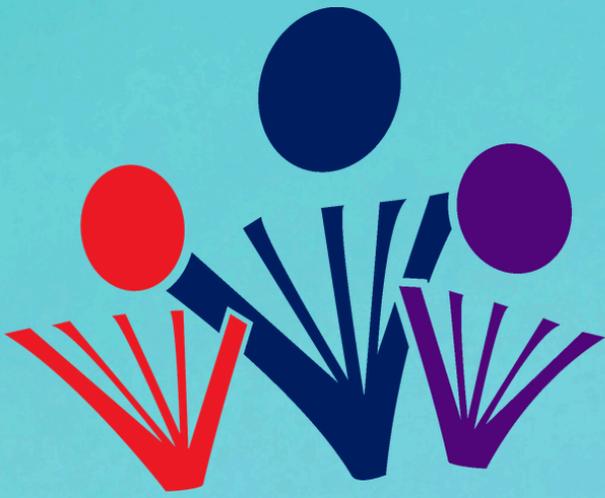
### Review and Changes to Bylaws

1. Bylaws shall be reviewed by the Policy Committee on request by the Board.
2. Bylaws may also be reviewed/revised at the direction of the Board, when required.
3. Any changes or revisions to the bylaws shall require a two-thirds majority of the members present at the Annual General Meeting.

PASSED by the Sault Ste. Marie Public Library Board this 23rd day of February 2026.

\_\_\_\_\_  
Chairperson

\_\_\_\_\_  
Secretary-Treasurer



Sault Ste. Marie  
**Public Library**

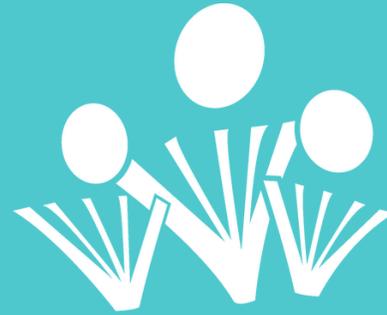
[www.ssmpl.ca](http://www.ssmpl.ca)

*"One stop....endless possibilities"*

# STRATEGIC PLAN 2025 UPDATE



# STRATEGIC PLAN 2024-2029



Sault Ste. Marie  
**Public Library**

[www.ssmpl.ca](http://www.ssmpl.ca)

*"One stop...endless possibilities"*

## Our Mission

The Sault Ste. Marie Public Library provides opportunities to discover, learn, and grow. We serve as a community partner offering spaces, resources, and connections which contribute to quality of life.

## Our Vision

A diverse and welcoming community hub, the Sault Ste. Marie Public Library fuels innovation, demonstrates leadership, and promotes literacy aligned with our growing community. We strive to deliver library service for all, driven by knowledge sharing, partnerships, and new opportunities.

## Our Values

- Community Engagement
- Diverse People and Perspectives
- Innovation
- User Experiences
- Literacy

# 2025

## AT A GLANCE

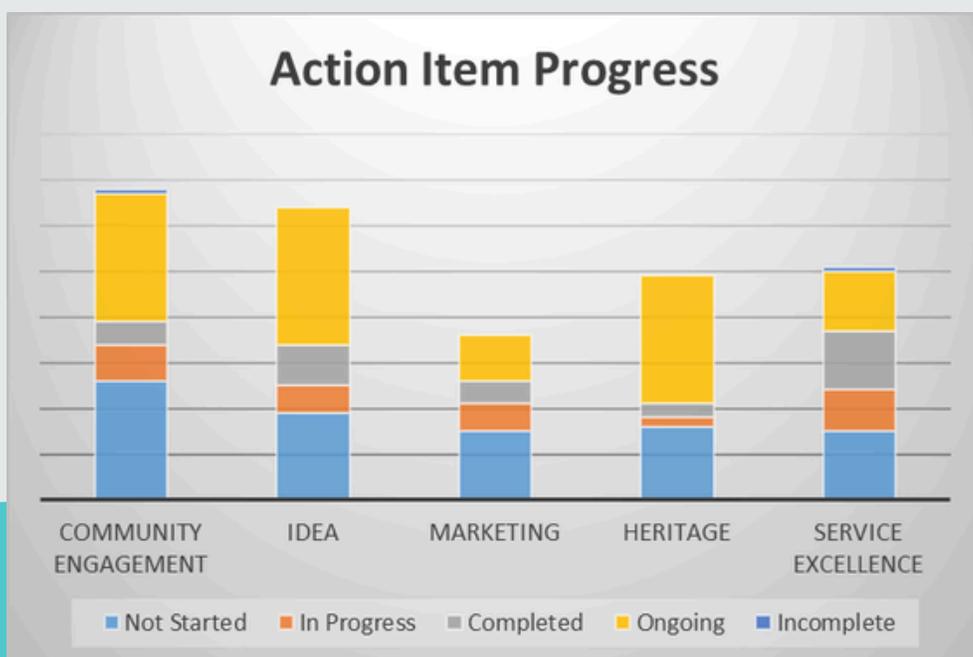
Completed 12 Action Items this year.

38.25% more Ongoing Action Items.

23.5% of Action Items advanced in 2025 over 2024.

Progress made on  $\frac{2}{3}$  of the action items by year's end.

Only 2 Incomplete Action Items.





**ONE STOP**  
**ENDLESS POSSIBILITIES . . .**

## **COMMUNITY ENGAGEMENT**

- Build and maintain strong community partnerships
- Expand Library services within underserved areas
- Initiate positive change through opportunities for development and growth

**Strategic Priority with the  
most room for  
improvement for 2026.**



# ONE STOP ENDLESS POSSIBILITIES . . .

## COMMUNITY ENGAGEMENT 2025 HIGHLIGHTS

Offered a candidates Meet and Greet during the Federal Election.

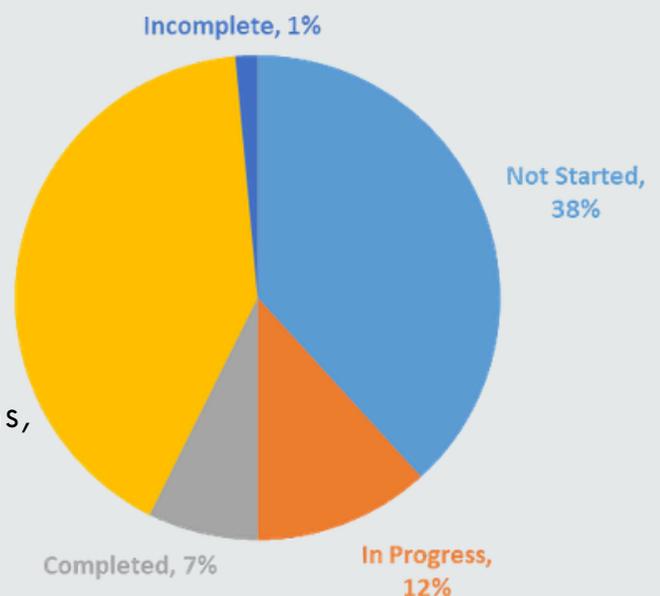
Began offering free online tutorials for local businesses on topics such as hiring, policy writing, scheduling, telephone skills, and managing through the Library's Niche Academy.

Supported the Friends of the Library in several new initiatives.

Supported Post Secondary education requirements by accepting a library technician student as a workplace intern.

Started a Free Little Puzzle Library.

Partnered with numerous organizations, businesses, and local experts to offer new and engaging programs.



A close-up photograph of a person's hand resting on the handrim of a wheelchair. The background is slightly blurred, showing the spokes of the wheel and the frame of the chair.

# ONE STOP ENDLESS POSSIBILITIES ...

## IDEA (INCLUSION, DIVERSITY, EQUITY & ACCESSIBILITY)

- Expand Library service to be more inclusive of a diverse population
- Represent new audiences within library relationships
- Embed EDI across all levels of Library activity
- Provide more accessible technology
- Collaborate with local Indigenous partners on Truth & Reconciliation and Decolonization

**Strategic Priority with the  
most action items that  
advanced in 2025.**



# ONE STOP ENDLESS POSSIBILITIES ...

## IDEA (INCLUSION, DIVERSITY, EQUITY & ACCESSIBILITY 2025 HIGHLIGHTS

Created a Commitment Statement on Inclusion, Diversity, Equity and Accessibility.

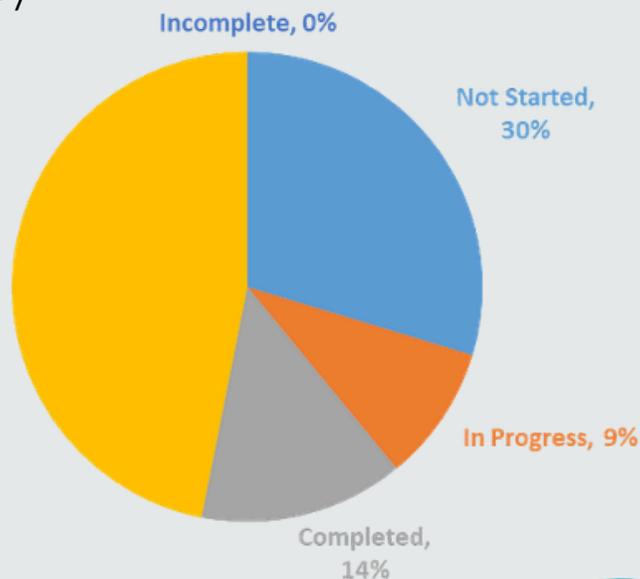
Recognized the library's Indigenous volunteers with a permanent display of a traditional lacrosse stick created by local indigenous knowledge keeper, Frank Belleau.

Increased use of the Visiting Library Service by including an additional route.

Installed door openers in staff areas to improve accessibility for workers.

Joined a Large Print sharing pool with other libraries to regularly refresh this accessible collection.

Ongoing, 47%





**ONE STOP  
ENDLESS POSSIBILITIES . . .**

## **MARKETING & COMMUNICATIONS**

- Engage stakeholders in library activities at all levels
- Increase Community awareness of the Library
- Improve the Library's website to enhance the digital experience

**Strategic Priority with  
the fewest action items  
not started.**



# ONE STOP ENDLESS POSSIBILITIES ...

## MARKETING & COMMUNICATIONS 2025 HIGHLIGHTS

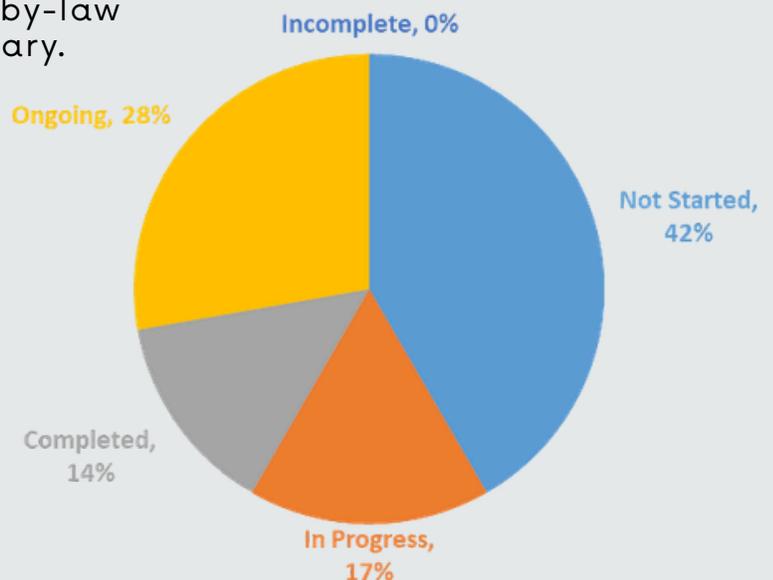
Conducted an online survey through the Bridge project to learn about the digital needs of the Library's online users.

Regular engagement through the library's social media channels.

In the week leading up to Ontario Library Week City Council approved a by-law establishing the SSM Public Library.

Continuously updating the library's website.

Held a membership/renewal campaign September 2025.





# ONE STOP ENDLESS POSSIBILITIES . . .

## HERITAGE & CULTURE

- Develop programs, collections and services to celebrate and recognize local history
- Improve Access to Historical collections
- Participate in cross-cultural dialogue and knowledge sharing

**Strategic Priority with  
the most Ongoing  
action items.**



# ONE STOP ENDLESS POSSIBILITIES . . .

## HERITAGE & CULTURE 2025 HIGHLIGHTS

Offered open house events at the JLM Centennial Library and the archives.

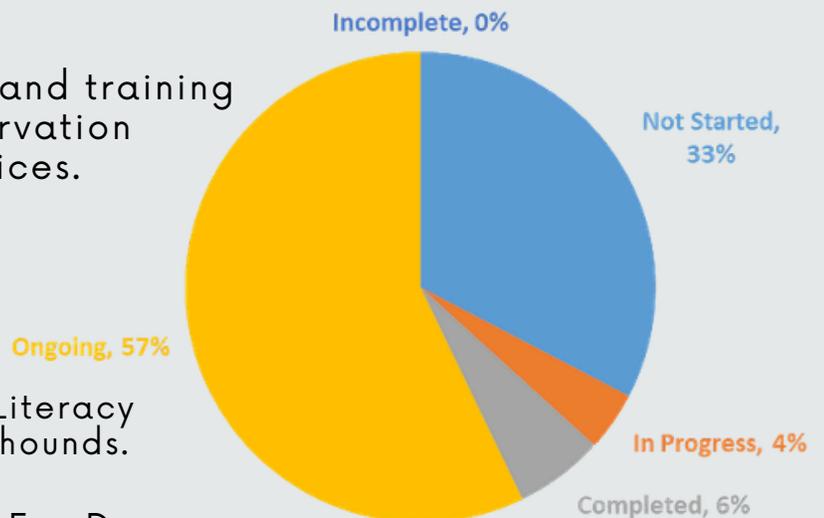
Created interesting and relevant library displays for cultural events and to recognize important historical events throughout the year.

Hosted several workshops and training sessions on heritage preservation techniques and best practices.

Partnered with Bon Soo.

Offered a successful Family Literacy Day event with the Soo Greyhounds.

Organized Cultural Family Fun Day for this year's Culture Days.





# ONE STOP ENDLESS POSSIBILITIES ...

## SERVICE EXCELLENCE

- Ensure Library services, programs and collections meet community needs
- Deliver exceptional customer service
- Improve Library facilities to better meet the service needs of the community

**Strategic Priority with  
the most Completed  
action items.**



# ONE STOP ENDLESS POSSIBILITIES ...

## SERVICE EXCELLENCE 2025 HIGHLIGHTS

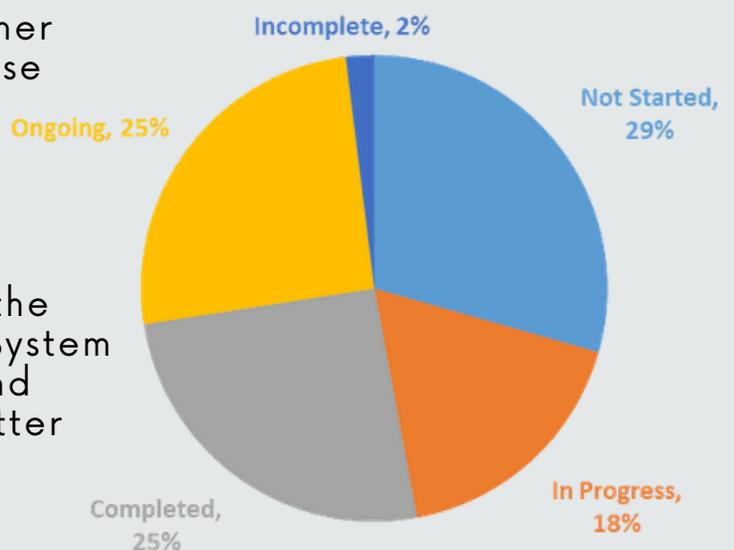
Released a Collection Satisfaction Survey to receive feedback from the public about the library's collections and how well they meet our community's needs.

Increased Security to Full-time at the JLM Centennial Library to improve safety.

Released an updated Customer Comments/Suggest a Purchase forms.

Partnered with Bon Soo.

Began a project to replace the Library's Integrated Library System to improve library systems and provide the public with a better online catalogue.



# STRATEGIC PLAN 2024-2029

Steering Committee

Kaitrin Aaltonen  
Paolo Bruni  
Erin Ferlaino  
Matthew MacDonald  
Frances Ryan  
Liz Webkamigad

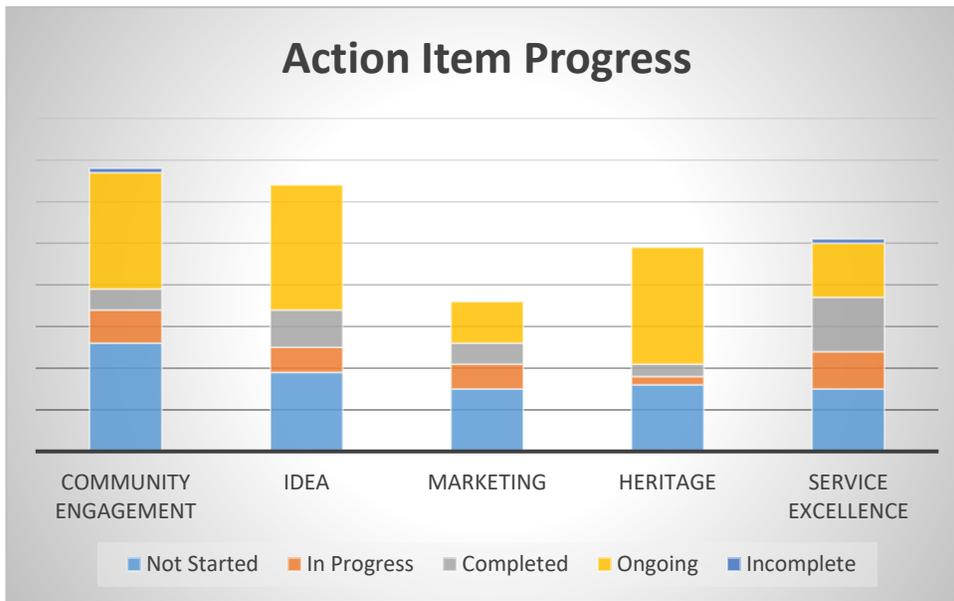
Kendal Barban  
Hannah Caicco  
Wayne Greco  
Steve Murray  
Elise Schofield  
Sharon Wigney

Elspeth Belair  
Lisa Dobrovnik  
Kevin Harrison  
Mike Olejnik  
Jami van Haaften



	Community Engagement	IDEA	Marketing	Heritage	Service Excellence	Totals
Not Started	26	19	15	16	15	91
In Progress	8	6	6	2	9	31
Completed	5	9	5	3	13	35
Ongoing	28	30	10	28	13	109
Incomplete	1	0	0	0	1	2
<b>Total</b>	<b>68</b>	<b>64</b>	<b>36</b>	<b>49</b>	<b>51</b>	<b>268</b>

	Community Engagement	IDEA	Marketing	Heritage	Service Excellence	Totals
Not Started	38%	30%	42%	33%	29%	1.716543
In Progress	12%	9%	17%	4%	18%	0.595351
Completed	7%	14%	14%	6%	25%	0.66917
Ongoing	41%	47%	28%	57%	25%	1.984623
Incomplete	1%	0%	0%	0%	2%	0.034314
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



**Not Started** – No action has been taken on this item.

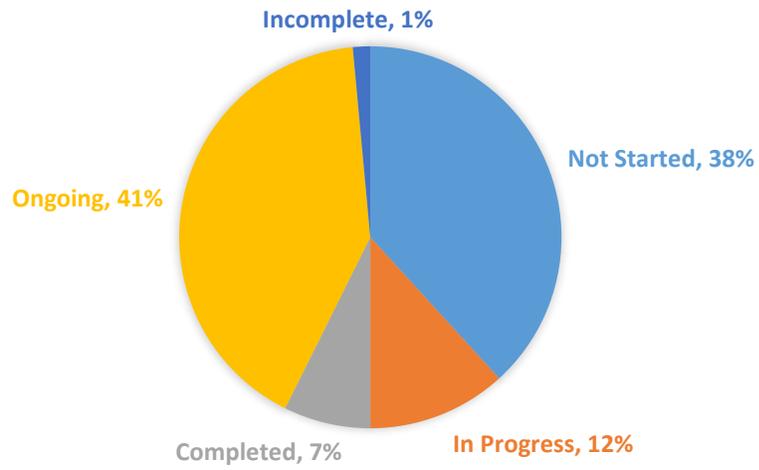
**In Progress** – Some action has been taken but it is not complete.

**Completed** – This item has been completed and no further action is required.

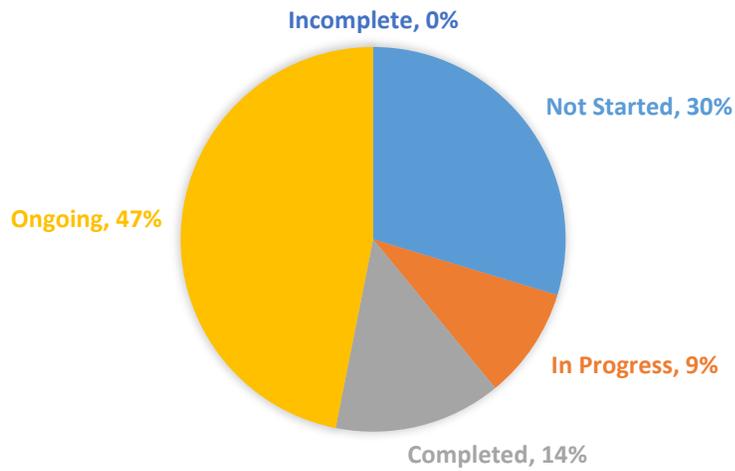
**Ongoing** – Action has been taken however this is a repeatable action item and may be acted on

**Incomplete** – The Library was unable to complete this action item and no further action can be

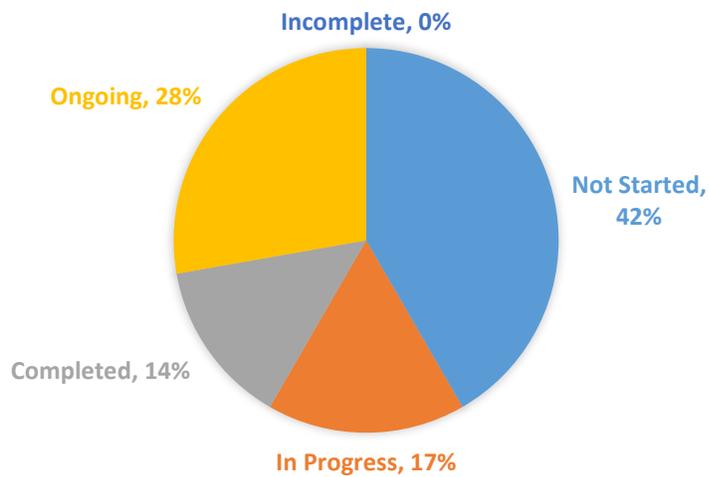
## COMMUNITY ENGAGEMENT



## IDEA



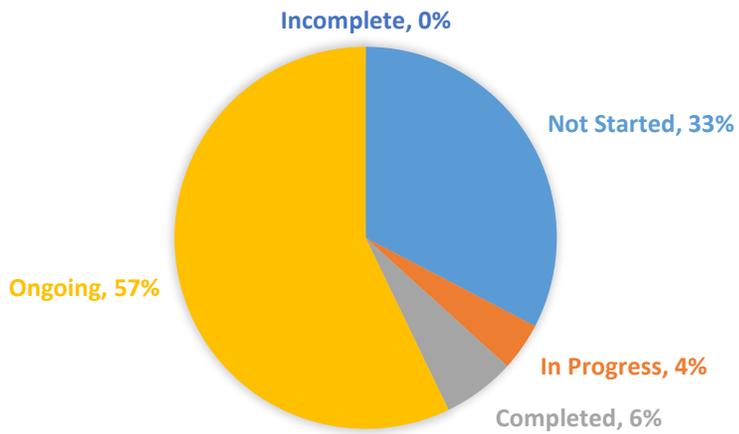
## MARKETING



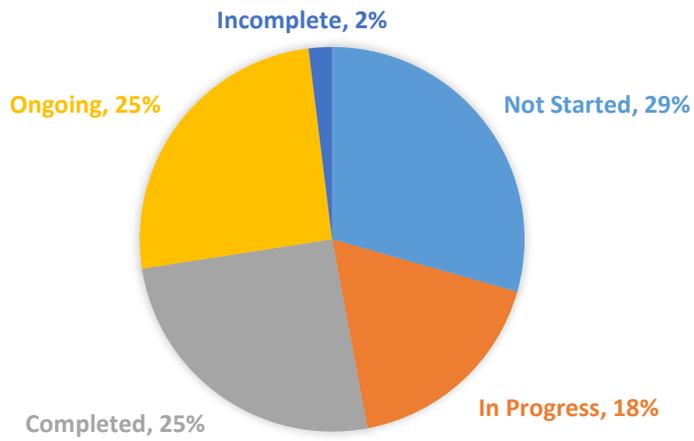
Service

Community

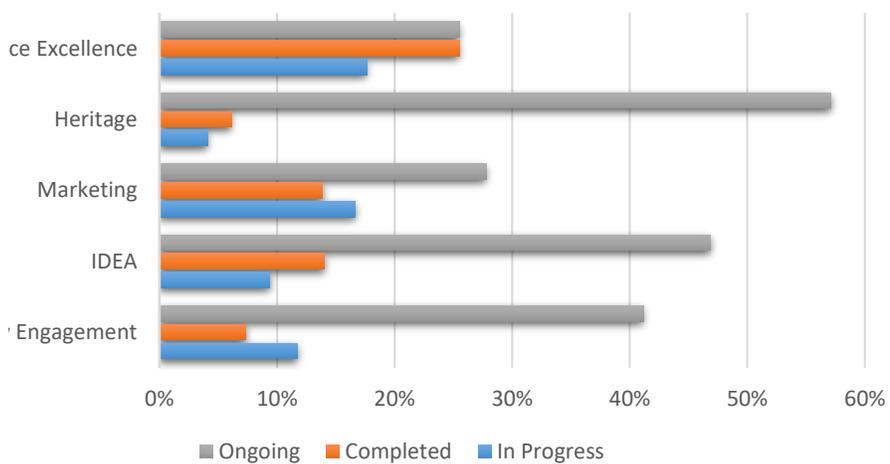
## HERITAGE



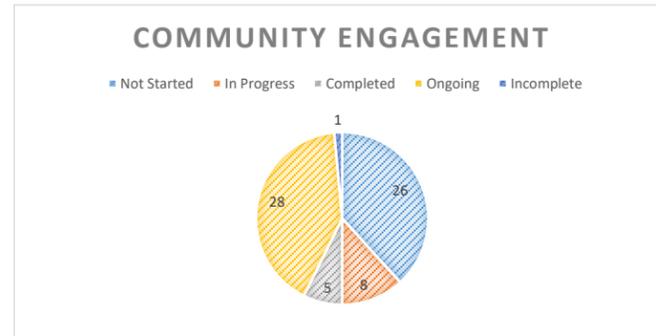
## SERVICE EXCELLENCE



## Active Tasks By Category



Responsibility
CEO/Manager of Community Engagement
Early Literacy Development Technician
Management Team
Manager of Community Engagement
Manager of Public Services
Manager of Public Services / Manager of Community Engagement
Manager of Technology and Collections/Business Administrator
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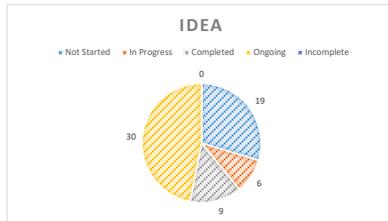
Community Engagement						
Goal	Objective	Action Item	Responsibility	Timeline	Status	Notes
Expand library services within underserved areas	Develop a plan for a new service point with a focus on under-served and growth areas.	Conduct research on what areas would be most ideal for a new branch location	Business Administrator / CEO		Completed	Report provided by Innovation Center as part of the strategic planning process. Presented to the Board September 2022.
Initiate positive change through opportunities for development and growth	Encourage civic engagement by providing opportunities for the public to engage with local political leaders.	Offer a meet and greet with local political candidates during the Federal Election	Manager of Public Services		Completed	Federal Meet and Greet offered April 24 2025.
Initiate positive change through opportunities for development and growth	Encourage civic engagement by providing opportunities for the public to engage with local political leaders.	Offer a meet and greet with local political candidates during the Provincial Election	Manager of Public Services		Completed	Unable to offer a traditional meet and greet program during the 2025 provincial election due to the quick election and candidates availability. Offered an online alternative through the Library's website and social media.
Build and maintain strong community partnerships	Foster relationships with local organizations, schools, and businesses to strengthen the library's role as a community hub.	Review 200-04 Strategic Alliances policy	Board of Trustees		Completed	Policy Revised and Approved at the May 26, 2025 Board meeting.
Initiate positive change through opportunities for development and growth	Improve communication between the public and social services by providing those in need with information about community resources.	Propose to City Council the addition of a Social Worker to Library staff	Business Administrator / CEO	Nov-23	Completed	CEO & Business Administrator presented a supplemental budget request at City Council on Monday November 20, 2023, for the addition of a social worker to staff. That request was denied by Council.
Build and maintain strong community partnerships	Collaborate and partner with local organizations to support community well-being.	Meet with the Sault and Area Drug Strategy to discuss the opioid crisis and libraries	CEO	Jul-24	In Progress	CEO emailed the SSM & Area Drug Strategy Committee on July 18, 2024 requesting a meeting. After receiving no response, sent a follow up email on November 28, 2024.
Build and maintain strong community partnerships	Collaborate and partner with local organizations to support community well-being.	Explore partnership opportunities with United Way Sault Ste. Marie & Algoma District	CEO		In Progress	Opened dialogue with United Way on October 2, 2025
Expand library services within underserved areas	Explore opportunities to provide library services in areas of the city without nearby library locations.	Install Book lockers at the Northern Community Centre	CEO		In Progress	CEO & Manager of Technology and Collections met with vendor Bibliotheca about Book Lockers on June 12, 2024
Expand library services within underserved areas	Explore opportunities to provide library services in areas of the city without nearby library locations.	Create a business case for Bookmobile services	Manager of Community Engagement		In Progress	As of March 19, 2024 the MCE has contacted 5 public libraries and gathered documentation of their mobile libraries including stats, procedures, policies, budgeting, design and more. Jan 2025 - ready for a committee to start
Expand library services within underserved areas	Identify the unique service needs of demographic groups not currently represented in the library, then develop and implement means to meet those service needs.	Analyze membership data to identify missing demographic groups and organize focus groups with representatives to determine service needs that are being unmet.	Manager of Community Engagement		In Progress	Gathering data through new ILS
Build and maintain strong community partnerships	Investigate opportunities and explore options to partner with local school boards and post-secondary educational institutions to share resources and promote continuous learning.	Reach out to local homeschool and day care organizations to offer resources, memberships, programming and shared expertise	Manager of Public Services / Manager of Community Engagement		In Progress	Currently preparing a package for Central Algoma Branch of Childcare Algoma. Package includes children's service resources etc.
Initiate positive change through opportunities for development and growth	Promote a sharing culture through library lending services and programs to reduce waste and protect the environment.	Establish a monthly seed-and-cutting exchange program during the summer months.	Manager of Public Services / Manager of Community Engagement		In Progress	Sarah will be working with Abby Overchain at Clean North. Launch plan and logistics are ready for launch- launch date is TBD. North Branch also gives out seeds and saplings on Earth Day. Pumpkin seedlings are also given out.
Initiate positive change through opportunities for development and growth	1000 Books Before Kindergarten program	Launch program - <a href="https://1000booksbeforekindergarten.org/">https://1000booksbeforekindergarten.org/</a>			In Progress	We have a proposal and plan to facilitate it in 2026
Initiate positive change through opportunities for development and growth	Support local and regional economic development and growth by providing information resources to small businesses and start up companies.	Be an active member of the Downtown Association	CEO		Incomplete	Not eligible. DA dissolved by city council.
Expand library services within underserved areas	Conduct outreach with community partners in underserved areas to expand library services.	Partner with the YMCA to conduct programming for children outside of the library	Manager of Public Services		Not Started	
Build and maintain strong community partnerships	Collaborate and partner with local organizations to support community well-being.	Present to the Algoma Leadership Table	CEO		Not Started	

Build and maintain strong community partnerships	Collaborate and partner with local organizations to support community well-being.	Partner with the Canadian Mental Health Association and Algoma Public Health to offer programs and services at the Library	Manager of Public Services / Manager of Community Engagement		Not Started	
Expand library services within underserved areas	Conduct outreach with community partners in underserved areas to expand library services.	Seek relevant locations to deliver library services to distinct population groups.	Manager of Public Services		Not Started	
Expand library services within underserved areas	Develop a plan for a new service point with a focus on underserved and growth areas.	Create a business case for a new branch location to present to City	Business Administrator / CEO		Not Started	
Expand library services within underserved areas	Develop a plan for a new service point with a focus on underserved and growth areas.	Conduct a survey of the community to see which areas request to have a library built the most	Manager of Community Engagement		Not Started	
Initiate positive change through opportunities for development and growth	Encourage civic engagement by providing opportunities for the public to engage with local political leaders.	Review and update Policy 100-10 Library and Political Elections Policy	Board of Trustees		Not Started	
Initiate positive change through opportunities for development and growth	Encourage civic engagement by providing opportunities for the public to engage with local political leaders.	Offer a meet and greets with local political candidates during the Municipal Election	Manager of Public Services		Not Started	Coming up in 2026
Initiate positive change through opportunities for development and growth	Expand volunteer opportunities for the public to become more involved with the library and give back to the community.	Review and update 300-17 Volunteer Program Policy	Board of Trustees		Not Started	
Initiate positive change through opportunities for development and growth	Expand volunteer opportunities for the public to become more involved with the library and give back to the community.	Review and update the Library's Volunteer Program document	CEO		Not Started	
Initiate positive change through opportunities for development and growth	Expand volunteer opportunities for the public to become more involved with the library and give back to the community.	Explore a Reading Tutor Volunteer Program	Manager of Public Services		Not Started	
Expand library services within underserved areas	Explore opportunities to provide library services in areas of the city without nearby library locations.	Report to the Board on Pop Up Libraries	CEO		Not Started	
Expand library services within underserved areas	Explore opportunities to provide library services in areas of the city without nearby library locations.	Look for a sponsor for book vending machines that lend library books - airport - community centres, hockey arenas	CEO		Not Started	
Initiate positive change through opportunities for development and growth	Improve communication between the public and social services by providing those in need with information about community resources.	Provide resource information on the library website of local support as well as pamphlets	Manager of Public Services / Manager of Community Engagement		Not Started	
Build and maintain strong community partnerships	Investigate opportunities and explore options to partner with local school boards and post-secondary educational institutions to share resources and promote continuous learning.	Meet with the Algoma University Chancellor to discuss partnership opportunities	CEO		Not Started	
Build and maintain strong community partnerships	Investigate opportunities and explore options to partner with local school boards and post-secondary educational institutions to share resources and promote continuous learning.	Start a Librarian's Committee of Algoma to conjoin with school, special, and academic librarians to collaborate, share and partner with.	Manager of Community Engagement		Not Started	
Build and maintain strong community partnerships	Investigate opportunities and explore options to partner with local school boards and post-secondary educational institutions to share resources and promote continuous learning.	Support the Early Childhood Education program at Sault College by offering library story time presentations	Manager of Public Services		Not Started	
Build and maintain strong community partnerships	Investigate opportunities and explore options to partner with local school boards and post-secondary educational institutions to share resources and promote continuous learning.	Offer presentations to Highschool classes about the Library's literary databases	Manager of Public Services		Not Started	
Initiate positive change through opportunities for development and growth	Promote a sharing culture through library lending services and programs to reduce waste and protect the environment.	Offer a Repair Café program	Management Team		Not Started	
Initiate positive change through opportunities for development and growth	Support continuous learning and personal growth for individuals by providing educational opportunities including workshops and skills development training.	Incorporate Every Child Ready to Read (ECRR) principles into the Library's Early Literacy Programming	Early Literacy Development Technician		Not Started	
Initiate positive change through opportunities for development and growth	Support continuous learning and personal growth for individuals by providing educational opportunities including workshops and skills development training.	Launch a workshop series focused on essential skills development.	Manager of Public Services / Manager of Community Engagement		Not Started	
Initiate positive change through opportunities for development and growth	Support local and regional economic development and growth by providing information resources to small businesses and start up companies.	Survey local Businesses to find out what resources the Library may be able to provide to them	Business Administrator / CEO		Not Started	
Initiate positive change through opportunities for development and growth	Support local and regional economic development and growth by providing information resources to small businesses and start up companies.	Host economic development and networking events at the library by partnering with outside organizations and businesses.	Manager of Community Engagement		Not Started	
Initiate positive change through opportunities for development and growth	Support local and regional economic development and growth by providing information resources to small businesses and start up companies.	Train Reference Technicians in business and career and literary resources	Manager of Public Services		Not Started	
Build and maintain strong community partnerships	Support the City of Sault Ste. Marie's cultural plan by working in collaboration with City Departments and by participating in community events throughout the municipality.	Present to the City's Cultural Vitality Committee	Management Team		Not Started	

Initiate positive change through opportunities for development and growth	Support local and regional economic development and growth by providing information resources to small businesses and start up companies.	Create a local business resource centre for business-related resources, books, journals, and databases.	Manager of Technology and Collections/Business Administrator		Not Started	
Build and maintain strong community partnerships	Collaborate and partner with local organizations to support community well-being.	Partner with the Credit Counsellors of SSM to offer tax and financial literacy workshops	Manager of Public Services		Ongoing	Partnered with an individual from Sunlife Financial who has presented on financial topics
Initiate positive change through opportunities for development and growth	Expand volunteer opportunities for the public to become more involved with the library and give back to the community.	Create new volunteer opportunities for adults and seniors	Manager of Public Services / Manager of Community Engagement		Ongoing	Provided opportunity for a senior library patron to assist with greeting patrons during Doors Open 2025. Investigating creating positions as a Welcome Ambassador for events
Initiate positive change through opportunities for development and growth	Improve communication between the public and social services by providing those in need with information about community resources.	Help staff to improve their understanding and knowledge of the services and resources available to residents in SSM	Manager of Public Services / Manager of Community Engagement		Ongoing	Community Services Pamphlet developed by staff and reviewed annually. Also, library provides a list of daily free lunch places within the City
Build and maintain strong community partnerships	Collaborate and partner with local organizations to support community well-being.	Collect and collaborate on local resources to provide informational packets to the public that supports community well-being by showcasing local organizations that can assist.	Manager of Public Services / Manager of Community Engagement	Jan-24	Ongoing	From January 15-21, 2024; Jan 15-21, 2025; Jan 15-21, 2026; the Library offered free care packages filled with items to support peoples' mental health and connect people with local resources.
Expand library services within underserved areas	Conduct outreach with community partners in underserved areas to expand library services.	Organize focus groups with representatives to determine service needs that are being unmet.	Manager of Public Services / Manager of Community Engagement	Jan-24	Ongoing	Two Library Managers attended a tour of the newly open Wellness Hub on January 12, 2024, to explore gaps in their services and resources that the library can assist with. The Manager of Community Engagement met with the Librarian of the Sault Area Hospital on January 16, 2024, to discuss the resources and services the Hospital library has and compared them with the public library and how they might assist each other.
Initiate positive change through opportunities for development and growth	Expand volunteer opportunities for the public to become more involved with the library and give back to the community.	Support the Friends of the Library in new initiatives	CEO		Ongoing	Started selling books at the North Branch. Supported in purchasing new items like tables and carts. Supporting the Friends in an initiative to bring books to individuals in the Algoma Treatment and Remand Centre (jail).
Initiate positive change through opportunities for development and growth	Expand volunteer opportunities for the public to become more involved with the library and give back to the community.	Create new volunteer opportunities at the Library for students to achieve their community hours credits	Manager of Public Services / Manager of Community Engagement	Jul-24	Ongoing	Provided a teen with volunteer hours for tuning the Library's piano July 12, 2024. Youth also came in to assist in Children STEM 2025
Expand library services within underserved areas	Explore opportunities to provide library services in areas of the city without nearby library locations.	Offer story times in the Park during summer months	Manager of Public Services	24-Jun-24	Ongoing	Outdoor story times delivered in the Bio-Diversity Garden in summer 2024/2025
Expand library services within underserved areas	Explore opportunities to provide library services in areas of the city without nearby library locations.	Provide programming in communities such as local parks and partner facilities	Manager of Public Services / Manager of Community Engagement		Ongoing	Staff went to Brazilian festival at downtown Plaza in October 2024. Bush plane days September 2024. Station mall September 2024. Pumpkin weigh off early October 2024. Bubble Parties in the park, 2025. STEM activity in Biodiversity Garden, 2025
Build and maintain strong community partnerships	Foster relationships with local organizations, schools, and businesses to strengthen the library's role as a community hub.	Engage in Chamber of Commerce events (i.e. Take 5) to develop professional relationships within this sector.	Management Team	Feb-March 2025	Ongoing	Staff attended Take 5 on February 29, 2024 hosted by Up & down lounge. Staff attended Take5 on March 27, 2024 hosted by Hogan's Homestead. Staff attended Take 5 at the Sault Area Hospital March 2025. Staff attended Take 5 at Illuminate the Season with Arch on November 14, 2025.
Build and maintain strong community partnerships	Foster relationships with local organizations, schools, and businesses to strengthen the library's role as a community hub.	Support local partners by attending their programs and events such as Fairs for incoming students, Informational fairs such as Newcomer Fair, and more.	Manager of Community Engagement		Ongoing	Jan 5 2024 -- Sault College International Fair, January 10 2024 -- Algoma U Orientation Fair, October 7, 2024 - Algoma University Wellness Resource Market. Algoma International Student fair January 2025. April 22, 2025 Science Festival Launch. Staff attended Algoma University's Human Library program July 30, 2025. Staff plans to attend Soo Today's Good Works in the Community campaign Feb 26, 2026
Build and maintain strong community partnerships	Foster relationships with local organizations, schools, and businesses to strengthen the library's role as a community hub.	Be an active member of LASH (Literacy, Arts, Science and History committee)	Manager of Public Services / Manager of Community Engagement	Mar-24	Ongoing	Partnered with 6 cultural organizations, sold passes to allow families to access all organizations throughout March Break. September to October 2024 partnered with SSM Cultural Corridor for Culture Days 2024.
Expand library services within underserved areas	Identify the unique service needs of demographic groups not currently represented in the library, then develop and implement means to meet those service needs.	Focus groups with partners that work with new immigrants to learn more about the new demographic entering the area and gaps in services they are noticing	Manager of Community Engagement		Ongoing	MCE working with ICA, NOHLA, LIP and Sault Community Career Ctr to identify gaps. Gaps identified as of March 2024: language learning kits (SCCC). ESL classes (NOLHA). Language barriers in current programs (i.e. storytime) (NOHLA). Promoting information to new community members (LIP). Work and volunteer opportunities for new immigrants (ICA).
Expand library services within underserved areas	Identify the unique service needs of demographic groups not currently represented in the library, then develop and implement means to meet those service needs.	Work with Cultural groups and organizations to identify needs of demographic groups not currently represented	Manager of Community Engagement		Ongoing	March 18 2024, MCE met with NOLHA to discuss gaps for diverse populations and new immigrants. Identified an influx of Brazilian immigrants with no programs specific to them. Working on a Brazil Fair in October 2024.
Initiate positive change through opportunities for development and growth	Improve communication between the public and social services by providing those in need with information about community resources.	Provide space and opportunities for community members to connect with area service providers to learn about available community services and resources (i.e. hold a community service organizations and nonprofits fair at the library).	Manager of Public Services / Manager of Community Engagement		Ongoing	January - June 2024. Bi-weekly Employment Solutions attends the North Branch to setup a booth to assist people in their career questions. Superior Adult Learning offering technology help at the JLM Centennial Library monthly 2025. Alzhemiers Society did a presentation on Dementia Awareness Jan 29, 2026
Build and maintain strong community partnerships	Investigate opportunities and explore options to partner with local school boards and post-secondary educational institutions to share resources and promote continuous learning.	Support Post Secondary education requirements by accepting workplace interns and placements at the Library	Management Team		Ongoing	Accepted an Office Administration Intern from the Canadian Career College for 200 hours. Offered to Mohawk College to take on student Library Tech placements September 16, 2025. Accepted a student from Nipising University education program completing the CLE placement.
Build and maintain strong community partnerships	Investigate opportunities and explore options to partner with local school boards and post-secondary educational institutions to share resources and promote continuous learning.	Support and attend International and Orientation Fairs at Algoma University and Sault College for incoming students.	Manager of Community Engagement	Jan-24	Ongoing	Library attended Sault College's International Fair as a vendor on Jan 5, 2024, and Algoma University's Orientation Fair on Jan 10, 2024. Attended again January 2025.

Initiate positive change through opportunities for development and growth	Promote a sharing culture through library lending services and programs to reduce waste and protect the environment.	Facilitate community aid by providing a space and resources for children's toy and food exchange events	Manager of Community Engagement	Oct-25	Ongoing	In 2024 and 2025, the library acted as a pick up location during the summer months for the Every Breakfast Counts program.
Initiate positive change through opportunities for development and growth	Promote a sharing culture through library lending services and programs to reduce waste and protect the environment.	Add sustainable items into the Object Library Collection	Manager of Community Engagement	Nov-24	Ongoing	Waterfront Adventure Centre Passes to be added Spring 2025. Lifejackets in June 2024. Added mobile device charging cords to the Collections August 2025.
Initiate positive change through opportunities for development and growth	Promote a sharing culture through library lending services and programs to reduce waste and protect the environment.	Offer clothing and swap programs	Manager of Public Services / Manager of Community Engagement		Ongoing	Began offering a "Little Free Puzzle Library" service July 2025. Offered a Costume Swap program October 2025.
Initiate positive change through opportunities for development and growth	Support continuous learning and personal growth for individuals by providing educational opportunities including workshops and skills development training.	Host informational speakers to present at the library	Manager of Public Services / Manager of Community Engagement		Ongoing	May 7 - "Finding your path to publication" May 7 2024 -- Program on how to get your book published in 5 different ways. Sunlife, Alzheimers Society, Althor Padooza, and individual author/publishing events.
Initiate positive change through opportunities for development and growth	Support local and regional economic development and growth by providing information resources to small businesses and start up companies.	Be an active member of the Chamber of Commerce	CEO		Ongoing	Participated in financial and business workshops held by CofC Sept 2024. January 2025 newsletter sent to CofC be posted. Provided CofC with link to Niche Academy business resources through the Library's website March 2025.
Initiate positive change through opportunities for development and growth	Support local and regional economic development and growth by providing information resources to small businesses and start up companies.	Research and publish articles on local economic history and industry in the Algoma region. / Research and publish profiles on the history and operations of local businesses.	Manager of Public Services		Ongoing	Several Remember This Articles on these topics
Initiate positive change through opportunities for development and growth	Support local and regional economic development and growth by providing information resources to small businesses and start up companies.	Offer education series for local business owners with information relative to them (eg human resource issues, government funding programs)	Manager of Public Services / Manager of Community Engagement		Ongoing	Offering free online tutorials for businesses on topics such as hiring, policy writing, scheduling, telephone skills, and managing through Niche Academy.
Build and maintain strong community partnerships	Support the City of Sault Ste. Marie's cultural plan by working in collaboration with City Departments and by participating in community events throughout the municipality.	Participate in the planning process for next culture plan, as current plan expires in 2024. Make sure library achieves recognition as a significant community partner, community hub and cultural and heritage institution.	CEO/Manager of Community Engagement		Ongoing	Two Board members attended a Cultural Forum February 26, 2025. CEO and Board Chair met with Alisha Moore, Arts and Culture Lead on March 13, 2025.
Build and maintain strong community partnerships	Support the City of Sault Ste. Marie's cultural plan by working in collaboration with City Departments and by participating in community events throughout the municipality.	Partner with the City's Senior Centres to offer library programming	Manager of Public Services	May-24	Ongoing	May 7, 2024 - Monthly Book Chats and Book Club are facilitated by Adult Services Staff at Active 55 and Collegiate Heights (respectively) between September and May of each year. Hosted Boomers and Beyond 2025
Build and maintain strong community partnerships	Support the City of Sault Ste. Marie's cultural plan by working in collaboration with City Departments and by participating in community events throughout the municipality.	Partner with City's Parks & Recreation Department to provide programming opportunities and support for children's activities.	Manager of Public Services	Mar-24	Ongoing	March 28 2024 -- Partnered with City for a new Story Book Walk in Clergue park titled "Watch it Grow" by Barbara Reid. Story Walk was also conducted in 2025. Culture Days September 2024 provided activities for the Library's event.
Build and maintain strong community partnerships	Support the City of Sault Ste. Marie's cultural plan by working in collaboration with City Departments and by participating in community events throughout the municipality.	Be an organizer for local Culture Days events	Manager of Public Services / Manager of Community Engagement		Ongoing	Assisted in the facilitation of programming including our annual Family Cultural Fun Day 2024, 2025.

Responsibility
Board of Trustees
CEO
Collections Librarian
Management Team
Manager of Community Engagement
Manager of Public Services
Manager of Public Services / Manager of Community Engagement
Manager of Technology and Collections
Manager of Technology and Collections Business Administrator

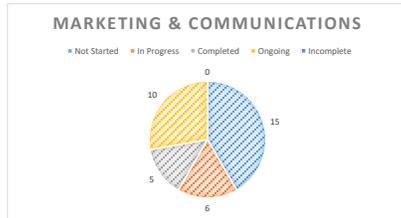


Goal	Objective	Action Item	Responsibility	Timeline	Status	Notes
Collaborate with local Indigenous partners on Truth & Reconciliation and Decolonization	Decolonize the Library's catalogue	Ask local expert Krista McCracken to present to technical services staff staff on Decolonizing our catalogue	Manager of Technology and Collections		Completed	Krista provided a talk on decolonizing collections.
Provide more accessible technology	Investigate how the Library can help ensure equitable access to the Internet.	Assess the feasibility of a circulating Wi-Fi lending Program	Manager of Technology and Collections	2025	Completed	Completed. Determination was that it was not economically feasible at this time.
Represent new audiences within library relationships	Demonstrate that the Library is inclusive by being an ally to the LGBTQ2+ community.	Create a safe space at the Library by offering rooms at no charge to PFLAG	Manager of Public Services / Manager of Community Engagement	Feb-24	Completed	Pflag has been offered a room at the JLM Centennial Library at no cost for their monthly meetings on Monday evenings.
Represent new audiences within library relationships	Demonstrate that the Library is inclusive by being an ally to the LGBTQ2+ community.	Create a statement of Commitment to Equity which includes the LGBTQ2+ community.	Board of Trustees		Completed	Included in the Statement on Inclusion, Diversity, Equity and Accessibility, 2025.
Represent new audiences within library relationships	Encourage youth engagement and empowerment in library programs and services.	Develop a Teen/YA Services policy with a commitment statement	Board of Trustees	May-25	Completed	Policy approved at May 26, 2025 Board meeting.
Represent new audiences within library relationships	Encourage youth engagement and empowerment in library programs and services.	Rescind 300-14 Unattended Children Policy and replace with a Children's Services Policy with an expanded scope	Board of Trustees		Completed	300-14 Children's Services Policy effective October 7, 2024
Embed IDEA across all levels of library activity	Integrate inclusion, diversity, equity, and accessibility into library policies to eliminate barriers and enable equitable access.	Review and Update 300-23 Accessible Customer Service policy	Board of Trustees		Completed	Policy revised and approved at May 27, 2024 Board meeting
Provide more accessible technology	Investigate how the Library can help ensure equitable access to the Internet.	Review and update 300-26 Computer and Internet Use Policy	Board of Trustees		Completed	Policy revised and approved at May 26, 2025 Board meeting.
Embed IDEA across all levels of library activity	Incorporate accessibility into any facility plans and resolve accessibility issues as they arise.	Install automatic door openers in staff areas for those with mobility issues	Management Team		Completed	Two accessible door openers installed November 2024. One door remaining. Receiving Door completed Jan 2026
Expand library services to be more inclusive of a diverse population	Ensure the library's collections reflect the community's diverse backgrounds, cultures, languages, and experiences.	Conduct a Diversity Audit of Library Collections	Collections Librarian		In Progress	Process started October 2024, paused while working on ILS Migration
Collaborate with local Indigenous partners on Truth & Reconciliation and Decolonization	Encourage understanding of Truth and Reconciliation and celebrate Indigenous cultures through Library programming and services.	Create a policy statement that highlights the provision of library services for Indigenous people and that can include plans or policies to partner with Indigenous people and their communities	Board of Trustees		In Progress	Draft statement created, awaiting review.
Expand library services to be more inclusive of a diverse population	Ensure the library's collections reflect the community's diverse backgrounds, cultures, languages, and experiences.	Develop a Collection Development Plan	Manager of Technology and Collections/Collections Librarian		In Progress	Collections Librarian is working on the plan.
Provide more accessible technology	Explore new and emerging accessible technologies and find ways of incorporating them into library services.	Pilot test new accessible technologies in the library.	Manager of Technology and Collections		In Progress	Training reference staff on how to use new envoy audiobook players and how install books from CNIB for patrons. 2 staff have had the initial training.
Collaborate with local Indigenous partners on Truth & Reconciliation and Decolonization	Decolonize the Library's catalogue	Remove colonizing language from the collections' MARC Records	Manager of Technology and Collections		In Progress	Tech services team is researching ways to change the MARC records.
Provide more accessible technology	Integrate and highlight accessible software and features on library technology to improve accessibility.	Invest in accessible software and hardware upgrades.	Manager of Technology and Collections		In Progress	Purchased a computer but awaiting software installation (2026)
Represent new audiences within library relationships	Engage and support new Canadians and immigrants through programs and resources that facilitate cross-cultural engagement.	Act as a distributor for local information kits tailored to newcomers, providing information on local services, customs, history, and resources.	Manager of Community Engagement		Not Started	
Embed IDEA across all levels of library activity	Incorporate accessibility into any facility plans and resolve accessibility issues as they arise.	Complete a survey of staff, volunteers, and the public of areas in which the library can improve on accessibility standards.	Management Team		Not Started	
Expand library services to be more inclusive of a diverse population	Expand your role as a Community Hub by developing partnerships with community-based organizations to connect vulnerable populations to impactful materials and services.	Connect with community based organizations to establish a referral hub to increase access to local resources and services.	Manager of Public Services / Manager of Community Engagement		Not Started	
Provide more accessible technology	Investigate how the Library can help ensure equitable access to the Internet.	Contact local internet service providers to explore options for subsidized or free wifi hotspots.	Manager of Technology and Collections		Not Started	
Expand library services to be more inclusive of a diverse population	Create awareness of digital resources which are available in other languages.	Create a social media campaign to inform the public of digital resources available in other languages	Manager of Technology and Collections/Manager of Community Engagement		Not Started	
Expand library services to be more inclusive of a diverse population	Create awareness of digital resources which are available in other languages.	Create promotional materials to be distributed.	Staff		Not Started	
Provide more accessible technology	Help reduce social isolation and bridge the digital divide by providing and increasing access to technology.	Deploy mobile WiFi hotspots in key community areas to expand free internet access and promote digital inclusivity for all residents.	Manager of Technology and Collections/Manager of Community Engagement		Not Started	
Embed IDEA across all levels of library activity	Offer training and resources to staff to support Inclusion, diversity, equity, and accessibility efforts.	Develop and implement a customer service training program for all library staff	Management Team		Not Started	
Provide more accessible technology	Integrate and highlight accessible software and features on library technology to improve accessibility.	Evaluate existing library technology for accessibility features.	Manager of Technology and Collections		Not Started	
Represent new audiences within library relationships	Celebrate new voices, ideas and differences to help confront discrimination.	Partner with local community members and organizations to provide informational talks and workshops for staff and the public.	Manager of Public Services / Manager of Community Engagement		Not Started	
Expand library services to be more inclusive of a diverse population	Expand your role as a Community Hub by developing partnerships with community-based organizations to connect vulnerable populations to impactful materials and services.	Partner with the Community hubs to discover their needs and how you can introduce library services to their clients.			Not Started	

Represent new audiences within library relationships	Encourage youth engagement and empowerment in library programs and services.	Permit TAG to organize programs for teens	Manager of Public Services		Not Started	
Provide more accessible technology	Integrate and highlight accessible software and features on library technology to improve accessibility.	Prominently label and highlight devices with accessibility features enabled.	Manager of Technology and Collections		Not Started	
Represent new audiences within library relationships	Reevaluate and build upon the Visiting Library Service for those individuals who cannot travel to the library.	Promote VLS services to local long term care facilities making their staff aware of the services to promote to their patrons.	Manager of Public Services / Manager of Community Engagement		Not Started	
Expand library services to be more inclusive of a diverse population	Ensure the library's collections reflect the community's diverse backgrounds, cultures, languages, and experiences.	Review 300-03 Collection Development Policy to ensure Diversity and inclusion is incorporated into the policy	Board of Trustees		Not Started	
Embed IDEA across all levels of library activity	Incorporate accessibility into any facility plans and resolve accessibility issues as they arise.	Review and try to resolve accessibility issues in parking lots and entrances	Management Team		Not Started	
Represent new audiences within library relationships	Reevaluate and build upon the Visiting Library Service for those individuals who cannot travel to the library.	Review and update 300-08 Visiting Library Service Policy	Board of Trustees		Not Started	
Embed IDEA across all levels of library activity	Integrate inclusion, diversity, equity, and accessibility into library policies to eliminate barriers and enable equitable access.	Review and Update the Library's Accessibility Plan	Board of Trustees		Not Started	
Embed IDEA across all levels of library activity	Integrate inclusion, diversity, equity, and accessibility into library policies to eliminate barriers and enable equitable access.	Review the Feedback Process for Accessible Services	CEO		Not Started	
Collaborate with local Indigenous partners on Truth & Reconciliation and Decolonization	Encourage understanding of Truth and Reconciliation and celebrate Indigenous cultures through Library programming and services.	Amplify Indigenous stories and art by providing space and facilitating panels, lectures and exhibitions on Indigenous history and culture.	Manager of Public Services / Manager of Community Engagement		Ongoing	Historical lacrosse stick commissioned to recognize library Indigenous volunteers mounted at Centennial Library (Jan 2026)
Collaborate with local Indigenous partners on Truth & Reconciliation and Decolonization	Encourage understanding of Truth and Reconciliation and celebrate Indigenous cultures through Library programming and services.	Create a speaker series and invite local Indigenous leaders, such as Chiefs, Elders and Knowledge Keepers.			Ongoing	Voices of Batwaating speakers series (June 2024, 2025); ex. Nature Walk with knowledge keeper Frank Belleau (2024-2025)
Represent new audiences within library relationships	Reevaluate and build upon the Visiting Library Service for those individuals who cannot travel to the library.	Increase participation in the VLS program	Manager of Public Services		Ongoing	Increased VLS from one route to two with deliveries semi-monthly (2026)
Provide more accessible technology	Explore new and emerging accessible technologies and find ways of incorporating them into library services.	Keep abreast of emerging accessible technologies with public library application through research, following related groups online, and attending industry conferences, seminars and webinars.	Manager of Technology and Collections		Ongoing	Taken several seminars at the OLA Superconference 2025
Represent new audiences within library relationships	Celebrate new voices, ideas and differences to help confront discrimination.	Train staff on translation tools to help them communicate with patrons whose first language is not English	Management Team		Ongoing	
Provide more accessible technology	Integrate and highlight accessible software and features on library technology to improve accessibility.	Promote accessibility technology options through library website and signage.	Manager of Technology and Collections		Ongoing	Assistive Services webpage, which includes information on assistive technologies, was created for the website.
Provide more accessible technology	Explore new and emerging accessible technologies and find ways of incorporating them into library services.	Acquire and implement new accessible technology in the library.	Manager of Technology and Collections		Ongoing	Purchased two Envoy Connect digital readers for people with visual impairments.
Provide more accessible technology	Help reduce social isolation and bridge the digital divide by providing and increasing access to technology.	Assess the budget and research funding sources for technology procurement.	Manager of Technology and Collections/Business Administrator		Ongoing	Additional \$8,000 dollars allocated to base amount for 2025 budget. Applied for a technology micro grant through OLTA for a new projector February 2025.
Represent new audiences within library relationships	Engage and support new Canadians and Immigrants through programs and resources that facilitate cross-cultural engagement.	Attend events for incoming immigrants and international students including Sault College's International Student Fair, Newcomer Fair with LIP, and Algoma University's International Fair.	Manager of Community Engagement		Ongoing	
Provide more accessible technology	Explore new and emerging accessible technologies and find ways of incorporating them into library services.	Attend industry conferences, seminars and webinars to stay updated on emerging technology.	Manager of Technology and Collections		Ongoing	Manager of Technology and Collections attended OLC webinar with presentations about products the consortium may benefit from Sept 12, 2025.
Represent new audiences within library relationships	Celebrate new voices, ideas and differences to help confront discrimination.	Continue to partner with the Northern Ontario Latin-Hispanic Association to provide Spanish classes	Manager of Public Services / Manager of Community Engagement	2024-2025	Ongoing	Spanish and Portuguese language classes offered through partnership NOLHA resumed at the North Branch February 2024; 2025; 2026
Represent new audiences within library relationships	Demonstrate that the Library is inclusive by being an ally to the LGBTQ2+ community.	Create displays, provide resources, and informational packets to the LGBTQ2+ community and allies.	Manager of Public Services / Manager of Community Engagement		Ongoing	Drag Storytime June 19, 2024, buttons and displays created for Pride month as well.
Represent new audiences within library relationships	Engage and support new Canadians and Immigrants through programs and resources that facilitate cross-cultural engagement.	Develop a collection of language learning resources to help new Canadians and immigrants enhance their language proficiency.	Collections Librarian	Mar-24	Ongoing	March 2024, the Collections Librarian purchased new books for the Adult Literacy Collection.
Provide more accessible technology	Help reduce social isolation and bridge the digital divide by providing and increasing access to technology.	Develop a technology lending program.	Manager of Technology and Collections		Ongoing	One Chromebook is available for Circulation. Additional Chromebooks are going to be purchased.
Expand library services to be more inclusive of a diverse population	Ensure the library's collections reflect the community's diverse backgrounds, cultures, languages, and experiences.	Expand content of local authors list by listing book titles, links to catalogue records. Be more proactive in providing an up to date and accurate list of this legacy and promoting it.			Ongoing	Created a local author page on the Library's website and a form authors can submit to be included as a local author.
Represent new audiences within library relationships	Reevaluate and build upon the Visiting Library Service for those individuals who cannot travel to the library.	Expand upon existing VLS service by increasing content available to community members who are unable to travel to the library.	Manager of Public Services	Apr-24	Ongoing	The Library participates in a Large Print sharing Pool which will increase content and refresh collections used by VLS. Friends of the Library have donated to the large print collection (2025)
Collaborate with local Indigenous partners on Truth & Reconciliation and Decolonization	Create awareness of local Indigenous cultures through Library activities	First Nations Library week is a means to recognize and celebrate Indigenous culture.	Manager of Technology and Collections		Ongoing	October 2024 - Social media posts advertising digital media programs through OLS
Represent new audiences within library relationships	Celebrate new voices, ideas and differences to help confront discrimination.	Include speakers and training at Staff Development Day	Manager of Community Engagement		Ongoing	FOPL presented on censorship November 18, 2024.
Represent new audiences within library relationships	Demonstrate that the Library is inclusive by being an ally to the LGBTQ2+ community.	Offer drag events at the Library	Manager of Public Services / Manager of Community Engagement		Ongoing	Offered June 19 2024 @ 6pm at the North branch. Offered June 7, 2025 at the North branch.
Provide more accessible technology	Help reduce social isolation and bridge the digital divide by providing and increasing access to technology.	Organize digital literacy workshops specifically tailored for seniors to educate them on online safety and prevent cyber scams.	Manager of Technology and Collections		Ongoing	Offered a digital literacy program for seniors during Boomers and Beyond program, June 11, 2025. AI scam awareness presentation was in January 2026
Collaborate with local Indigenous partners on Truth & Reconciliation and Decolonization	Create awareness of local Indigenous cultures through Library activities	Participate in events in the community that showcase services to FN communities - eg. Robinson Huron Treaty of 1850 Gathering 2023			Ongoing	Presented to Indigenous Friendship Centre on June 5 2024.
Provide more accessible technology	Investigate how the Library can help ensure equitable access to the internet.	Participate in Phase 3 of the Bridge/Edge Project	Manager of Technology and Collections		Ongoing	Was registered for the Bridge Project March 26, 2024. Staff survey launched April 4, 2025. Public Survey was launched May 2025.
Expand library services to be more inclusive of a diverse population	Expand your role as a Community Hub by developing partnerships with community-based organizations to connect vulnerable populations to impactful materials and services.	Partner with Autism Ontario Sault Ste Marie Chapter to offer programs specially tailored to children with autism	Manager of Public Services / Manager of Community Engagement	Apr-24	Ongoing	The Library was a pick-up location for Autism Ontario's Par-T-Pet program on Monday April 22nd 6:00 pm - 8:00 pm.

Represent new audiences within library relationships	Engage and support new Canadians and Immigrants through programs and resources that facilitate cross-cultural engagement.	Partner with community based organizations to launch job support workshops geared towards immigrants, covering topics like local employment trends, resume building, and interview preparation.	Manager of Public Services / Manager of Community Engagement	Jan-24	Ongoing	The Library offered a Book-side Chat: Unlocking Employment Services with Sault College Employment Solutions session on January 10, 2024 in partnership with Employment Solutions.
Collaborate with local Indigenous partners on Truth & Reconciliation and Decolonization	Create awareness of local Indigenous cultures through Library activities	Partner with local First Nations Public Libraries to offer programming and share expertise			Ongoing	Worked with Irene Gray from Garden River Public Library alongside Ojibway Park Rangers for Culture Days programming Sept 27 2024.
Expand library services to be more inclusive of a diverse population	Expand your role as a Community Hub by developing partnerships with community-based organizations to connect vulnerable populations to impactful materials and services.	Partner with local shelters, soup kitchens and crisis service organizations to provide resources and services to those in need.	Manager of Community Engagement		Ongoing	Hygiene Drive complete April2, 2024; 2025. Donated all items to: St. Vincent. Community Resource Centre, Maamwesying North Shore Community Health Services, Women in Crisis, Pauline's Place. Giving Tree (Winter 2025).
Represent new audiences within library relationships	Engage and support new Canadians and Immigrants through programs and resources that facilitate cross-cultural engagement.	Partner with the Local Immigration Partnership to offer programs	Manager of Public Services / Manager of Community Engagement		Ongoing	Partnered with LIP for the Brazilian Festival on October 19 2024. Donated books for a program run by LIP (2025). Partnered with ACANO on a paint event for newcomers
Represent new audiences within library relationships	Encourage youth engagement and empowerment in library programs and services.	Provide a safe and inclusive space for teens to gather and enjoy their library	Management Team		Ongoing	
Represent new audiences within library relationships	Reevaluate and build upon the Visiting Library Service for those individuals who cannot travel to the library.	Recruit more volunteers to support the VLS program	Manager of Public Services		Ongoing	New volunteer started June 2025.
Provide more accessible technology	Investigate how the Library can help ensure equitable access to the internet.	Update the public internet stations	Manager of Technology and Collections		Ongoing	Updated software in Summer 2024.

Responsibility
Board of Trustees
Board of Trustees / CEO
CEO
CEO/Business Administrator
CEO/Manager of Community Engagement
Management Team
Manager of Community Engagement
Manager of Community Engagement/Manager of Technology and C...
Manager of Community Engagement

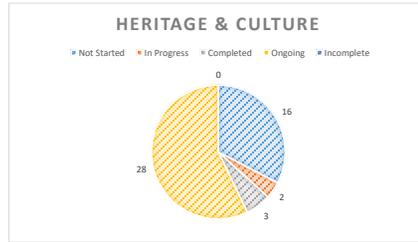


## Marketing and Communications

Goal	Objective	Action Item	Responsibility	Timeline	Status	Notes
Improve the library's website to enhance the digital experience	Update the website to improve usability and better highlight the library's services, resources and programming.	Review and Update 300-22 Website Policy	Board of Trustees	Jun-24	Completed	Reviewed at the June 4, 2024 Board Policy Committee Meeting and approved revised policy at the Board's June 24, 2024 meeting.
Engage stakeholders in library activities at all levels	Increase Board member engagement and representation at library and community events.	Review and update 100-02 Advocacy Policy	Board of Trustees	Mar-24	Completed	Reviewed by the Policy Committee on March 5, 2024 and revised policy approved March 25, 2024
Engage stakeholders in library activities at all levels	Advocate for Library services at various levels of government.	Write a letter to the local MPP near budget time in support of an Ontario Wide Online Library strategy	Board of Trustees / CEO	Jan-24	Completed	The CEO and Board Chair met with MPP Ross Romano on January 22, 2024 to discuss an Ontario Digital Public Library and to garner his support for the initiative for the next Ontario Budget. Provided the MPP with briefing notes prepared by FOPL.
Engage stakeholders in library activities at all levels	Advocate for Library services at various levels of government.	Present Strategic Plan to City Council	CEO	Feb-24	Completed	The Board Chair and CEO presented the Library's Strategic Plan to City Council on February 20, 2024.
Increase community awareness of the library	Increase awareness of the library's value to the community through marketing.	Develop a Marketing Campaign	Management Team		Completed	Summer Student created content. Management created schedule. Now have to assign staff. Dec 9 2024. Launched in early 2025.
Increase community awareness of the library	Enhance library communications through a multitude of methods including social media, in-house advertising and traditional media.	Create a Communications Plan	CEO/Manager of Community Engagement		In Progress	Management began drafting a Communications Plan March 2024
Increase community awareness of the library	Enhance library communications through a multitude of methods including social media, in-house advertising and traditional media.	Establish consistent branding and messaging with common tools and templates	Management Team		In Progress	MM coordinating in the communications plan. Branding templates in canva. Dec 9 2024
Increase community awareness of the library	Build customer relationships, awareness and appreciation of our services through personal interactions.	Develop a "welcome" routine for new patrons/cardholders.	Manager of Community Engagement	Mar-24	In Progress	March 11, 2024 - In development is a 'welcome package' that all new patrons will be given alongside a checklist of items to inform the patron of.
Increase community awareness of the library	Build customer relationships, awareness and appreciation of our services through personal interactions.	Develop a package for new or returning library members	Manager of Community Engagement	Mar-24	In Progress	March 11, 2024 - Project has started with a set completion date of September 3, 2024. In development is a 'welcome package' that all new patrons will be given alongside a checklist of items to inform the patron of.
Engage stakeholders in library activities at all levels	Advocate for Library services at various levels of government.	Seek a proclamation from City Council for Ontario Public Library week	CEO		In Progress	Sought proclamation from mayor's office on Oct. 8, 2024. Proclamation process has changed and requires staff to create video. Unable to have one prepared for 2024 Public Library week. CEO attended council before Ontario Library Week for passing of
Improve the library's website to enhance the digital experience	Position our website to better meet our community's needs by facilitating access to relevant information amongst myriad of digital information and resources.	Explore AI opportunities for online services (eg. help chat bots)	Manager of Technology and Collections		In Progress	Manager of Technology and Collections investigated other public library's use of AI on their websites.
Improve the library's website to enhance the digital experience	Update the website to improve usability and better highlight the library's services, resources and programming.	Analyze data from Google Analytics for the Website	Manager of Technology and Collections		Not Started	
Improve the library's website to enhance the digital experience	Update the website to improve usability and better highlight the library's services, resources and programming.	Conduct a usability study on the website	Manager of Technology and Collections		Not Started	
Increase community awareness of the library	Increase awareness of the library's value to the community through marketing.	Complete a valuation of the Library using the Nordik Institute's Valuing Northern Libraries Toolkit (OLS launching new toolkit Sept-Dec 2023)	CEO/Business Administrator		Not Started	
Increase community awareness of the library	Increase awareness of the library's value to the community through marketing.	Make use of the library valuation data going back to first Nordik study in 2014 to provide longitudinal data on changes to value over time - branch closures - COVID - new branches	Board of Trustees		Not Started	
Improve the library's website to enhance the digital experience	Ensure the library's website and digital resources meet the current web accessibility requirements under the AODA	Use WAVE to determine accessibility issues of website and ways to improve.	Manager of Technology and Collections		Not Started	
Improve the library's website to enhance the digital experience	Ensure the library's website and digital resources meet the current web accessibility requirements under the AODA	Generate and implement a plan to improve website accessibility.	Manager of Technology and Collections		Not Started	
Increase community awareness of the library	Enhance library communications through a multitude of methods including social media, in-house advertising and traditional media.	Review and update 300-06 Social Media Policy	Board of Trustees		Not Started	
Engage stakeholders in library activities at all levels	Engage in focused outreach to connect with community members.	Organize community focus group sessions to gather feedback and insights on local needs and preferences for improving accessible library services and programming.	Manager of Community Engagement		Not Started	
Engage stakeholders in library activities at all levels	Engage in focused outreach to connect with community members.	Continue to develop and implement Advisory Groups	Manager of Community Engagement		Not Started	
Engage stakeholders in library activities at all levels	Create, support and promote development of library advisory groups.	Establish an Indigenous Advisory Council (IAC)	Management Team		Not Started	
Engage stakeholders in library activities at all levels	Create, support and promote development of library advisory groups.	Offer cultural competency and diversity training for advisory group members to enhance their ability to engage with diverse communities effectively.	Management Team		Not Started	

Engage stakeholders in library activities at all levels	Create, support and promote development of library advisory groups.	Organize workshops and information sessions within the community to raise awareness about the library's advisory groups, their purposes, and how individuals can get involved.	Management Team		Not Started	
Engage stakeholders in library activities at all levels	Create, support and promote development of library advisory groups.	Support the Library's Teen Advisory Group (TAG) by funding their activities	Manager of Public Services		Not Started	
Engage stakeholders in library activities at all levels	Conduct community outreach and focus groups to identify the diverse needs of the community and incorporate feedback into service and program design.	Conduct a focus group on demographics groups who use the library the least	Management Team		Not Started	
Engage stakeholders in library activities at all levels	Conduct community outreach and focus groups to identify the diverse needs of the community and incorporate feedback into service and program design.	Receive feedback while attending outreach events using a prize draw to encourage participation	Manager of Community Engagement		Not Started	
Improve the library's website to enhance the digital experience	Position our website to better meet our community's needs by facilitating access to relevant information amongst myriad of digital information and resources.	Create a section of the Library's website to connect Saultites to local information and resources	Manager of Technology and Collections		Ongoing	Reference to work on a list. We have a lot of the content already, just need to organize it. Dec 9 2024. KW Resources have been added to the website and are continuously being updated.
Increase community awareness of the library	Increase awareness of the library's value to the community through marketing.	Identify new marketing strategies to increase visits, new patrons, and awareness of library services and offerings.	Manager of Community Engagement		Ongoing	Began a marketing plan of July 2024 with our Student Jaden S. I have all the video tutorials, posters advertising our online resources and services. Developing a formal schedule next.
Improve the library's website to enhance the digital experience	Update the website to improve usability and better highlight the library's services, resources and programming.	Update webpages and content on the Website	Manager of Technology and Collections		Ongoing	Ongoing changes to the website - ML. New sections added to Board section Jan 2025.
Improve the library's website to enhance the digital experience	Position our website to better meet our community's needs by facilitating access to relevant information amongst myriad of digital information and resources.	Curate a collection of free databases and resources on the Library website	Manager of Technology and Collections	March to August 2024	Ongoing	Updated the list of free online learning sites on the Learning under Research / Online Resources - removed several outdated sites, added Duloingo (March 2024) Added Body Peace Canada an online resource for people dealing with eating disorders (Aug 2024). Added Ontario for Family and Caregivers link (2025). Added Ontario Caregivers Association link (2025).
Engage stakeholders in library activities at all levels	Increase Board member engagement and representation at library and community events.	Encourage groups to make delegation presentations at Board meetings	Board of Trustees	Oct-24	Ongoing	John Farrell, Donor Relations Specialist at the Sault Area Hospital Foundation and former employee of the Toronto Public Library Foundation spoke to the Board at its October 28, 2024 meeting. Added information about delegations to the Board section of the website Jan 2025. Alisha Moore, Arts and Culture Lead (City of SSM) presented to the Board on October 27, 2025.
Engage stakeholders in library activities at all levels	Increase Board member engagement and representation at library and community events.	Have Board members speak at Library events	Board of Trustees		Ongoing	Board Chair spoke at the Volunteer Reception Oct 2024, 2025.
Engage stakeholders in library activities at all levels	Conduct community outreach and focus groups to identify the diverse needs of the community and incorporate feedback into service and program design.	Conduct an online survey to learn about the digital needs of the Library's online users.	Management Team		Ongoing	Bridge Public Survey on digital and technology needs conducted May 2025.
Increase community awareness of the library	Build customer relationships, awareness and appreciation of our services through personal interactions.	Provide staff with training on effective communication, active listening, and empathy to enhance personal interactions with patrons.	Management Team	Jun'24	Ongoing	Children's staff were provided with opportunity to view webinar on talking to parents about Unattended Children in the Library. Content focused on having empathy for parents and employing active listening techniques to understand what they might be dealing with.
Increase community awareness of the library	Build customer relationships, awareness and appreciation of our services through personal interactions.	Utilize social media platforms to engage with patrons, share library updates, and respond to inquiries or feedback promptly.	Manager of Community Engagement/Manager of Technology and Collections	Jan - Nov 2024	Ongoing	Social media is checked Monday to Friday 9-4pm regularly with a response time within 1 business day. Post are regularly scheduled for up to 30 days in advance.
Increase community awareness of the library	Build customer relationships, awareness and appreciation of our services through personal interactions.	Have an annual membership drive. Target school populations that are underserved. Target elementary schools that do not have a school library (Boreal). Target schools that score low in Fraser Institute school rankings	Manager of Community Engagement		Ongoing	Membership drive held September 2024. Renewal Campaign 2025.

Responsibility
Board of Trustees
CEO
CEO/Manager of Community Engagement
Management Team
Manager of Community Engagement
Manager of Public Services
Manager of Public Services / Manager of Community Engagement
Manager of Technology and Collections
Manager of Technology and Collections/Archive Technician



Heritage and Culture						
Goal	Objective	Action Item	Responsibility	Timeline	Status	Notes
Improve access to historical collections	Develop and implement a preservation plan to protect and preserve the library's historical collections and archives.	Establish procedures for the preservation of archival materials in various mediums	Archive Technician	May-25	Completed	Completed Archive Procedure Manual May 2025.
Improve access to historical collections	Develop and implement a preservation plan to protect and preserve the library's historical collections and archives.	Review and Update 300-01 Archives Acquisition Policy	Board of Trustees	Jun-24	Completed	Board Policy Committee Reviewed Policy at June 4, 2024 meeting and approved the revised policy at its June 24, 2024 meeting.
Develop programs, collections, and services to celebrate and recognize local heritage and culture	Recognize cultural and historical observances through library displays, social media posts, and library programming.	Create an annual cultural and historical observance calendar, highlighting significant dates, holidays, and cultural celebrations relevant to the community.	Management Team		Completed	Draft completed March 2025. Document shared for 2026
Improve access to historical collections	Develop and implement a preservation plan to protect and preserve the library's historical collections and archives.	Establish a procedure for preserving important documents related to the Algoma Region which are available only digitally and not in print	Archive Technician	May-25	In Progress	Part of the Archive Technician Procedure Manual. Guidelines for previously digitized documents included, focus now needed on discovery and accessioning digital documents.
Improve access to historical collections	Increase access to historical collections and archives through digitization and online access.	Improve searchability in the Library's catalogue	Manager of Technology and Collections		In Progress	Creating Archives in the new SirsiDynix ILS Catalogue as a separate location so results can be more easily filtered.
Develop programs, collections, and services to celebrate and recognize local heritage and culture	Recognize cultural and historical observances through library displays, social media posts, and library programming.	Develop online resources, such as research guides and digital collections, that patrons can access to further explore observance-related topics.	Manager of Public Services	24-Jun	Not Started	
Improve access to historical collections	Participate in historical and cultural committees within the community.	Liaise with The Bawaating Advisory Circle	CEO/Manager of Community Engagement		Not Started	
Participate in cross-cultural dialogue and knowledge sharing	Participate in archival and cultural knowledge sharing through workshops, webinars and conferences.	Identify relevant archival and cultural conferences and events to attend, present at, or host in collaboration with local or regional organizations.	Archive Technician		Not Started	
Improve access to historical collections	Increase use of archival collections by promoting them to the public and researchers.	Publish a select collection of the Library's "Remember This Articles" in a bound volume for sale and to lend	Manager of Public Services		Not Started	
Participate in cross-cultural dialogue and knowledge sharing	Collaborate with other local libraries and archives to share resources.	Partner with the Hospital Library to connect patrons with health information	CEO		Not Started	
Participate in cross-cultural dialogue and knowledge sharing	Collaborate with other local libraries and archives to share resources.	Partner with neighboring libraries and archives to enhance access to shared local historical resources and collections. (Prince, Wishart, Bruce Mines)	CEO		Not Started	
Participate in cross-cultural dialogue and knowledge sharing	Collaborate with other local libraries and archives to share resources.	Create a librarian's of Algoma region committee to share, promote, and collaborate	Manager of Community Engagement		Not Started	
Develop programs, collections, and services to celebrate and recognize local heritage and culture	Collaborate with local Heritage institutions to help preserve our history.	Present to the City's Municipal Heritage Committee	Management Team		Not Started	
Improve access to historical collections	Actively seek and accept donations of historical documents from the Algoma region for preservation in the Library's archives.	Connect with the City's Clerk's office to digitize City documents, including blueprints and maps and budgets.	Archive Technician		Not Started	
Participate in cross-cultural dialogue and knowledge sharing	Provide opportunities for local experts and knowledge keepers to share their knowledge, skills and experience with the community.	Partner with Northern Arts Connection to showcase local artists and performers	Manager of Public Services / Manager of Community Engagement		Not Started	
Participate in cross-cultural dialogue and knowledge sharing	Provide opportunities for local experts and knowledge keepers to share their knowledge, skills and experience with the community.	Create residency programs that invite local knowledge keepers to spend time at the library, engaging with the community through demonstrations, discussions, and teachings	Manager of Public Services / Manager of Community Engagement		Not Started	
Participate in cross-cultural dialogue and knowledge sharing	Provide opportunities for local experts and knowledge keepers to share their knowledge, skills and experience with the community.	Facilitate mentorship programs where community members can apprentice with local knowledge keepers to learn traditional practices and skills.	Manager of Public Services / Manager of Community Engagement		Not Started	
Participate in cross-cultural dialogue and knowledge sharing	Develop and implement a digital strategy that focuses on providing innovative and engaging digital services and resources to the community.	Gather data on community preferences and conduct a community survey to identify digital service preferences.	Manager of Technology and Collections		Not Started	
Participate in cross-cultural dialogue and knowledge sharing	Develop and implement a digital strategy that focuses on providing innovative and engaging digital services and resources to the community.	Form a digital strategy committee.	Manager of Technology and Collections		Not Started	
Improve access to historical collections	Increase access to historical collections and archives through digitization and online access.	Create a digital index of the Archives and make it accessible to staff and the public.	Manager of Technology and Collections/Archive Technician		Not Started	
Participate in cross-cultural dialogue and knowledge sharing	Collaborate with other local libraries and archives to share resources.	Partner and network with Shingwauk-Krista McCracken (Researcher/Curator at Arthur A. Wishart Library and Shingwauk Residential Schools Centre) and Archdeacon Harry Huskins (Shingwauk School and Cemetery)			Not Started	

Improve access to historical collections	Increase access to historical collections and archives through digitization and online access.	Complete indexing of the Sault Star print archive collection to improve access to the public.	Manager of Public Services	July - Aug -24	Ongoing	Summer Opportunities Program student working on digitizing photos from the Sault Star files in July / August 2024
Develop programs, collections, and services to celebrate and recognize local heritage and culture	Recognize cultural and historical observances through library displays, social media posts, and library programming.	Create interesting and relevant library displays for cultural events and to recognize important historical events.	Archive Technician / Adult Services Staff	Feb-Nov 2024	Ongoing	La Casa put up a Day of the Dead Display at JLM Cent. Oct/Nov 2024, Archive displays switched monthly at the North Branch. The Library created social media posts for Black History Month (2024) and shared Bon Soo historical photos during Bon Soo (2024). There is a permanent "Own Voices" book section that displays current culturally relevant events
Develop programs, collections, and services to celebrate and recognize local heritage and culture	Recognize cultural and historical observances through library displays, social media posts, and library programming.	Dedicate specific months or periods to different cultural or historical observances and curate displays, programming, and social media content around these themes	Management Team		Ongoing	February 2024 - Freedom to Read, June - Pride Month, September - Culture Days. Social media content, programs and displays are regularly changed for these observances.
Improve access to historical collections	Participate in historical and cultural committees within the community.	Staff to be on the Algoma Living History Committee	CEO	2024-2025	Ongoing	The CEO regularly attends Living History Algoma committee meetings.
Improve access to historical collections	Participate in historical and cultural committees within the community.	Share committee updates, news, and events through library communication channels, including social media and newsletters.	Management Team		Ongoing	Share newsletter quarterly. Facebook and Instagram posting for events and programs. January 2025.
Improve access to historical collections	Participate in historical and cultural committees within the community.	Share library resources, collections, and expertise with committee members to support their efforts in preserving and promoting local history and culture.	Management Team		Ongoing	January 2025 newsletter was sent to Garden River Community Center, IFC, NOG, and SKG
Develop programs, collections, and services to celebrate and recognize local heritage and culture	Participate in community cultural events and celebrations.	Offer Family Literacy Day events annually	Manager of Public Services	Jan 2024, 2025	Ongoing	The Library partnered with the Soo Greyhounds to offer a program at the JLM Centennial Library on January 23, 2024, January 28, 2025, January 13, 2026 in celebration of Family Literacy Day.
Participate in cross-cultural dialogue and knowledge sharing	Participate in archival and cultural knowledge sharing through workshops, webinars and conferences.	Have the archive technician attend the Archives Association of Ontario Conference	Archive Technician		Ongoing	Archive Technician and Manager of Community Engagement Attended in May 2024, 2025.
Improve access to historical collections	Increase use of archival collections by promoting them to the public and researchers.	Create programs and information sessions promoting the archives and advising the public on how to use/access the archives	Archive Technician		Ongoing	Archive Chats: Edwin Durham held on February 28, 2024 and Archive Chats: Roberta Bondar which is held on March 27, 2024. Archive tour October 2024. Archive Show and Tell April 29, 2025.
Improve access to historical collections	Increase use of archival collections by promoting them to the public and researchers.	Participate in the Community Open house with tours of the Archives	Archive Technician		Ongoing	Archive Chats: Edwin Durham held on February 28, 2024 and Archive Chats: Roberta Bondar which is held on March 27, 2024. Archive tour October 2024. Participation in Open Doors events 2024, 2025
Improve access to historical collections	Increase access to historical collections and archives through digitization and online access.	Complete the digitization of the Sault Star photograph archive collection	Archive Technician		Ongoing	
Participate in cross-cultural dialogue and knowledge sharing	Develop and implement a digital strategy that focuses on providing innovative and engaging digital services and resources to the community.	Evaluate and alter budget to better fund preferred digital resources.	Management Team	Jul-24	Ongoing	KA - Collections budget prep June 2024 w/ ML, MM, ML&MM attended a meeting with OCLC to discuss Cloud Library, Added subscriptions for staff for Newspapers.com in 2025, added Gale Course for online education May 2025.
Participate in cross-cultural dialogue and knowledge sharing	Develop and implement a digital strategy that focuses on providing innovative and engaging digital services and resources to the community.	Launch digital programs, such as virtual book clubs and webinars.	Management Team		Ongoing	The Library produced a video in partnership with the local Indigenous Community highlighting their teachings on their connection to the earth. This will be added to our Voices of Bawating series on our YouTube channel
Improve access to historical collections	Actively seek and accept donations of historical documents from the Algoma region for preservation in the Library's archives.	Build historical collections outside of the colonial perspective	Archive Technician / Manager of Public Services		Ongoing	
Improve access to historical collections	Actively seek and accept donations of historical documents from the Algoma region for preservation in the Library's archives.	Provide a secondary storage site for preservation of City's By-Laws	Manager of Public Services	24-Jun	Ongoing	Centennial Library holds the 2nd copy of the City's By-laws, as well as the print editions of the City Council Agendas (up to 2014). Additional by-laws dating back to 2023 added September 8, 2025.
Develop programs, collections, and services to celebrate and recognize local heritage and culture	Partner with local organizations and experts to offer programming that highlights the community's heritage and culture.	Partner with the SSM Museum and Ermatinger Clergue National Historic Site to offer interesting programs and displays	Manager of Public Services / Manager of Community Engagement	8-Feb-24	Ongoing	Partnered with the Sault Ste. Marie Museum to offer a Naughty Spelling Bee signature event. Planned to sell L.A.S.H passes for March Break 2026
Develop programs, collections, and services to celebrate and recognize local heritage and culture	Partner with local organizations and experts to offer programming that highlights the community's heritage and culture.	Partner with local theatre groups to offer performances at the Library	Manager of Public Services / Manager of Community Engagement		Ongoing	Partnered with the West End Theatre to offer a Charlie and the Chocolate Factory themed program September 14, 2024.
Develop programs, collections, and services to celebrate and recognize local heritage and culture	Partner with local organizations and experts to offer programming that highlights the community's heritage and culture.	Feature local artists and their works that celebrate the community's heritage and culture within the library's exhibition spaces.	Manager of Public Services / Manager of Community Engagement		Ongoing	Featuring Lucia Laford, local artist, indigenous artwork on the front of the James L. McIntyre Centennial Library for Culture Days 2024.
Develop programs, collections, and services to celebrate and recognize local heritage and culture	Partner with local organizations and experts to offer programming that highlights the community's heritage and culture.	Host workshops and training sessions on heritage preservation techniques and best practices	Manager of Public Services / Manager of Community Engagement	Jan-24	Ongoing	The Archive Technician offered a program called Preserving Papers and Photos teaching participants how to preserve family histories on January 9, 2024. Preserving Papers January 2025. Archive Technician offered a Create your Own Personal Archives Program September 23, 2025.
Develop programs, collections, and services to celebrate and recognize local heritage and culture	Partner with local organizations and experts to offer programming that highlights the community's heritage and culture.	Organize workshops and classes that teach traditional skills, crafts, or art forms reflective of the local culture	Manager of Public Services / Manager of Community Engagement		Ongoing	Nature Walk in June 2024, Sept 2025 led by a local indigenous elder with Voices of Bawating.
Develop programs, collections, and services to celebrate and recognize local heritage and culture	Collaborate with local Heritage institutions to help preserve our history.	Plan periodic exchanges of exhibits and displays between the library and heritage institutions to keep the content fresh and engaging.	Manager of Public Services / Manager of Community Engagement	Feb-24	Ongoing	The Sault Ste. Marie Municipal Heritage Committee provided displays for Local Heritage Week from February 19 – 24 <sup>th</sup> which were setup in the front entrances of Centennial and North Branch in 2024 and 2025.
Develop programs, collections, and services to celebrate and recognize local heritage and culture	Participate in community cultural events and celebrations.	Participate in Bon Soo festivities annually	Manager of Public Services / Manager of Community Engagement	Feb 2024, Feb 2025	Ongoing	Offered a Bon Soo Drop-in PD Day program on February 2, 2024 at the JLM Centennial Library. Offered a Bon Soo Children's Craft Time on February 3, 2024 at the JLM Centennial Library. Offered a Bon Soo Chess Tournament on February 3, 2024 at the North Branch. Participated again February 2025 and started selling buttons (185) and tags (142) helping Bon raise \$3,356 for Bon Soo. Partnering again in 2026 and are providing an in-kind donation of Program Room usage
Develop programs, collections, and services to celebrate and recognize local heritage and culture	Participate in community cultural events and celebrations.	Recognize and offer activities during Indigenous History Month	Manager of Public Services / Manager of Community Engagement		Ongoing	Nature Walk in June 2024. Indigenous heritage display June 2024. Film screening. Special story telling and drum circle in partnership with Thrive Tours, June 13, 2025.

Participate in cross-cultural dialogue and knowledge sharing	Provide opportunities for local experts and knowledge keepers to share their knowledge, skills and experience with the community.	Arrange workshops that facilitate intergenerational knowledge transfer, allowing elders to pass down their wisdom and skills to younger generations.	Manager of Public Services / Manager of Community Engagement	22-Jun-24	Ongoing	Plant Walk with Frank Belleau in Garden River was held on June 22nd, 2024. Drum Circle storytime with the Children's Department in 2025
Participate in cross-cultural dialogue and knowledge sharing	Provide opportunities for local experts and knowledge keepers to share their knowledge, skills and experience with the community.	Organize skill-sharing activities at library events and festivals where community members can learn from local experts in a hands-on and interactive setting.	Manager of Public Services / Manager of Community Engagement		Ongoing	Culture Days - learning tobacco tying, traditional drumming, and more on Sept 27 2024 through community members and organizations.
Develop programs, collections, and services to celebrate and recognize local heritage and culture	Collaborate with local Heritage institutions to help preserve our history.	Organize community archiving events where residents can bring in historical documents and artifacts for preservation and documentation	Manager of Public Services / Manager of Community Engagement	Nov-24	Ongoing	Archive Show and Tell Nov 19 2024 and in 2025 at the North Branch
Participate in cross-cultural dialogue and knowledge sharing	Participate in archival and cultural knowledge sharing through workshops, webinars and conferences.	Collaborate with local universities, historical societies, and cultural organizations to co-host knowledge-sharing events and conferences.	Manager of Public Services / Manager of Community Engagement	Feb-24	Ongoing	For black history month we partnered with ACCANO and Algoma University to host Ugonma Ekeanyanwu for African Storytelling.
Develop programs, collections, and services to celebrate and recognize local heritage and culture	Participate in community cultural events and celebrations.	Co-ordinate with other local organizations to offer Cultural Days Events	Staff		Ongoing	Worked with 20+ organizations to offer a Cultural Family Fun Day on September 27, 2024. Worked with 13+ organizations to offer a Cultural Family Fun Day on September 26, 2025

Responsibility
Board of Trustees
Board of Trustees / CEO
Business Administrator
Business Administrator / CEO
CEO
Management Team
Manager of Public Services
Manager of Public Services/Collections Librarian/Manager of Technolog...
Manager of Technology and Collections



Service Excellence						
Goal	Objective	Action Item	Responsibility	Timeline	Status	Notes
Deliver exceptional customer experiences	Develop and implement a staff evaluation process to improve staff feedback and identify areas for development	Review and Update 400-14 Performance Appraisal Policy	Board of Trustees		Completed	Updated policy approved by the Board September 2025
Deliver exceptional customer experiences	Focus on patron retention by ensuring we meet our patrons' needs.	Review and update the Business Continuity Plan	Board of Trustees	Jun-24	Completed	Board Policy Committee reviewed plan at June 4, 2024 meeting. Board approved revised plan at its June 24, 2024 meeting.
Improve library facilities to better meet the service needs of the community	Ensure the Library is a safe, accessible, and welcoming community hub for all to enjoy.	Develop a Planning policy (to include accessibility plan, business continuity plan, facility plans, etc.)	Board of Trustees	Jan-24	Completed	The Board adopted a new policy, 100-13 Planning Policy, at its January 29, 2024 meeting.
Improve library facilities to better meet the service needs of the community	Ensure the Library is a safe, accessible, and welcoming community hub for all to enjoy.	Seek funding to add security staff.	Business Administrator / CEO	November-December 2023	Completed	CEO & Business Administrator presented a supplemental budget request at City Council on Monday November 20, 2023, for security at the JLM Centennial Library. Per the Council's request, they submitted a reduced budget for fewer security hours during evenings and weekends. During the December 11, 2023, Budget Deliberation, an additional \$36,000 was approved by Council for Library Security. CEO and Business Administrator returned to City Council to ask for security funding for 2025.
Improve library facilities to better meet the service needs of the community	Invest in capital improvements to maintain the historic James L. McIntyre Centennial Library.	Replace the Exterior Cladding	CEO	December 2023-November 2024	Completed	MGP architects & engineer inc. is prepared architectural drawings and tender documents. The contract for the project was awarded to Everest Masonry Corp. Completed November 2024.
Improve library facilities to better meet the service needs of the community	Invest in capital improvements to maintain the historic James L. McIntyre Centennial Library.	Abate/encapsulate asbestos on the upper level	CEO	December 2023-July 2024	Completed	Tulloch Engineering prepared Tender documents for the project. Colin's Haulage was awarded the contract. Work began July 10, 2024 and completed August 28, 2024.
Improve library facilities to better meet the service needs of the community	Improve the outdoor space at the James L. McIntyre Centennial Library for public use and enjoyment.	Repair outdoor bench and flower boxes in courtyard	CEO	May-25	Completed	Contracted City Carpenter's Department to repair bench. Bench repaired May 21, 2025.
Improve library facilities to better meet the service needs of the community	Ensure the Library is a safe, accessible, and welcoming community hub for all to enjoy.	Install security cameras on the upper level of the James L. McIntyre Centennial Library	CEO	Apr-24	Completed	ATS installed 3 additional cameras on the upper level on April 19, 2024.
Ensure library services, programs, and collections meet community needs	Distinguish SSMPL as a leader in the Ontario library community.	Present at the OLA Superconference	Management Team	Jan 2024, Feb 2025	Completed	Elise Schofield, Manager of Community Engagement, presented a De-Escalation Workshop on January 24, 2024 at the OLA Super conference. Matthew MacDonald copresented at the OLA Super Conference Boot Camp with Orillia Public Library and Burlington Public Library on the topic of Responding to Security Issues with Your Board.
Deliver exceptional customer experiences	Develop and implement a staff evaluation process to improve staff feedback and identify areas for development	Implement a recognition program to acknowledge and reward staff members who consistently deliver exceptional customer service.	Management Team	Nov-24	Completed	Employee Recognition Policy approved by the Board and recognition program launched November 2024.
Deliver exceptional customer experiences	Review the public's points of contact with the Library to better understand how we can meet or exceed their expectations.	Transition programs and room bookings to online forms	Management Team		Completed	Room Bookings are now on Outlook Calendars and Programming is held on Eventbrite. Unknown date.
Improve library facilities to better meet the service needs of the community	Revitalize library spaces to improve comfort, functionality, accessibility and flexibility, maximizing library enjoyment.	Replace children's furniture at the James L. McIntyre Centennial Library	Manager of Public Services	1-Oct	Completed	Furniture was ordered and is now installed in the Children's area.
Ensure library services, programs, and collections meet community needs	Re-evaluate and improve library feedback processes for the community ensuring they are responsive to the varying needs of patrons.	Review and update Customer Comment/Suggest a Purchase Forms / Establish a digital feedback form to streamline the process and increase responsiveness.	Manager of Public Services/Collections Librarian/Manager of Technology and Collections		Completed	New Customer Comment/Suggest a Purchase forms and a digital feedback form have been created. April 2025
Improve library facilities to better meet the service needs of the community	Distinguish SSMPL as a leader in the Ontario library community.	Become accredited with the Ontario Public Library Guidelines Monitoring and Accreditation Council.	Board of Trustees / CEO		In Progress	The Board had presentation from the Council on accreditation on April 29, 2024. Self-evaluation done again March 2025, finding several mandatory requirements still outstanding.
Improve library facilities to better meet the service needs of the community	Ensure the Library is a safe, accessible, and welcoming community hub for all to enjoy.	Conduct a Crime Prevent through Environmental Design Audit of the North Branch	CEO		In Progress	Contacted Sgt. Chabot on June 27, 2025 to conduct CPTED audit.
Ensure library services, programs, and collections meet community needs	Improve training, resources and support for staff development.	Upgrade and enhance library training and document review software to better track employee training.	Management Team		In Progress	80+ Training Modules available to staff on Niche Academy. A separate Niche Academy has been created specifically for Management training. No progress made on tracking software.
Improve library facilities to better meet the service needs of the community	Ensure the Library is a safe, accessible, and welcoming community hub for all to enjoy.	Develop a plan on how to support staff who have suffered workplace trauma	Management Team	May-25	In Progress	Brought in mobile crisis unit to support staff after a critical incident, working on developing critical incident procedures. Added Post-Incident section to Critical Incident Procedures with information to support staff. Developed a Post-Incident Staff Support Procedures July 2025.
Improve library facilities to better meet the service needs of the community	Revitalize library spaces to improve comfort, functionality, accessibility and flexibility, maximizing library enjoyment.	Replace programming tables for both adults and children in the Program Room	Manager of Public Services	Feb-24	In Progress	New children's tables have been purchased and installed in the JLM Centennial Library program room. The adult tables still need to be replaced.
Ensure library services, programs, and collections meet community needs	Combat the digital divide by expanding lending services to include technologies such as tablets, computers, handheld devices.	Expand lending services to include devices such as tablets, computers, and handheld devices.	Manager of Technology and Collections		In Progress	Piloting a Lending Chrome Book
Deliver exceptional customer experiences	Integrate the latest technologies, innovations and trends to elevate customer experience.	Create a technology plan for staff hardware and software.	Manager of Technology and Collections		In Progress	Manager of Technology and Collections met with the CEO on June 26, 2025 to discuss developing the technology plan.

Ensure library services, programs, and collections meet community needs	Improve training, resources and support for staff development.	Develop a training calendar for the year to ensure that staff are receiving ongoing opportunities for skills development.	Management Team		In Progress	Currently have upcoming training, Emotional First Aid, Mental Health First Aid, and First Aid. Assigned Niche Academy tutorials to employees
Deliver exceptional customer experiences	Integrate the latest technologies, innovations and trends to elevate customer experience.	Research the feasibility of adding an "Ask a Librarian" option on the Library website to quickly chat with a staff/manager member.	Management Team		In Progress	Currently investigating other library models for this feature
Ensure library services, programs, and collections meet community needs	Improve training, resources and support for staff development.	Switch to the City's online training platform	Management Team		Incomplete	We will be staying with Niche Academy as it is specific to Libraries
Improve library facilities to better meet the service needs of the community	Invest in capital improvements to maintain the historic James L. McIntyre Centennial Library.	Renovate front entrance canopy	CEO		Not Started	
Improve library facilities to better meet the service needs of the community	Invest in capital improvements to maintain the historic James L. McIntyre Centennial Library.	Abate/encapsulate asbestos in staff areas	CEO		Not Started	
Improve library facilities to better meet the service needs of the community	Improve the outdoor space at the James L. McIntyre Centennial Library for public use and enjoyment.	Explore uses for the South Side of the Library (eg playground equipment) or use the south wall to project movies in the summer	CEO		Not Started	
Improve library facilities to better meet the service needs of the community	Improve the outdoor space at the James L. McIntyre Centennial Library for public use and enjoyment.	Further develop the Biodiversity garden by installing a pergola	CEO		Not Started	
Improve library facilities to better meet the service needs of the community	Revitalize library spaces to improve comfort, functionality, accessibility and flexibility, maximizing library enjoyment.	Renovate the Service desks at the James L. McIntyre Centennial Library	CEO		Not Started	
Improve library facilities to better meet the service needs of the community	Revitalize library spaces to improve comfort, functionality, accessibility and flexibility, maximizing library enjoyment.	Enhance accessibility by offering seating at circulation desk.	CEO		Not Started	
Ensure library services, programs, and collections meet community needs	Re-evaluate and improve library feedback processes for the community ensuring they are responsive to the varying needs of patrons.	Consider a process for recording verbal comments and suggestions	Management Team		Not Started	
Ensure library services, programs, and collections meet community needs	Re-evaluate and improve library feedback processes for the community ensuring they are responsive to the varying needs of patrons.	Create a procedure for responding to public comments and suggestions which includes timelines	Management Team		Not Started	
Ensure library services, programs, and collections meet community needs	Re-evaluate and improve library feedback processes for the community ensuring they are responsive to the varying needs of patrons.	Establish a formal process for evaluating library programming and initiatives	Management Team		Not Started	
Ensure library services, programs, and collections meet community needs	Re-evaluate and improve library feedback processes for the community ensuring they are responsive to the varying needs of patrons.	Use the release of the Annual Report to host public focus groups to solicit feedback	Management Team		Not Started	
Deliver exceptional customer experiences	Develop and implement a staff evaluation process to improve staff feedback and identify areas for development	Plan regular forums / training for staff and manager to share ideas designed to improve customer service	Management Team		Not Started	
Deliver exceptional customer experiences	Review the public's points of contact with the Library to better understand how we can meet or exceed their expectations.	Conduct a customer service audit of public-facing services	Management Team		Not Started	
Deliver exceptional customer experiences	Review the public's points of contact with the Library to better understand how we can meet or exceed their expectations.	Review areas of self-service and make improvements, including adding a self-checkout station	Management Team		Not Started	
Ensure library services, programs, and collections meet community needs	Combat the digital divide by expanding lending services to include technologies such as tablets, computers, handheld devices.	Generate maintenance, lending, security and support plan for lending devices.	Manager of Technology and Collections		Not Started	
Ensure library services, programs, and collections meet community needs	Combat the digital divide by expanding lending services to include technologies such as tablets, computers, handheld devices.	Contact local businesses and organizations for donations of technology to refurbish for lending.	Manager of Technology and Collections		Not Started	
Deliver exceptional customer experiences	Focus on patron retention by ensuring we meet our patrons' needs.	Develop a customer retention strategy	Management Team		Ongoing	September 2025's membership drive focused on renewals and retention.
Improve library facilities to better meet the service needs of the community	Invest in capital improvements to maintain the historic James L. McIntyre Centennial Library.	Research grant and funding opportunities for capital improvements to the James L. McIntyre Centennial Library.	Business Administrator	February	Ongoing	The Library is not eligible for the 2024 Enabling Accessibility Fund Grant. Investigated EASE grant for bathroom renovations July 2025 but unable to receive estimation for costs in time. Been in contact with PUC about their rebate for energy savings about the Library's pneumatic and upgrade project February 2026
Improve library facilities to better meet the service needs of the community	Invest in capital improvements to maintain the historic James L. McIntyre Centennial Library.	Upgrade Lighting	CEO	Jul-24	Ongoing	Replaced failing lights in mechanical room and electrical room with LED lights. Major lightbulb replacement project completed July 2025. Installed a new light in lower level South Stairs Feb 2026
Improve library facilities to better meet the service needs of the community	Invest in capital improvements to maintain the historic James L. McIntyre Centennial Library.	Complete capital projects listed in the JLM Centennial Library Facility Asset Management Plan	CEO		Ongoing	Attended City Asset Management 2025 Budget meeting, received \$5,000 for engineering study to replace pneumatic systems at the JLM Centennial Library. Nor Mech Engineering completed the study June 2025 and has provided estimates for the project. Attended City Asset Management 2026 Budget meeting, asked for \$187,500 to complete pneumatic systems replacement. Provided City with a capital forecast up to 2030.
Ensure library services, programs, and collections meet community needs	Distinguish SSMPL as a leader in the Ontario library community.	Be an active member of AMPLO	CEO	2024-2025	Ongoing	The CEO makes regular contributions to the AMPLO Listserv.
Ensure library services, programs, and collections meet community needs	Distinguish SSMPL as a leader in the Ontario library community.	Apply for award nominations for good works being accomplished by the Library	Management Team	Apr-24	Ongoing	The Library was nominated for the Chamber of Commerce's 2024 Leader in Accessibility Award. Elise Schofield, Manager of Community Engagement Professional Development Award from Strive January 2025.
Deliver exceptional customer experiences	Develop and implement a staff evaluation process to improve staff feedback and identify areas for development	Facilitate regular feedback sessions between staff and supervisors to discuss performance, identify areas for improvement, and set development goals.	Management Team		Ongoing	Performance Appraisals completed December 2024 for Year 1 Circ and North Branch. Manager of Technology and Collections received his evaluation July 2025.
Deliver exceptional customer experiences	Focus on patron retention by ensuring we meet our patrons' needs.	Maintain open and responsive communication channels, including social media, email newsletters, and in-person interactions, to stay connected with patrons	Management Team		Ongoing	

Deliver exceptional customer experiences	Focus on patron retention by ensuring we meet our patrons' needs.	Administer user satisfaction surveys to measure how well the library meets patrons' needs and identify areas for enhancement.	Management Team	2025	Ongoing	Developed a Collection Satisfaction Survey survey released July 2025.
Improve library facilities to better meet the service needs of the community	Ensure the Library is a safe, accessible, and welcoming community hub for all to enjoy.	Implement new safety measures such as procedures and equipment.	Management Team	Nov 2024-March 2025	Ongoing	Radios for communication between staff and security now available at the JLM Centennial Library. Staff Manual was updated to include new procedures on topics like <i>knives</i> as well as <i>smoke or fog</i> (environmental: caused by wildfires, chemical fires, etc.). Other procedures were updated, including <i>drugs on premises</i> , <i>People sleeping Outside the Library</i> , and <i>Lockdown Procedure</i> , and <i>Biohazards such as bodily fluids</i> . Purchased personal alert alarms for staff to use at work and in their personal lives (June 2025). Created Critical Incident procedures with input from City HR.
Deliver exceptional customer experiences	Integrate the latest technologies, innovations and trends to elevate customer experience.	Train staff on the use of new technologies and digital tools.	Manager of Technology and Collections	Nov-24	Ongoing	Staff learned about using various AI technologies, such as Chat GPT, Perplexity, Playground AI, and My Heritage at the Annual Staff development day. Magnify Reader at North Branch. Created a easy to use guide December 2024. Training on new ILS(Bibliocommons and SirsiDynix); staffed trained on using CELA; staff trained Chromebook; Reference trained on OCLC (new ILL system)
Deliver exceptional customer experiences	Integrate the latest technologies, innovations and trends to elevate customer experience.	Regularly review and update library technology and systems.	Manager of Technology and Collections		Ongoing	Library Servers replaced August 2024. Upgrading ILS to version v5.7.6. Was accept into the Ontario Library Consortium June 25, 2025 and begun a project to switch from TLC's Library.Solution ILS to SirsiDynix's Symphony ILS, which has an improved catalogue and staff modules.
Deliver exceptional customer experiences	Integrate the latest technologies, innovations and trends to elevate customer experience.	Monitor technology trends in public libraries.	Manager of Technology and Collections		Ongoing	Attended technology sessions at the 2025 OLA Superconference. Collobrate with peers about current technology trends with other industry professionals. Monitored trends in ILS, accessibility tools, and book locker technology.