

AGENDA

Tuesday May 14, 2024, 6:45pm | Hybrid Meeting



1. Call to Order and Land Acknowledgment – M. Corbett
2. Chairperson’s Remarks
3. Declarations of Pecuniary Interest and the General Nature Thereof
4. Approval of the Agenda
5. Delegations
6. Approval of the minutes of the meeting of April 9, 2024
7. Business arising from the minutes
8. Board Education
 - 8.1. Volunteer Services – B. Gillett
9. Business of the Board
 - 9.1. Report from PCIN – M. Corbett, E. Perin
 - 9.2. Report from OLS – D. Mackey
 - 9.3. Report from City Council – J. Burbach
 - 9.4. Library Space Ad Hoc Committee
 - 9.5. CEO Performance Appraisal Ad Hoc Committee
 - 9.6. Contract with Perth South
 - 9.7. Update to Library Fees
 - 9.8. Policy Updates
 - 9.8.1. By Laws
10. CEO Reports
 - 10.1. Monitoring Report and Financial Report YTD
 - 10.2. Valuing Ontario Public Libraries
 - 10.3. SPL Commitment to Truth and Reconciliation: Our Priorities
11. Correspondence
12. Other Business
13. Confirmation of date and time of next meeting: June 11, 2024 at 6:45pm
14. Adjournment

MINUTES

Tuesday, April 9, 2024 6:45pm | Hybrid Meeting



MEMBERS OF THE BOARD PRESENT

Laurie Brown, Jo-Dee Burbach, Philip Connolly, Michael Corbett, Kaitlyn Kochany, Patty Lewis, David Mackey, Emma Perin, Arnab Quadry, Chris Zonneville

REGRETS

Mackenzie Kipfer

MEMBERS OF STAFF PRESENT

Krista Robinson, CEO; Cathy Perreault, Recording Secretary; Brandi Gillett, Community Engagement Supervisor;

1. Call to Order and Land Acknowledgment

The meeting was called to order at the Stratford Public Library by Chair M. Corbett at 6:45 pm.

2. Chairperson's Remarks

None

3. Declarations of Pecuniary Interest and the General Nature Thereof

None

4. Approval of the Agenda

2024-19 Moved by P. Lewis, seconded by E. Perin to approve the agenda.

CARRIED

5. Delegations

None

6. Approval of the minutes

2024-20 Moved by D. Mackey, seconded by P. Connolly that the minutes of the meeting of March 19, 2024 be approved.

CARRIED

7. Business arising from the minutes

It was questioned at the last meeting what the breakdown of programs were annually. K. Robinson provided the following response - Children's 62%, Adult 12% and Teen 26%.

At a previous meeting it was questioned if the Stratford Public Library Foundation had been dissolved with the Ministry of Business. Dissolution certificate provided.

8. Board Education

8.1. Robyn Godfrey, Adult Outreach and Collections Librarian, provided an engaging overview of adult programming. An explanation on the shift in programming over the past few years and the impact measurement of project outcomes was provided. The Board commended SPL's reputation in sustaining long term partnerships.



9. Business of the Board

- 9.1. Report from PCIN: The next meeting will be April 10th.
- 9.2. Report from OLS: The next board assembly will be May 2nd.
- 9.3. Report from City Council: J. Burbach reported that the presentation to Council regarding the library and the Grand Trunk Renewal Project was well received. Council has endorsed this motion and the K. Robinson will be presenting to the GTR ad hoc committee on April 15th.
- 9.4. Space Sub Committee: The committee toured two London library locations on Saturday, March 23rd which they found to be informative and inspiring. All board members are invited to support K. Robinson on April 15th as she presents to the Ad Hoc Grand Trunk Committee. Information will be provided for the advocacy session with Jamie Hardie of Hardie and Company on Saturday, April 27th.
- 9.5. Contract with Perth South: Further discussion of this issue will continue at the PCIN meeting. Options will be brought forward to the board for decision.
- 9.6. Policy Updates
 - 9.6.1. Purchasing Policy
Postponed updating this policy until the updated City of Stratford's Purchasing Policy is received.
 - 9.6.2. Emergency Preparedness Policy
2024-21 Moved by E. Perin, seconded by L. Brown to approve the Emergency Preparedness Policy as amended.
CARRIED
- 9.7 Q1 Board Workplan Update: Reviewed.

10. CEO Report

- 10.1 Monitoring Reports and Financials
 - 2024-22 Moved by D. Mackey, seconded by K. Kochany to accept the CEO Monitoring Reports.
CARRIED
- 10.2 Q1 Statistics: Reviewed.
- 10.3 Q1 CEO Workplan Update: Reviewed.

11. Correspondence

None

12. Other Business

None

13. Confirmation of date and time of next meeting: May 14, 2024 at 6:45pm.

14. Adjournment

- 2024-23 Moved J. Burbach that the meeting adjourned at 8:44pm.
CARRIED

Krista Robinson, CEO

Michael Corbett, Chair

CEO PERFORMANCE REVIEW AD HOC COMMITTEE RECOMMENDATIONS

May, 2024



INTERIM MEMBERS OF THE COMMITTEE

Patty Lewis, David Mackey, Chris Zonneville

In December 2023, the Library Board adopted a CEO Performance Review Policy (LB 10) that laid out a process, including criteria and timeline, for conducting an annual performance review. In February 2024, the Board adopted the CEO Performance Review Ad Hoc Committee Terms of Reference to complement the Policy. The above-named members of the Board were asked to create an assessment tool and process per the terms of the Policy and TOR.

1. Assessment Tool

We have prepared a sample tool with examples that encompass the broad areas of responsibility as well as the CEO's ongoing professional development. The tool is designed to give both parties, i.e., the CEO and the reviewer(s) an opportunity to present their perspectives on the CEO's performance and development needs. It also captures the CEO's requests for support from the Board in pursuit of these objectives.

2. Review Process

We recommend some refinements to the process detailed in LB 10:

- Schedule regular touch-points, i.e., at least quarterly, between the CEO and those conducting the annual review – there should be no surprises at the end of a review cycle.
- That the go-forward Ad Hoc Committee include members with expertise in the three broad areas of the CEO's accountabilities: Financial, Operations, and People Management. The Board should revisit membership of the Ad Hoc Committee to ensure its members have the recommended/required expertise. The three interim members of the Committee are willing to continue if the Chair and the Board agree.
- Because we are at the mid-point of 2024, once the go-forward Ad Hoc Committee has been formed, it should work with the SPL CEO, the Board Chair and Vice Chair to set an interim schedule for 2024's review, and plan to implement the process outlined in LB 10 for 2025. We recommend using the CEO's work plans for 2024 as the basis of the review for the current year.
- We encourage the go-forward Ad Hoc Committee, et al, to use the SMART goals model – Specific, Measurable, Attainable, Realistic, Timely – to set goals and agree on metrics to measure success.
- We also recommend implementing a 360 Degree approach to collecting feedback on the CEO's performance – giving staff, peers, and the Board an opportunity to provide input.

STRATFORD PUBLIC LIBRARY CEO PERFORMANCE APPRAISAL



Name: Krista Robinson, SPL CEO

Review Date: November 30, 2024

For the performance period: January – December 2024

Top objectives for the performance period	Measurements of success & support required <i>Indicate how success will be measured in both objective and subjective ways. How can the Board support this work?</i>	Actual year-end results and accomplishments	CEO comments on performance	Review Committee comments on performance
Support the space expansion of SPL in a new downtown location	Work with the Ad Hoc Space Committee of the Board to provide accurate information on library usage, needs, and opportunities afforded by a larger location. Support needed: Board members to actively participate on the Committee, on site visits, and provide input/support for presentations to the City.	Site tours in Kitchener and London (March). Presented 2023 Annual Results to Stratford Council (March 25) and made a case for more space within the Grand Trunk Renewal site. With Council’s approval, presented to GTR Ad Hoc Committee (April 17) and won support for discussions with YMCA and U of W on potential for shared space/programs in GTR site. Met with YMCA and U of W representatives (date) and returned to Ad Hoc Committee to present our recommendations (date). Recommendations were approved and presented to Council (date). We are now awaiting Council’s go-ahead to begin the planning process.	I believe I effectively and professionally represented SPL in our meetings with the City, the Ad Hoc Committee for the GTR, and our partners at the YMCA and U of W. At each step I presented fact-based information that accurately presented our current situation and our future needs, and in turn won approval to advance to the next step at each opportunity.	Krista ably presented SPL’s accomplishments and needs to the GTR decision makers and influencers. Excellent feedback from the Ad Hoc Committee Chair, the Mayor, and Council’s representative to the SPL Board on her professionalism, well-crafted presentations, and ability to respond to questions about the proposed expansion/inclusion in the site.
Long-term objectives <i>List the top 1-3 objectives which may span 2 or more years.</i>	Measurements of success & support required <i>Indicate how success will be measured in both objective and subjective ways. How can the Board support this work?</i>	Actual year-end results, accomplishments, and progress toward long-term goals	CEO comments on performance	Review Committee comments on performance
Support work to finance a new, enlarged SPL	Determine financial requirements and funding sources.	Property valuation delivered by (Name) Realty. Researched and identified (X) grant opportunities. Multi-year fundraising	We have a good understanding of the sources for funding and are preparing for a successful launch in early 2026.	Krista’s work on property valuation and research into grants has refined our



	Support needed: professional real estate valuation; capital campaign design.	campaign is in development and we have shortlisted (X) potential lead donors and (X) potential candidates to serve as Campaign Chair. Campaign kick-off is planned for 2026.		fundraising target and helped develop a public campaign framework.
Personal and/or professional development objectives	Measurements of Success <i>Indicate how success will be measured in both objective and subjective ways. How can the Board support your professional development?</i>	Actual year-end results, accomplishments, and progress toward development goals	CEO comments on development and how it has contributed to success in the role	Review Committee comments on development and impact on performance
1 Time Management Online Training Courses offered by LinkedIn	Certificate in productivity improvement and time management. Support Needed: Registration fee (\$90 + HST) and time to participate in online program	Certificate was completed in June.	I have implemented the strategies and feel more control over day-to-day workload thanks to the techniques taught in the program. I have also shared these ideas with my operations manager and staff supervisors so that they can apply them, too.	Workload is well-managed and passing along these techniques to staff is an efficient way of introducing these skills to the leadership team.

Additional Comments

<p>CEO Comments My first full year as CEO has been exciting, busy, and filled with opportunity to help SPL accomplish its long-term and strategic goals – in particular, to at last address our long-standing space issues.</p> <p>Review Committee Comments Congratulations on effectively balancing the day-to-day operational demands of the Library while successfully advancing strategic work for SPL’s long-term vision.</p>

Krista Robinson, SPL CEO

Review Committee

CEO PERFORMANCE REVIEW AD HOC COMMITTEE MINUTES



Monday, April 22, 2024, 9:30 am | In Person Meeting

MEMBERS OF THE COMMITTEE PRESENT

Patty Lewis, David Mackey, Chris Zonneville

This was the initial meeting of the Committee.

1. Purpose of the Committee

Agreed that our tasks are to outline a CEO performance review process and recommend an appraisal tool.

2. We set a goal of providing these to the Board Chair by the end of May for his review and input, and his subsequent discussion of them with the Library CEO for the purpose of collecting her input ahead of presentation to the Board in June.

3. To be determined by the Board if this group has any mandate beyond the above purpose or if others will take on the roles outlined in the Terms of Reference.

4. CEO Review Process

Agreed that we would recommend the process have the following characteristics:

- There should be regular touch-points between the CEO and those conducting the annual review – should be no surprises at the end of a review cycle.
- Annual goals should reflect the objectives of the SPL strategic plan, the duties of the CEO's job description/contract, elements regarding conduct, etc., in the Staff Handbook, and the goals laid out in the CEO's annual work plan.
- Goals should be set at the beginning of the review cycle, in a joint exercise between the CEO and the reviewers.
- The performance cycle should be synchronized with the compensation cycle and SPL's business year. We recommend a formal mid-year and year-end review.
- We recommend using the SMART goals model – Specific, Measurable, Attainable, Realistic, Timely – with the development of corresponding metrics.
- We recommend a 360 Degree process to collect feedback on the CEO's performance – giving staff, peers, the Board and the CEO an opportunity to provide input.

5. Appraisal Tool

Chris shared a sample senior staff assessment tool that captures objectives, measurement of success, actual results and comments from the employee as well as the reviewer(s). Agreed we would use this as a starting point to develop a tool with sample content specific to the SPL CEO. **Action: Chris** to email this tool and the SPL Staff Handbook to David and Patty; **Patty** to create sample content for our review/refinement.

6. Patty to write up minutes with notes on process and circulate to all. Next meeting TBD.

7. Adjournment 10:22 am



CEO PERFORMANCE REVIEW AD HOC COMMITTEE MINUTES



Monday, May 6, 2024, 9:30 am | In Person Meeting

MEMBERS OF THE COMMITTEE PRESENT

Patty Lewis, David Mackey, Chris Zonneville

Old Business

1. The minutes of the April 22 meeting were approved.

New Business

2. The sample performance appraisal tool was circulated and approved by email.
3. The draft recommendations were circulated by email. Agreed we would pass with an amendment to the second suggestion under Review Process: that we three are willing to continue as the Ad Hoc Committee if the Chair and Board agree we have the recommended/required expertise. **Action: Patty** to make this edit.
4. CEO 2024 Salary Movement: There may be an inconsistency in terms of timing between the CEO's employment contract and the review schedule laid out in Review Policy LB 10. We will flag this to the Chair so that the salary condition in the contract is handled before the CEO Performance Review Ad Hoc Committee transitions to the new review process/schedule. The go-forward Committee will need to reconcile this in the review schedule for salary movement in 2025 and beyond.
5. Patty to write up minutes and circulate to all. When approved, she will forward documents to Michael.
6. Adjournment 10:00 am.

Addendum: These minutes and the edit described above in New Business 3 were approved same day by email.

SPL Report to the Board



MEETING DATE: MAY 14, 2024
FROM: KRISTA ROBINSON, CEO | LIBRARY DIRECTOR
SUBJECT: PERTH SOUTH AGREEMENT UPDATE

Recommendation

THAT the Library Board accept the Perth South Agreement Update report be received for information;

AND THAT the Board Chair and the Library CEO draft a letter reflecting the Board's position on library services for the remainder of 2024 for Perth South residents

AND THAT the Library Board offer Library service to Perth South residents through a non-resident card

OR THAT the Library Board will cease library service to Perth South residents for the remainder of 2024

Background

All municipalities are required to provide library services to their residents as stated in the Public Libraries Act (R.S.O 1990). Municipalities who do not have their own local library may enter into a contract with a library board for service. Perth South contracts with St. Marys, Stratford and Huron County Public libraries to provide their residents with library services. The Stratford and St. Marys contracts provide Perth South residents with full access to not just those two libraries but also resources available through the Perth County Information Network, the network of 5 libraries in Perth County.

Stratford Public Library has contracted with the municipality of Perth South to provide library services for over twenty years. Perth South has similar long-standing annual contracts with both St. Marys and Huron County libraries. Contract amounts are based on per capita, with each library being responsible for a certain proportion of the population.

The funding formula was set by previous library boards and Perth South Councils, and is reflected in a service contract which is signed by the Stratford Board Chair and CEO. CEOs from the three libraries provide the fees for the upcoming year in October and then provide an overview of the previous years' service and details regarding the service agreement in a presentation to Perth South Council in January of each year. Stratford's service agreement fee was \$45,480 and the St. Marys fee was \$74,363. Perth South is indicating that their combined budget for 2024 has been reduced to \$53,734.

At the March Board meeting, the Stratford Public Library Board requested that the CEO and Board Chair communicate with the Perth South CAO that they would not be reducing the service agreement fee and to encourage Perth South to reconsider its funding decision.

At the April 16th Perth South Council meeting, the letters from St. Marys and Stratford were discussed and Council determined they would not move forward with a service contract with either municipality and would instead be interested in having their residents have access to a non-resident card for a fee and that Perth South would refund residents. On April 17th the Library received an emailed letter from the Perth South CAO outlining their position.

At the May 2nd St. Marys Public Library Board meeting, St. Marys made the difficult decision to cease Library services to residents of Perth South effective immediately.



Service for Perth South

Staff are seeking direction on how the Stratford Public Library Board would like to move forward regarding the provision of service to Perth South residents.

The cost of Library Service to Stratford Residents is:

Library Budget	Stratford Residents	Cost per Resident in 2024
\$2,959,038	33,232	\$89

It is the recommendation of staff that the Library Board consider a minimum of two options in regards to service for Perth South Residents:

Non-Resident Cards

The first option is to offer a non-resident card at a cost of \$96.00 a year + an \$24.00 administration fee, for a total of \$120 per card holder. The administrative fee will cover the costs required to be able to properly execute the paperwork and processes necessary to account for this status. The \$120 non-resident fee has been discussed at the PCIN management level and the amount was determined by looking at the top cost per resident across the member libraries.

This non-resident card would give the holder access to Stratford Public Library’s physical collections only. It would not include items owned by our PCIN partners or jointly subscribed to services. This means that the library card would only work in Stratford and that the Overdrive collections (ebooks, e-audiobooks, digital magazines) and databases which are paid for through our PCIN partnership (PressReader and Pronunciator) will not be included.

Freeze Service

The second option is that Stratford Public Library Board freeze library services to Perth South and have conversations with Perth South around fees for service. The Library Board may also wish to apply for the RFP for Library Service which Perth South will be seeking applicants to for 2025.

Cease Service

It is not staff’s recommendation to end service to Perth South residents, however, the Library Board may wish to follow St. Marys Public Library in their response as there appears to be a lack of both the value and cost of library services in Stratford.

Financial Implications

The Library will see a reduction to its operating budget for 2024 of \$45,480. Any non-resident fees charged would offset this loss but will not capture the full cost of offering library service to Perth South residents.



PCIN

The
PERTH COUNTY
INFORMATION NETWORK

April 15, 2024

Perth East Public Library Board
Perth West Public Library Board
St. Marys Public Library Board
Stratford Public Library Board
West Perth Public Library Board

Dear PCIN Members,

It has recently come to our attention that the Township of Perth South Mayor and Council, a municipality that has service agreements with the St. Marys Public Library Board and the Stratford Public Library Board, has made a significant cut to their library funding allotment. The fee for services offered by the Perth South Mayor and Council was 38% of the originally proposed budget.

It is relevant to note that the libraries offer exemplary library services to the Perth South community with agreement rates that are proportionally distributed by population, and subsidized at a significantly reduced fee. Prior to this year, the Township of Perth South had annual service agreements with these two library boards, which had been in good standing for over twenty years.

Following separate discussions and votes by both St. Marys and Stratford's Library Boards, each library boards affirmed to not amend their fees for the contracted services. Alternatively, it is requested that the Perth South Council reconsider their decision. Both library systems await a formal reply from the Perth South Mayor and Council to determine next steps.

Since 1999, PCIN has sought to provide a strong network of support to our Perth County libraries. Each member works very hard to support each other and to work collaboratively on joint projects to benefit all of our partners. Through the sharing of resources, our collective of libraries are better able to provide the exemplary services that each are known for.

PCIN recognizes that, each year, municipalities have the responsibility to provide a wide range of services to their residents while also facing budget constraints. PCIN is aware that the last few years have been especially challenging for all municipalities, including those in Perth County.

The heavily reduced library service agreement proposed by the Perth South Mayor and Council was discussed at our April PCIN Board meeting. The Board unanimously passed a motion that PCIN send this letter to all of our member libraries. PCIN will stand together, and requests our members do not negotiate service agreements with Perth South at this time.

2024-06 Motion for PCIN chair to submit a letter to Perth South, and lower tier library boards on behalf of the board, communicating that PCIN stands together, and will not negotiate separately to circumvent previous agreements.

Moved by West Perth rep, seconded by North Perth rep and carried.

We at the PCIN Board thank you for your time and consideration into these matters, and appreciate your show of support through solidarity. Our libraries are vital community spaces, and it is our privilege to work together to protect and grow these services, for the betterment of all of our communities.

Sincerely,

Emma Perin
PCIN Board Chair

Office of the Chief Administrative Officer

3191 Road 122, St. Pauls ON NOK 1V0
Phone: 519-271-0619
Fax: 519-271-0647



April 17, 2024

Krista Robinson, CEO
Stratford Public Library Board
19 St. Andrew St.,
Stratford, ON
N5A 1A2

Sarah Andrews, CEO
St. Marys Public Library
15 Church St. N.,
St. Marys, ON

Dear Ms. Robinson and Ms. Andrews,

Re: Library Service – Township of Perth South

I want to express my appreciation to both of you for the important roles you have played in the provision of library services to residents of Perth South. I have appreciated the professionalism with which you approached our discussions.

I am writing to let you know that at the April 16, 2024, Council Meeting, the Council resolved to explore alternatives to the library service contracts presented by the St. Marys Public Library Board and the Stratford Public Library Board.

In the interim, Council will refund to Perth South ratepayers any non-resident library card fees which residents may incur to access library services.

Sincerely,



Fred Tranquilli
Chief Administrative Officer

SPL Report to the Board



MEETING DATE: MAY 14, 2024
FROM: KRISTA ROBINSON, CEO | LIBRARY DIRECTOR
SUBJECT: UPDATE TO LIBRARY FEES

Recommendation

THAT the library user rates for non-resident cards and visitors be updated to reflect a non-resident rate of \$120/year and the visitor card rate \$10/month.

Background

All charges levied to the public require approval by the SPL Board.

SPL charges a fee to access library resources for:

- those who reside in a location where PCIN does not have reciprocal agreements with (ie. Toronto, Kitchener, Woodstock)
- in Perth County where a service agreement is not in place

In 2013 PCIN recommended that all member libraries align their fines and fees to improve the consistency of customer service across the PCIN network. At that time, the Stratford Public Library adopted a visitor card fee of \$7/month. Due to PCIN having reciprocals with all Counties neighbouring on Perth County, and a contract in place Perth South, fees for non-resident cards were decommissioned.

With the cancelation of the service agreement with Perth South, it provided PCIN management to assess fees for visitors and Perth South residents.

PCIN management has meet and agreed upon the following schedule for user fees:

- **Non-Resident Perth South cards: \$120 per year**
Non-Residents Perth South cards are for those who live in the Township of Perth South.
- **Visitor cards: \$10 per month**
Visitor cards are for those who live outside of Perth County and in a location where PCIN does not have reciprocal agreements.

SPL Report to the Board

MEETING DATE: MAY 14, 2024
FROM: KRISTA ROBINSON, CEO | LIBRARY DIRECTOR
SUBJECT: CEO MONITORING REPORT



Financial Condition

- As of May 8, all 2024 expense are tracking per estimates.

For Your Information

Staffing Updates

- A co-op student from Stratford and District Secondary School will be helping with some technical service and shelving tasks one morning a week

General News

- FOPL shared that the Ministry of Tourism, Culture and Sport will be providing additional funding for First Nations Public Libraries. They have agreed to invest an additional 1.25 million per year for a total of 3.75 million over three years through the First Nations Salary Supplement. This is an increase of 300% of what these libraries currently receive.
- A new storywalk featuring Tokyo Digs a Garden has been installed at the Stratford Perth Museum with a special launch event featuring the author Jon-Erik Lappano being held on April 21. The storywalk has been in partnership with the Museum and the Rotary Club of Stratford.
- PLOW has concluded its Spring programs at the Poole ESL group and Amish Playgroup. Both of these well attended programs are deeply impactful for the communities they serve. Families borrow materials and find the programs important to help prepare for kindergarten.
- Melanie Kindrachuk, a Public Service Librarian with SPL, has been honoured with the prestigious Leadership in Adult Readers' Advisory Award by the Ontario Public Library Association (Ontario Library Association). Reader's Advisory is a personalized service provided by librarians to help patrons find books that match their interests, preferences, and reading habits.
- The library's mobile print service has been upgraded to Princh. Princh allows users to send documents to the library for printing from a smartphone or tablet or personal laptop, in the library or remotely from home or school.
- BiblioCommons experienced service outages on each of April 2nd, April 3rd, and April 4th, 2024. These outages were caused by a distributed denial of service (DDoS) attack, which involves a malicious attempt to disrupt the normal traffic of a targeted server, service or network by overwhelming the target or its surrounding infrastructure with a flood of internet traffic. The impact of this attack was isolated to service availability, and there are no indications that unauthorized access to data has occurred.
- A group of SPL staff participated in the Community Cleanup, an initiative of the City of Stratford social committee. Library staff did a cleanup on May 1st around the downtown core.
- I was fortunate to act as the Lead Judge for the Chamber of Commerce's Business Excellence Awards. The Lead Judge manages any conflicts of interest for judges, breaks ties, and assists in the selection of the Business of the Year.



Select CEO Activities

- April 10: State of the City Mayor's Breakfast
- April 13: Grand Trunk Renewal Dialog: What can we Learn from Elsewhere?
- April 15: Presented to the Grand Trunk Renewal Ad-hoc Committee
- April 19: downloadLibrary consortium meeting
- April 25: PCIN Management meeting
- April 30: Service Ontario and Libraries
- May 3: SWOLA meeting in Woodstock

News and Coming Events

SPL in the News

- [St. Marys Library Board opposes Perth South funding cut](#)
April 10, 2024 | CKNX News
- [More discussion on Library being part of Grand Trunk redevelopment](#)
April 16, 2024 | Stratford Today
- [Differing stances leads to clashing opinions on library services](#)
April 18, 2024 | CKNX News
- [Stratford children's author-illustrator showcasing work in Stratford Public Library exhibition](#)
April 19, 2024 | Stratford Times (page 11)
- [Public Service Librarian receives prestigious award](#)
May 2, 2024 | Stratford Today
- [Kinsmen donation keeps snacks flowing at library](#)
May 8, 2024 | Stratford Today

Upcoming Events:

- May 15, [2024 Stratford Festival Sneak Peek "A World Elsewhere"](#)
- May 17, [Hungry Minds Food Drive, Zehrs](#)
- May 19, 20, Library Closed for Victoria Day
- June 1, [Drag Storytime](#)
- June 10, Library Closed for Staff Development Day

STRATFORD PUBLIC LIBRARY MONTHLY STATEMENT

For period ending April 30, 2024

	YTD ACTUAL	YTD BUDGET (straight line)	VARIANCE (\$)	VARIANCE (%)	2024 BUDGET	%
MUNICIPAL FUNDING	971,186	971,186	-	0%	2,913,558	-67%
REVENUE			\$ -			
CANADA GRANTS	-	2,727	-	2,727	8,180	-100%
ANNUAL PROVINCIAL FUNDING	-	19,067	-	19,067	57,202	-100%
OTHER MUNICIPALITIES	-	15,160	-	15,160	45,480	-100%
FINES & FEES	4,027	2,833	-	1,194	8,500	-53%
DONATIONS	1,278	1,667	-	389	5,000	-74%
RECOVERABLES	978	3,116	-	2,138	9,348	-90%
RECOVERABLE - PCIN to SPL	-	32,210	-	32,210	96,631	-100%
Total REVENUE	\$ 977,469	\$ 1,047,966	-\$ 70,497	-7%	\$ 3,143,899	-69%
EXPENSES						
WAGES & BENEFITS	683,592	803,990	-	120,398	2,411,970	-72%
BUILDING EXPENSES	13,584	31,721	-	18,137	95,163	-86%
COMMUNICATIONS & INTERNET	5,311	6,667	-	1,356	20,000	-73%
VEHICLES	-	917	-	917	2,750	-100%
MEMBERSHIPS	2,200	917	-	1,283	2,750	-20%
TRAINING	4,981	7,333	-	2,352	22,000	-77%
COLLECTION MAINTENANCE	1,223	833	-	390	2,500	-51%
OFFICE SUPPLIES	6,692	8,613	-	1,921	25,840	-74%
ADVERTISING & PRINTING	8,755	5,333	-	3,422	16,000	-45%
MAINTENANCE CONTRACTS	420	127	-	293	380	10%
MAINTENANCE CONTRACTS - SPL to PCIN	-	25,309	-	25,309	75,926	-100%
SUPPLIES & EQUIPMENT	1,451	6,150	-	4,699	18,450	-92%
MILEAGE	91	1,027	-	935	3,080	-97%
LEGAL FEES	1,513	1,667	-	153	5,000	-70%
PROGRAMMING & MAKERSPACE	4,563	4,615	-	52	13,845	-67%
CONTRACTORS	8,509	5,167	-	3,342	15,500	-45%
BOARD EXPENSES	1,526	2,177	-	650	6,530	-77%
RESERVES	-	135,403	-	135,403	406,210	-100%
Total EXPENSES	\$ 744,412	\$ 1,047,965	-\$ 303,553	-29%	\$ 3,143,894	-76%
SURPLUS/(DEFICIT)	\$ 233,057		\$ 233,056			
CAPITAL - subset of Reserves						
COLLECTIONS	119,091	75,723	-	43,367	\$ 227,170	-48%
TECHNOLOGY	-	16,400	-	16,400	\$ 49,200	-100%
PROJECT						
Total CAPITAL EXPENSES	\$ 119,091	\$ 92,123	\$ 26,967	29%	\$ 276,370	-57%
BALANCE SHEET	ASSETS					
LIBRO (as of April 30, 2024)	\$ 115,162					
STRATFORD PERTH COMMUNITY FOUNDATION	\$ 254,366					
Total CASH ASSETS	\$ 369,529					
FUNDS						
UNAUDITED LIBRARY RESERVE FUND	\$ 379,307					
UNAUDITED DEVELOPMENT CHARGE LIBRARY FUND	\$ 1,241,404					

(as of December 31, 2023)

SPL Report to the Board

MEETING DATE: MAY 14, 2024
FROM: KRISTA ROBINSON, CEO | LIBRARY DIRECTOR
SUBJECT: VALUING THE STRATFORD PUBLIC LIBRARY



Recommendation

THAT the Library Board accept this report as information.

Background

Public libraries are important cultural and social infrastructure for the communities they serve. They are the one institution that provides a broad array of critical supports to our communities, including knowledge distribution, culture, health, reconciliation, belonging and democracy. Unlike other spaces, public libraries are a space for everyone, where nothing is expected of us other than our respect for one another. In serving this inclusive role, public libraries are the backbone of our communities.

Libraries however have traditionally been an underfunded asset by all levels of government. It is important more than ever, to highlight the value of libraries and the benefits they provide to a community. But placing a value on the inherently intangible, human-based service the library provides is difficult to accomplish. Nevertheless, a team of researchers including the Nordic Institute Aloma University and the staff of the ministry funded Ontario Library Services have recently created a tool that does just that - VOLT: Valuing Ontario Libraries Toolkit.

This comprehensive resource used our community profile, and data from three separate indicators per division, to assess the value of local economic benefit, cultural and regional identity, civic engagement, educational development, inclusion and wellbeing, library space and entertainment and leisure. Collectively these calculations provided the library's annual social return on investment or SROI.

It has been considered important to pursue the completion of this calculation for Stratford Public Library in order to demonstrate the value of the Library to Stratford City Council and the community. Not only is it a dramatic indicator of the Library's economic contribution to the economic health of the community, it is also a representation of the Library's value in measurements that are relevant to our key stakeholders.

Methodology

Source: Valuing Ontario Libraries Toolkit

In 2016 the Ontario Library Service - North contracted NORDIK Institute to create a measurement tool to illustrate the value of public libraries in Northern Ontario, a vast geographic and culturally and linguistically diverse region of Ontario. Since its publication, the Ontario Library Service has consolidated into a province-wide organization and in 2021 requested NORDIK Institute undertake the development of a new toolkit to support public libraries across Ontario in communicating their value and measuring their individual Social Return on Investment.

At its most basic form, Social Return on Investment (SROI) calculations take something that is offered for free and applies a dollar value to it. The most direct way to do this is by applying a comparative market value. In other words, the dollar value reflects what would be charged for the same service in the private sector. Often the exact same goods, programs, or services are not available, however, so a surrogate value is used instead. A surrogate value is the cost of "some item or phenomenon that is logically expected to involve approximately the



same utility as the item in which we are interested” (Estes, 1976 qtd. In Quarter, Mook, & Armstrong, 2009, p. 305). In other words, it is a comparison to something that is generally equivalent. For example, to assign a value to a computer literacy program and a local business or teacher offers the same service for a fee, the fee they charge is used as the basis for how to assign a value to the library program. When a comparison is not available, a surrogate value was assigned.

NORDIK Institute, with the review and support of Ontario Library Service and an advisory committee consisting of representatives from seven public libraries across Ontario, identified comparative and surrogate values for each of the services, programs, or circulation items that are offered by public libraries and measured in the SROI framework.

Deadweight, displacement, or attribution values (see Glossary in the link below) were also calculated to subtract from the value calculations (where relevant) to most accurately represent the benefits that are uniquely attributable to the public library.

The full toolkit including calculations, is available here:

https://resources.olservice.ca/ld.php?content_id=36958446

Findings

The results of the VOLT for SPL were very impressive. Overall, the toolkit found that for every municipal dollar invested in 2023, there was a **SROI of \$6.48 for every person** in our population*, with a **total economic benefit of \$17,547,252**. Taking that SROI and then dividing it by the same census population, there was a value of **\$508 per person**, or \$440 more than the actual cost of service.

In a business setting, research states that a good return on investment or ROI, is somewhere between 10 to 15% depending on the sector. Using the same calculation, the **SPL’s SROI in 2023 was 648%**.

Broken down by domains assessed:

- Entertainment and Leisure: \$10,018,964
- Local Economic Benefit: \$2,896,965
- Educational Development: \$2,211,788
- Space: \$1,729,201
- Inclusion and Wellbeing: \$422,341
- Cultural & Regional Identity: \$204,740
- Civic Engagement: \$63,704

* Population used was a combination of both Stratford, 32,323 and Perth South, 1,322 (35% of population through service agreement)

Past Assessments

In 2015, the library assessed its SROI using the formula created for Toronto Public Library by the Martin Prosperity Institute. At that time, it was determined that there was a return of \$14.91 million.

In 2019, the library assessed its SROI using the formula created for northern libraries in 2018 by the Ontario Library Service North by the NORDIK Institute. At that time, it was determined there was a return of \$17.53 million. This calculation however was designed specifically for northern communities and their vast geographic and culturally linguistically diverse region.

Next Steps

The findings of the VOLT will be shared to City Council at an upcoming Council meeting.

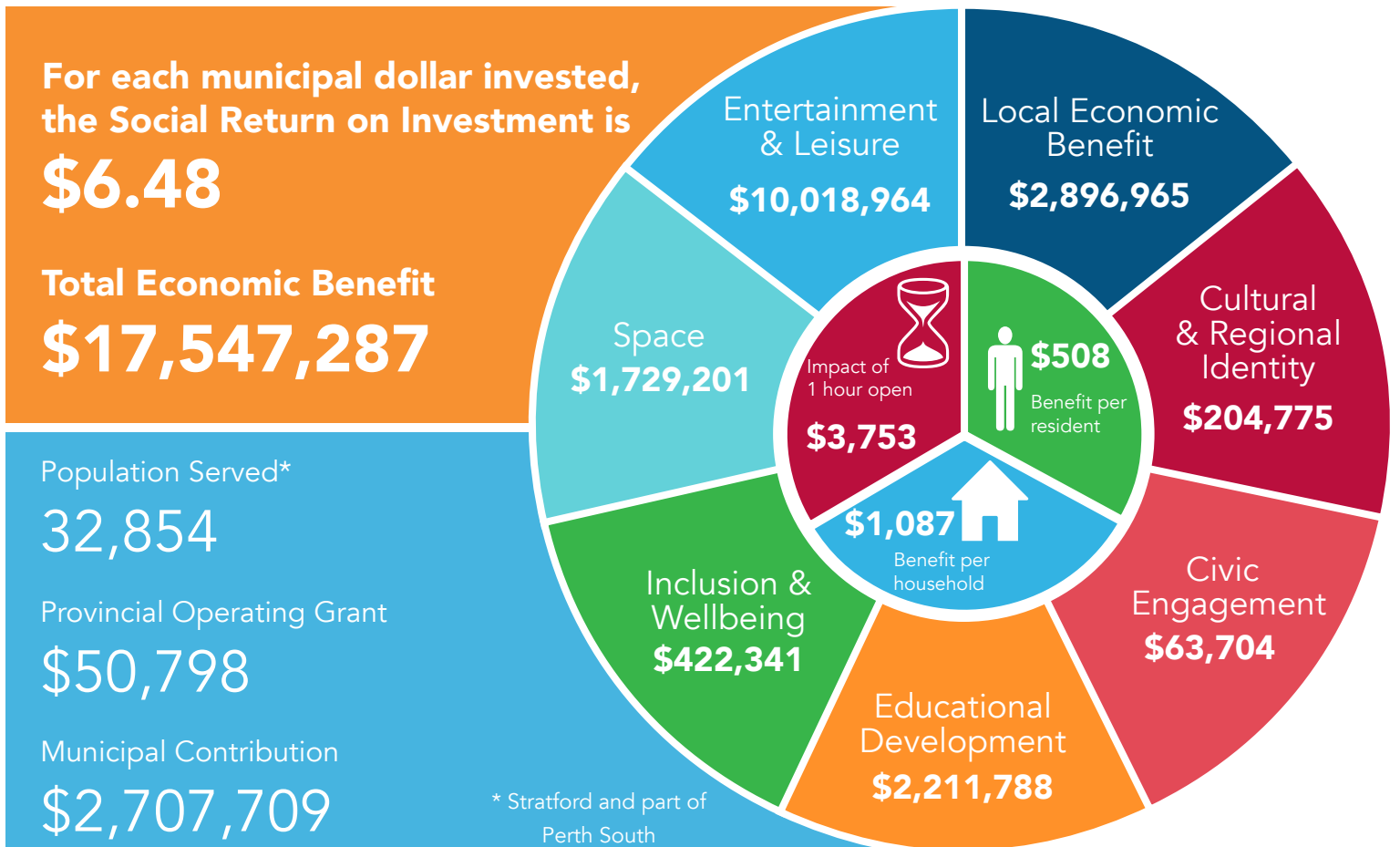
This calculation will be repeated annually so long as the formula is updated on a regular basis.

STRATFORD PUBLIC LIBRARY

2023 SOCIAL RETURN ON INVESTMENT



Based on the Valuing Ontario Libraries calculation developed by the Ontario Library Service and NORDIK Institute



Our Library is Loved

In 2023, the library was visited in person **134,884** times, or **47** visits per hour. **657,972** visits were made to the library's online platforms and social media.

Libraries Bridge the Digital Divide

16 workstations and free wi-fi were used **21,878** times in 2023. Community members used these to apply for jobs, research health information, upgrade schooling and connect with family.

Libraries are Efficient with Tax Dollars

Stratford Public Library borrowed and shared 55,333 items with other Ontario libraries, saving **\$1,438,658**.

Libraries Support Social Cohesion

SPL programs support early literacy, newcomers, the maker movement and education. In 2023, **21,937** people attended **676** free programs.

SPL Report to the Board



MEETING DATE: MAY 14, 2024
FROM: KRISTA ROBINSON, CEO | LIBRARY DIRECTOR
SUBJECT: SPL COMMITMENT TO TRUTH AND RECONCILIATION: OUR PRIORITIES

Recommendation

THAT the Library Board accept the Truth and Reconciliation report along with the priorities for 2024 for information

AND authorize staff to revise the land acknowledgment to truthfully represent the original land stewards and treaties of the region.

Background

The Stratford Public Library Board took an initial step in the direction toward reconciliation by adopting a land acknowledgment in March 2020¹ and protocols² for use at SPL in 2021.

Since then, we have deepened our understanding of the land on which we reside through researching the specific land, Indigenous Peoples, and Treaties of the land that the City of Stratford and Library occupy.

Through this exploration, we have learned that the current land acknowledgement does not accurately reflect the original stewards of the land nor is it aligned with the City of Stratford Land Acknowledgement and protocols.

Priorities for 2024

SPL is committed to supporting Truth and Reconciliation efforts. As part of our efforts to share the truth and move us toward reconciliation the library will:

1. Update the land acknowledgement to include all known indigenous inhabitants of the area and acknowledge the two treaties—The Dish with One Spoon Wampum Belt Covenant of 1701, and the Huron Tract Treaty of 1827 (see Appendix 1).
2. Recognize the Land Acknowledgment as a cultural practice that should be done at the start of all board meetings, all-staff meetings, and public programs.
3. Educate staff on the how, when and where of land acknowledgements.
4. Indigenize the physical space by posting a land and treaty acknowledgement inside the building.
5. Update the territorial acknowledgement page on the website to reflect this change stating what we have done and plan to do as an organization on the path toward reconciliation (see Appendix 2).
6. Annually review our progress on the path toward reconciliation.

¹ [CEO Report Preliminary Considerations – Land Acknowledgement March 3, 2020](#)

² [CEO Report Land Acknowledgement September 7, 2021](#)



APPENDIX 1: Updated Land Acknowledgement

Original Acknowledgement (2021)

As we gather, we acknowledge that we are meeting on the original land inhabited by Indigenous peoples from the beginning.

As settlers, we're grateful for the opportunity to meet here and we thank all the generations of people who have taken care of this land since time immemorial.

In particular, we acknowledge that the land on which we gather is the traditional territory of the Haudenosaunee peoples. This territory is covered by the Upper Canada Treaties.

We recognize and deeply appreciate their historic connection to this place. We also recognize the contributions of Métis, Inuit, and other Indigenous peoples have made, both in shaping and strengthening this community in particular, and our province and country as a whole.

As settlers, this recognition of the contributions and historic importance of Indigenous peoples must also be clearly and overtly connected to our collective commitment to make the promise and the challenge of Truth and Reconciliation real in our communities."

Updated Land Acknowledgements (2024)

Spoken Land Acknowledgement Option #1 (simplified)

Stratford Public Library is located on land that was shared between the Atawandaron, Anishinaabeg and Haudenosaunee peoples on territory governed by the Dish With One Spoon Wampum Belt Covenant of 1701 and the Huron Tract Treaty #29 of 1827.

Today, this land is still home to many Indigenous Peoples from across Turtle Island. With gratitude, we join them in caring for the Earth, sharing stories and creating a welcoming place.

Spoken/Written Land Acknowledgment Option #2 (detailed)

Stratford Public Library is located on land that was shared between the Atawandaron, Anishinaabeg and Haudenosaunee peoples and is governed by two treaties.

The first treaty, the Dish with One Spoon Wampum Belt Covenant of 1701 was made between the Anishinaabe and the Haudenosaunee Confederacy to set violence aside and peacefully share and care for the land in the Great Lakes Basin.

The second treaty, the Huron Tract Treaty of 1827, is an agreement made by eighteen Anishinaabeg Chiefs and the Canada Company, an agency of the British Crown.

Today, this land is still home to many Indigenous Peoples from across Turtle Island. With gratitude, we join them in caring for the Earth, sharing stories and creating a welcoming place.

Spoken/Written Land Acknowledgment for Children's Programs and Kidz Zone webpage

For as long as anyone can remember (*sweep arm in arc from left to right*), Indigenous nations have been living here, deeply connected to everything around them – the earth (*touch floor*), the waters (*make wave motions*), and the endless sky above (*make bird hands*).

The Atawandaron (*hold up one finger*), the Anishinaabeg (*hold up two fingers*), and the Haudenosaunee (*hold up*



one finger on the other hand)– three Peoples shared this land through time (*bring the three fingers together*).
With gratitude, we join them in caring for the Earth (*turn hands over to cup palms*), sharing stories and creating
a welcoming place (*put hands over heart*).



APPENDIX 2: Truth Reconciliation and Your Library (website content)

Truth, Reconciliation and Your Library

Stratford Public Library is located on land that was shared between the Atawandaron, Anishinaabeg and Haudenosaunee peoples and is governed by two treaties.

The first treaty, the Dish with One Spoon Wampum Belt Covenant of 1701 was made between the Anishinaabe and the Haudenosaunee Confederacy to set violence aside and peacefully share and care for the land in the Great Lakes Basin.

The second treaty, the Huron Tract Treaty of 1827, is an agreement made by eighteen Anishinaabeg Chiefs and the Canada Company, an agency of the British Crown.

As an organization that exists to make public spaces, credible resources and opportunities for learning available to everyone, the library is active in the work of truth and reconciliation. Preserving, amplifying and celebrating Indigenous stories is an important part of the work we do.

We commit to the daily work of reconciliation. This means learning and decision-making that recognizes the ongoing impact of colonialism as well as reflection, partnership and action that can make reconciliation possible.

First Nations Groups within the Stratford Public Library Land and Territorial Acknowledgement

About The Dish with One Spoon Wampum Belt Covenant of 1701

About the Huron Tract Treaty of 1827

Truth and Reconciliation Calls to Action

Collections

- **TRC Recommendation #10:** We call on the federal government to draft new Aboriginal education legislation with the full participation and informed consent of Aboriginal peoples. The new legislation would include a commitment to sufficient funding and would incorporate the following principles:
 - i. Providing sufficient funding to close identified educational achievement gaps within one generation.
 - ii. Improving education attainment levels and success rates.
 - iii. Developing culturally appropriate curricula.
 - iv. Protecting the right to Aboriginal languages, including the teaching of Aboriginal languages as credit courses.
 - v. Enabling parental and community responsibility, control, and accountability, similar to what parents enjoy in public school systems.
 - vi. Enabling parents to fully participate in the education of their children.
 - vii. Respecting and honouring Treaty relationships.
- **TRC Recommendation #13:** We call upon the federal government to acknowledge that Aboriginal rights include Aboriginal language rights
- **TRC Recommendation #14.** We call upon the federal government to enact an Aboriginal Languages Act that incorporates the following principles:
 - i. Aboriginal languages are a fundamental and valued element of Canadian culture and society, and



there is an urgency to preserve them.

- ii. Aboriginal language rights are reinforced by the Treaties.
 - iii. The federal government has a responsibility to provide sufficient funds for Aboriginal-language revitalization and preservation.
 - iv. The preservation, revitalization, and strengthening of Aboriginal languages and cultures are best managed by Aboriginal people and communities.
 - v. Funding for Aboriginal language initiatives must reflect the diversity of Aboriginal languages.
- **TRC Recommendation #69:** We call upon Library and Archives Canada to:
 - i. Fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples and the United Nations Joint-Orientlicher Principles, as related to Aboriginal peoples' inalienable right to know the truth about what happened and why, with regard to human rights violations committed against them in the residential schools.
 - ii. Ensure that its record holdings related to residential schools are accessible to the public.
 - iii. Commit more resources to its public education materials and programming on residential schools.

Our Actions:

- SPL provides a dynamic collection to support all members of our community – fostering intellectual growth, lifelong learning, and leisure pursuits. We have committed to highlighting Indigenous creators, cultures, experiences and history, including materials that focus on the impacts of residential schools and the theme of reconciliation.
- In consultation with Indigenous community partners, the subject headings in our catalogue were updated in 2020-2021, replacing outdated and offensive terminology.
- SPL commits to making all national, provincial and municipal reports related to the Calls to Action available for members of our community.
- In 2023 SPL added the [Moccasin Identifier Kit](#) to the library collection to promote public awareness of the ancestral presence of First Nations, Metis and Indigenous Communities.
- In 2023, SPL expanded its language learning databases by integrating [Pronunciator](#). This addition includes Indigenous Language offerings.

Programs and Education

- **TRC Recommendation #12:** We call upon the federal, provincial, territorial, and Aboriginal governments to develop culturally appropriate early childhood education programs for Aboriginal families.
- **TRC Recommendation #57:** We call upon the federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal Crown relations. This will require skills-based training in intercultural competency and conflict resolution, human rights, and anti-racism.
- **TRC Recommendation #62:** We call upon the federal, provincial, and territorial governments, in consultation and collaboration with Survivors, Aboriginal peoples, and educators, to: Make age-appropriate curriculum on residential schools, Treaties and Aboriginal peoples' historical and contemporary contributions to Canada a mandatory education requirement for Kindergarten to Grade Twelve students.



- **TRC Recommendation #80:** We call upon the federal government, in collaboration with Aboriginal peoples, to establish, as a statutory holiday, a National Day for Truth and Reconciliation to honour Survivors, their families, and communities, and ensure that public commemoration of the history and legacy of residential schools remains a vital component of the reconciliation process.

Our Actions:

- SPL maintains resource guides for information on residential schools and themes of reconciliation.
 1. [Indigenous Connections Hub](#)
 2. [Residential Schools](#)
 3. Missing and Murdered Indigenous Women and Girls
- SPL has committed to providing more resources to public education materials and programming on residential schools through Storywalks and Moccasin Identifier programming in schools.
- The National Day for Truth and Reconciliation, is marked with a moment of silence, displays and the sharing the educational materials and resources.
- SPL is committed to increasingly inclusive programming which includes
- SPL staff participate in training on the history and impacts of residential schools and colonization, as well as other cultural and human rights training.

Library Spaces

The Truth and Reconciliation Commission called for the recognition of Indigenous languages as a fundamental and valued part of Canadian culture and society. SPL is undertaking activities aligned with this call, and with recommendation #6 of the Truth and Reconciliation Report and Recommendations from the Canadian Federation of Library Association (CFLA-FCAB)

Our Actions:

The Stratford Public Library Board acknowledges that our work takes place on the traditional territories of the Atawandaron, Anishinaabeg and Haudenosaunee peoples on territory governed by the Dish With One Spoon Wampum Belt Covenant of 1701 and the Huron Tract Treaty #29 of 1827.

Truth and Reconciliation Commission

Learn more about the Truth and Reconciliation Commission (TRC) by reading its report and findings, including the 94 Calls to Action.

National Centre for Truth and Reconciliation

Research the history and legacy of the residential school system through the National Centre for Truth and Reconciliation (NCTR).