STRATFORD PUBLIC LIBRARY BOARD



AGENDA

Tuesday April 8, 2025 6:45pm | Hybrid Meeting

- 1. Call to Order and Land Acknowledgment M. Kipfer
- 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 February 11, 2025
- 7. Business arising from the minutes
- 8. Board Education
- 9. Business of the Board
 - 9.1. Report from PCIN E. Perin, M. Corbett
 - 9.2. Report from OLS D. Mackey
 - 9.3. Report from City Council J. Burbach
 - 9.4. Report from Library Space Committee
 - 9.5. Report from CEO Performance Review Committee
 - 9.6. Library Finance Oversight Committee
 - 9.6.1. Draft Library Investment Policy
- 10. CEO Reports
 - 10.1. Monitoring Report and Financial Report
 - 10.2. 2025 Q1 Statistics
 - 10.3. 2025 Q1 CEO Workplan Update
 - 10.4. 2024 Annual Report
 - 10.5. 2024 Valuing Ontario Libraries Toolkit (VOLT) results
 - 10.6. Policy: OP 1 Room Booking
- 11. Closed Session
 - 11.1. Labour relations; Personal information regarding an identifiable individual
- 12. Correspondence
- 13. Other Business
- 14. Confirmation of date and time of next meeting: May 13, 2025 at 6:45pm
- 15. Adjournment

STRATFORD PUBLIC LIBRARY BOARD



Tuesday, February 11, 2025 6:45pm | Hybrid Meeting

MEMBERS OF THE BOARD PRESENT

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

MEMBERS OF STAFF PRESENT

Krista Robinson, CEO; Cathy Perreault, Recording Secretary; Jordan Bulbrook, Technology and Operations Manager; 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 Michael Corbett at 6:47pm.

- 2. Chairperson's Remarks
- 3. Declarations of Pecuniary Interest and the General Nature Thereof

None

- 4. Approval of the Agenda
 - 2025-10 Moved by E. Perin, seconded by K. Kochany to approve the agenda.

CARRIED

5. Delegations

None

- 6. Approval of the minutes
 - 2025-11 Moved by P. Lewis, seconded by D. Mackey that the minutes of the meeting of January 14, 2025, be approved. CARRIED
- 7. Business arising from the minutes
 - 7.1. Library Board Investments

M. Kipfer confirmed that \$50,000 from the Boards Libro account has been invested in a one-year GIC at Libro with a return rate of 3.6%.

8. Board Education:



8.1. OLA Takeaways

David, Michael, Brandi, Jordan and Krista reviewed the sessions they attended. Overall it was an informative and engaging conference. Krista has requested copies of the Toronto Public Libraries Thrive report on the social impact of libraries on the communities.

- 9. Business of the Board
 - 9.1. Report from PCIN: Next meeting will be in February 12, 2025.
 - 9.2. Report from OLS: David and Michael attended OLA SuperConference.
 - 9.3. Report from City Council: J. Burbach reported that the city budget, including the library, has passed. It was also reported that CAO Joan Thompson announced her retirement for March 2025.
 - 9.4. Library Space Ad Hoc Committee: The Grand Trunk advisory committee will be presenting its report to City Council on February 24. This report includes a motion for shared community space which includes the library.
 - 9.5. Performance Review Committee: The committee has received feedback and is putting together a report for Chair, Vice and CEO to review in March.
 - 9.6. Library Finance Oversight Committee:
 - 9.6.1. Terms of Reference:
 - 2025-12 Moved by D. Mackey, seconded by M. Kipfer to accept the Library Financial Oversight Committee Terms of Reference as amended.

CARRIED

- 9.6.2. Committee Selection:
- 2025-13 Moved by C. Zonneville, seconded by P. Lewis that the committee consist of Laurie Brown, Mackenzie Kipfer and David Mackey.

CARRIED

- 10. CEO Reports
 - 10.1. Monitoring Reports and Financials
 - 2025-14 Moved by E. Perin seconded by P. Connolly to accept the CEO Monitoring Reports.

CARRIED

10.2. Policies: Room Booking:

Krista will make recommended changes and bring to April meeting for approval.

- 11. Correspondence: None
- 12. Other Business: None



- 13. Confirmation of date and time of next meeting: April 8, 2025 at 6:45pm.
- 14. Adjournment
 - 2025-15 Moved P. Lewis, seconded by J. Burbach that the meeting adjourned at 8:05 pm. <u>CARRIED</u>

Krista Robinson, CEO

Michael Corbett, Chair

SPL Report to the Board

MEETING DATE: APRIL 8, 2025 FROM: KRISTA ROBINSON, CEO | LIBRARY DIRECTOR FINANCIAL OVERSIGHT COMMITTEE SUBJECT: INVESTMENT POLICY



Recommendation

THAT the Library Board adopt the new Investment Policy.

Background

It is the responsibility of the Library Board to periodically adopt new policies that governs it, the CEO, and the Library. Prompted by the Board's interest in investing discretionary funds, this policy has been requested and has been drafted by the Financial Oversight Committee. This is a Board Policy of the Library.

Report

LB ## Investment Policy

The Investment Policy has been drafted to ensure that Stratford Public Library funds are invested in a way to provide optimal returns with a prudent level of risk as approved by the Library Board. The policy provides objectives designed to ensure that funds are invested in such a manner that both liquidity and growth are met and assets are protected.

The policy has been drafted using guidance from the City of Stratford's Director of Finance as well as sample investment policies from other libraries in Ontario.

The policy references that investment activities are governed by the <u>Municipal Act, 2001</u>. The Municipal Act section <u>418</u> provides rules for how municipalities can invest money they do not need to spend right away. It notes that through investments, a municipality must exercise the care, skill diligence and judgment that a prudent investor would exercise in making an investment, obtaining professional advice when needed.

The Municipal Act notes that a municipality must consider a variety of criteria when planning their investments:

- General economic conditions.
- The possible effect of inflation or deflation.
- The role that each investment or course of action plays within the municipality's portfolio of investments.
- The expected total return from income and the appreciation of capital.
- Needs for liquidity, regularity of income and preservation or appreciation of capital.

Ontario Regulation 438/97 also notes on the eligible investments which municipalities may participate in.

The new library policy reflects the requirements of the Municipal Act and the regulations.

This policy will be reviewed again in one year (April 2026) as part of the Library's policy review process.



POLICY:		POLICY NO:
Investment Policy		LB <mark>##</mark>
POLICY LEVEL:	LAST REVIEW /	SCHEDULED
Library Board	REVISION DATE:	REVIEW DATE:
	April 8, 2025	April 2026

Investment Policy

The Investment policy is established to ensure that Stratford Public Library Board funds are to provide optimal returns while balancing risk. The policy provides principles and guidelines designed to ensure that funds are invested in such a manner that both liquidity and growth are met and assets are protected.

The Library Board's main objective is to invest discretionary funds in a prudent manner that provides optimal returns while balancing risk while conforming to legislation governing the investment of public and restricted funds.

This policy includes, but is not limited to trusts, endowments, donations and any other excess Library cash balances that are either on deposit or invested and is under the Library Board's control.

The objectives of this Investment Policy are to:

- Adherence to statutory requirements all investment activities shall be governed by the Ontario Municipal Act, 2001 as amended.
- Preservation of capital balancing the risk of incurring a capital loss and preserve the value of the invested principal;
- Maintenance of liquidity short, medium, and long-term investments will be managed to minimize cash flow risks;
- Competitive rate of return investment yields that maximize returns to ensure continued • growth without capital erosion; and
- Comply with donor restrictions ensure that the terms of reference agreed upon with donors are respected, if applicable.

Responsibility

Responsibility for investment of discretionary funds that are deemed excess to the operations of the library rests with the Finance Oversight Committee as delegated by the Board. The responsibilities of the Finance Oversight Committee with respect to the investment management include:

- Reviewing at least annually the performance of investments
- Proposing new investments •
- Reviewing annually this policy including a reassessment of the return expectations, risk tolerance and recommending changes to the Board
- Reporting annually to the Board

The Library Board may delegate some of its responsibilities with respect to the investments to agents and advisors.

Agents and Advisors

The Library Board has established Managed Funds with the Stratford Perth Community Foundation (SPCF). The Managed Funds have been established to invest a portion of the Library Investment Funds. These investments are managed in accordance with the written agreement between the Library Board and the SPCF and the SPCF Investment Policy. The nature of the arrangement is reviewed periodically by the Library Board and can be amended or cancelled within the terms of the agreement.

Eligible Investments

The Finance Oversight Committee will invest discretionary funds with a Canadian Deposit Insurance Corporation (CDIC) or a Financial Services Regulatory Authority of Ontario (FSRA) insured commercial financial institution in an interest-bearing savings account, Certificates of Deposit, Term Deposits or Guaranteed Investment Certificates (GIC) with a maturity of 5 years or less.

Conflict of Interest

A conflict of interest is defined as any event or circumstance that impairs the ability of any member of the Board or designate, or any employee or consultant to render unbiased and objective advice regarding any investment decision of the portfolio. In such cases, the conflict must be fully disclosed on a timely basis and the member shall withdraw from the meeting during the discussion and voting on the investment decision.

References:

• Ontario Municipal Act, 2001

ORIGINAL DATE ADOPTED	Review Cycle	1 year
REVIEW/APPROVAL		
HISTORY		





SPL Report to the Board

MEETING DATE:APRIL 8 2025FROM:KRISTA ROBINSON, CEO | LIBRARY DIRECTORSUBJECT:CEO MONITORING REPORT

Financial Condition

- The Annual Survey for 2024 was completed and submitted on March 17, 2025. This survey is required in order to receive the Public Library Operating Grant.
- The Kinsmen Club of Stratford has once again committed \$6000 (\$500 monthly), to the snack stop.

For Your Information

Staffing Updates

- Casual Library Assistant Nawal Sachani has accepted the role of permanent part time LA effective April 22.
- The library has hired two youth Summer Program Coordinators. One of these positions is dependent on funding through a Young Canada Works grant.
- A co-op student from St. Michael's Secondary School has joined SPL and will be on placement on February to June. They will be assisting with the public service team each weekday morning.
- A co-op student from Confederation College has joined SPL for a spring placement, assisting the technical services department in various cataloging projects.
- 6 staff participated in the Coldest Night of the Year on February 22. Their team was called the Page Turners. The team offered a Chili Lunch fundraiser for staff which was a great success in raising funds, but also in providing an opportunity for social connection.
- Many SPL staff participated in the City of Stratford's Heart and Sole fitness challenge during February and March. Building on the fun, the library will be holding their own step challenge in May.
- SPL's Teen Outreach & Collection Librarian was invited to provide a virtual presentation on their Teen Maker Marketplace program to the Northern Lights Library System in Alberta.

General News

- The City of Stratford's inaugural Poet Laureates have been selected: David Stones as adult Poet Laureate and Quinn Mayer as youth Poet Laureate. Both have been busy setting up a framework and events are beginning to be planned. Details can be found at https://splibrary.ca/stratford-poet-laureate
- A number of new special collections have been, or are in the midst of being, rolled out:
 - Launchpads for children
 - Yoto players (coming April)
 - Radon detection kits
 - CO₂ detection kits
- The New Horizons Senior Grant project has been completed and summary reports submitted. Through the grant we were able to host 54 programs featuring 37 guest speakers, all designed to support various aspects of senior well-being. These workshops were guided by our 55+ advisory committee and delivered in collaboration with 29 community partners, ensuring they were relevant, engaging, and impactful. Additionally, we were able to expand our library collection to include age-friendly items such as Launchpads, Brain Health Kits, and Exercise Kits.
- Updated Emergency Procedures have been rolled out to staff. As part of this project, our emergency



binders were also updated.

- SPL has partnered with the United Way and the CRA in providing the <u>Community Volunteer Income Tax</u> Program. The CVIT program provides free tax clinics where volunteers complete tax returns for people with a modest income and a simple tax situation. The program has been very popular and as of the end of March we had two volunteers and they have completed 4 returns so far.
- A tour and review of library services was provided to the local Rotaract service club. They will be hosting a trivia night at Jobsite on May 14th in benefit of the library.

Programming News

- The library's popular annual Blind Date with a Book program was expanded in 2025 to include Play Date with a Book for younger readers. In the end, 100 Blind Date books and 75 Play Date books were checked out.
- SPL recognized Freedom to Read week by providing a number of booklists and displays throughout the library.
- March Break was a resounding success this year. 1,595 people participated in 15 different programs (kits, onsite and offsite) attended with the most popular being Paw Patrol Adventure, Dogman Party, Karaoke Party, Goonies Adventure Night and LEGOmania at the Mall. Foot traffic which normally ranges between 450 and 600 per day, reached 926 on March 12.
- Poet Heidi Sauder has an inspiring art show in the Library Auditorium, sharing many of her poems from Stratford Gems, along with Chinese translations and local photography. An event celebrating the exhibit will be held on April 5.
- The Public Service team has partnered again with the Stratford Festival to create <u>resource guides</u> for the various plays being performed at the Stratford Festival this season. To go alongside the resource guides, the Stratford Festival educators provided a sneak peek behind the 2025 season at the library on March 25.
- The MakerSpace has begun offering drop-in craft nights in an attempt to provide the opportunity to reduce social isolation.

Select CEO Activities

Meetings

- February 3: Corporate Leadership Team
- February 5: CAO Check-in Meeting
- February 12: PCIN Board Meeting
- February 26: Poet Laureate Kickoff Meeting
- February 26: Economic Task Force on Tariffs
- March 18: Grand Trunk Renewal staff meeting

Professional Development

- February 11: "In the Spirit of the Act" Mastering Pay Equity Concepts for Library CEO's and Leaders
- February 27: Practical Strategies in Supporting Workplace Mental Health
- March 17: Introverted Leadership
- March 18: Empowering Women Who Lead: Strategies for Success

Advocacy

- February 11: Grand Trunk Renewal Ad Hoc Committee
- February 24: Delegation to City Council
- February 26: Chamber of Commerce Business After 5 at the Stratford Perth Museum
- March 17: Grand Trunk Renewal Ad Hoc Committee



News and Coming Events

SPL in the News

- <u>Stratford Library hosting art therapy workshop</u> Feb 5, Stratford Today
- Local librarians honoured provincially for inclusivity efforts Feb 7, Stratford Today
- <u>Stratford Public Library technicians receive provincial plaudits</u> Feb 14 Beacon Herald
- <u>City's first-ever Poet Laureate, Youth Poet Laureate announced</u> Feb 20, Stratford Today
- <u>Stones ready to shine a light as City's new poet laureate</u> Feb 24, Stratford Today
- Ad hoc committee lays out next GTR steps for council Feb 25, Stratford Today
- <u>Grand Trunk Renewal project takes big step forward</u> Feb 26, Beacon Herald
- Local teen selected as the first youth poet laureate in Stratford Feb 27, Stratford Today
- Laureate role 'pinnacle' of local poet's career Mar 6, Beacon Herald
- <u>A gathering space for generations to come</u> Mar 28, Beacon Herald

Upcoming Events

- State of the City Mayors Breakfast April 9
- Easter Closed April 18, 20, 21

STRATFORD PUBLIC LIBRARY MONTHLY STATEMENT

For period ending	December 31, 202	24 - NOT FINAL		March 31, 2025					
					2025 YTD				
		2024 АСТИА	VARIANCE (\$)		BUDGET	2025 YTD			
MUNICIPAL FUNDING	2024 BUDGET 2,913,558	2024 ACTUAL 2,913,558	VARIANCE (3)	2025 BUDGET 3,093,129	(straight line) 773,282	ACTUAL 773,282	VARIANCE (\$)	VARIANCE (%) -75%	
	2,513,550	2,513,550		5,055,125	113,202	775,202		7370	
REVENUE									
CANADA GRANTS	8,180	8,872	692	8,800	2,200	-	- 2,200	-100%	
ANNUAL PROVINCIAL FUNDING	57,202	57,632	430	57,400	14,350	-	- 14,350	-100%	
OTHER MUNICIPALITIES	45,480	26,713	- 18,767	35,000	8,750.00	12,500	3,750		
FINES & FEES	8,500	12,959	4,459	10,000	2,500	3,035	535	-70%	
DONATIONS	5,000	12,453	7,453	6,000	1,500	2,000	500	-67%	
TRANSFER FROM RESERVE				20,000	5,000				
RECOVERABLES	9,348	26,781	17,433	11,011	2,753	13,798	11,045	25%	
RECOVERABLE - PCIN to SPL	96,631	96,631	-	96,169	24,042	-	- 24,042	-100%	_
Total REVENUE	\$ 3,143,899	\$ 3,155,599	11,700	\$ 3,337,509	834,377	\$ 804,615	-\$ 29,762	-76%	
EXPENSES									BALANCE
WAGES & BENEFITS	2,411,970	2,297,037	- 114,934	2,428,670	607,168	528,239	- 78,929	-78%	LIBRO ACC
BUILDING EXPENSES	95,163	77,639		94,529	23,632	33,567	9,935	-64%	LIBRO INV
INTERFUNCTIONAL MAINTENANCE	55,105	77,000	17,524	68,310	17,078	33,307	5,555	0470	STRATFOR
COMMUNICATIONS & INTERNET	20,000	15,903	- 4,097	20,000	5,000	3,337	- 1,663	-83%	511011101
VEHICLES	2,750	651		2,750	688	-	- 688	-100%	
MEMBERSHIPS	2,750	2,839	89	2,750	688	2,200	1,513	-20%	
TRAINING	22,000	17,497		22,000	5,500	1,549		-93%	FUNDS
COLLECTIONS	2,500	3,860	1,360	90,000	22,500	44,462	21,962	-51%	UNAUDITI
OFFICE SUPPLIES	25,840	24,607		25,900	6,475	4,125		-84%	PCIN CAPI
ADVERTISING & PRINTING	16,000	19,332	3,332	17,330	4,333	1,686		-90%	UNAUDIT
MAINTENANCE CONTRACTS	380	420	40	938	235	420	186	-55%	PCIN OPE
MAINTENANCE CONTRACTS - SPL to PCIN	75,926	75,926	_	80,502	20,126	_	- 20,126	-100%	
SUPPLIES & EQUIPMENT	18,450	8,916	- 9,534	19,000	4,750	-	- 4,750	-100%	
MILEAGE	3,080	1,474		2,000	500	-	- 500	-100%	
LEGAL FEES	5,000	12,230	7,230	5,000	1,250	1,484	234	-70%	
PROGRAMMING & MAKERSPACE	13,845	29,102	15,257	14,370	3,593	4,056	464	-72%	
CONTRACTORS	15,500	38,336	22,836	52,000	13,000	5,598		-89%	
BOARD EXPENSES	6,530	7,304	774	6,570	1,643	1,712	70	-74%	
RESERVES	406,210	406,210	-	384,890	96,223	-	- 96,223	-100%	
Total EXPENSES	\$ 3,143,894		- 104,613	\$ 3,337,509		\$ 632,435		-81%	-
		ć 11C 210	116 212			ć 172.100	ć 170.400		
SURPLUS/(DEFICIT)		\$ 116,318	116,313			\$ 172,180	\$ 172,180		
CAPITAL - subset of Reserves									
COLLECTIONS	\$ 227,170	\$ 216,235		\$ 169,744		\$ 26,472			
TECHNOLOGY	\$ 49,200	\$ 42,222		\$ 31,000		y 20,472			
FORECAST PROJECTS		→ → ∠,∠∠∠		\$ 174,256					
Total CAPITAL EXPENSES	\$ 276,370	\$ 258,457		\$ 375,000		\$ 26,472	-		
	÷ 270,370			÷ 373,000		y 20,472			

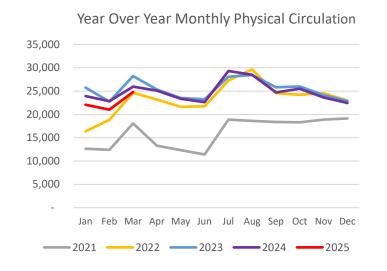
CE SHEET	
ACCOUNT (February 28, 2025)	\$ 56,648
NVESTMENT	\$ 50,000
ORD PERTH COMMUNITY FOUNDATION	\$ 254,366
	\$ 361,014

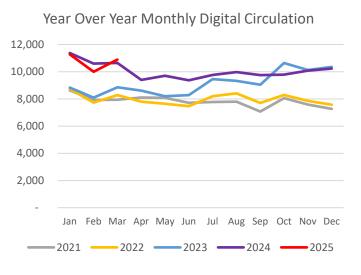
	\$ 1,637,295
PERATIONAL RESERVE (PCIN PROJECTS)	\$ 16,584
DITED DEVELOPMENT CHARGE LIBRARY	\$ 1,241,404
APITAL RESERVE (SPL CONTRIBUTION)	\$ 36,467
DITED LIBRARY RESERVE	\$ 342,840

SPL Report to the Board

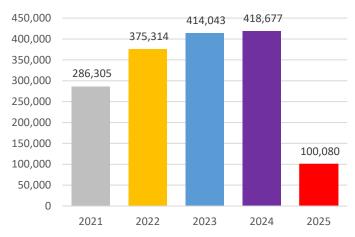
MEETING DATE:APRIL 8, 2025FROM:KRISTA ROBINSON, CEO | LIBRARY DIRECTORSUBJECT:2025 Q1 STATISTICS AND PERFORMANCE INDICATORS-



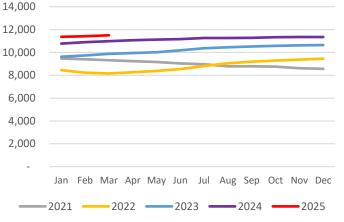




Total Annual Circulation

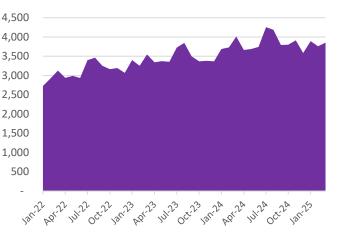






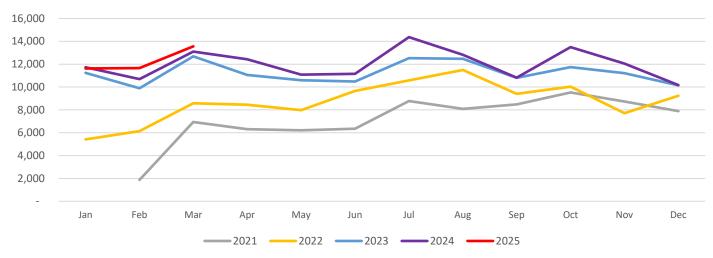
Circulation by Format

	Q1 2024	Q1 2025	% Change
Books	56,703	55,266	-3%
Movies	13,644	11,465	-16%
Music	778	354	-30%
Magazines	9,150	8,899	-3%
Library of Things	1,977	2,200	11%
eTitles	23,205	22,395	-3%
Total	105,457	100,770	-4%

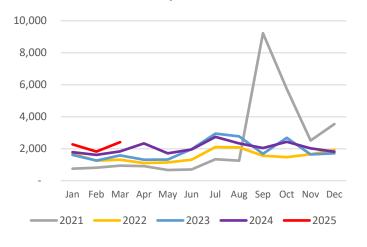


Monthly Card Usage

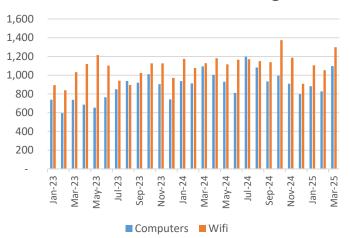
In Person Visits



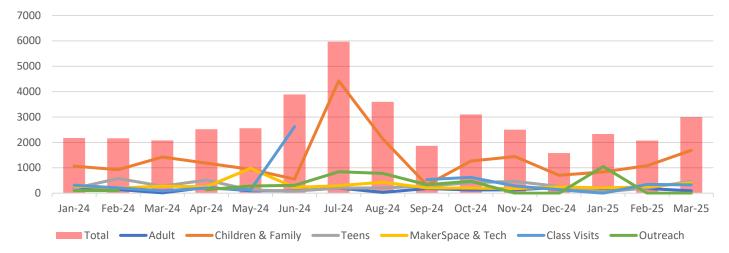
Reference Questions Asked



Public Internet and Wifi Usage



Program Attendance



CEO Workplan for 2025 – Q1 Update

The following objectives and actions are scheduled to be undertaken by the CEO and the senior management team in 2025.



STRATEGIC DIRECTION 1 ALIGN SPACE WITH DEMAND

OBJECTIVE	ACTION ITEM	TIMELINE	STATUS
Develop Short Term Solutions	Investigate the opportunity to pilot a mobile library solution	Q3	
to Address Current Space	Use library space in new and creative ways	Q4	
Concerns	Library reorganization and clean up	Q4	The MakerSpace Coordinator has moved to the former Network Technician office downstairs, freeing up space in the MakerSpace for patron use. (Q1)
Investigate future space options for the long term	Obtain commitment or not on the Grand Trunk Community Hub	Q4	In February the library provided a delegation to City Council in support of the Management Report being discussed that evening regarding Grand Trunk Renewal Project Key Recommendations, specifically Key Action #2, Determine the Scope, Funding, and Design for a new Community Facility. That evening Council voted to formally investigate a Community Facility at the GTR. Discussions have begun with the municipality and the YMCA towards next steps. (Q1)
	Hire, onboard, and coach a fundraiser / advocacy specialist	Q2	Job description is being refined and graded against pay equity tool.

STRATEGIC DIRECTION 2	REACH OUT AND BRING IN		
OBJECTIVE	ACTION ITEM	TIMELINE	STATUS
Raise profile of SPL	Library Card Campaign to engage non-users	Q4	
	Expand promotion and profile of core library services in new creative ways	Q4	The new marketing coordinator has been assessing current marketing practices.
	Provide presentations to municipal council and other stakeholders	Q4	 Grand Trunk Delegation on February 24 Rotaract Club tour on March 5 Kinsmen Club (committed \$500/month to Snack Stop for next 12 months)
	Determine economic impact of SPL with the Valuing of Ontario Libraries Toolkit	~	Completed.

			The VOLT calculations were completed and presented to the Library Board at the April meeting. The report showed that for every municipal dollar invested in the library, there is a SROI of \$6.64, and a total economic impact of \$19,343,872. Per person, there is a \$560 benefit. (Q1)
Take the Library Out into the Community	Have a library presence at community events	Q4	 Participated in: Winterfest (Q1) Coldest Night of the Year (Q1) Seedy Sunday (Q1)
	Expand promotion of the library out in the community	Q4	 Attended: BIA's Coffee Club Chamber of Commerce's Business After 5
Build Opportunities for "Joy" with the Community		Q4	

OBJECTIVE	ACTION ITEM	TIMELINE	STATUS
Develop Diversity, Equity and Inclusion Strategies	Provide staff training in diversity, equity, inclusion and accessibility	Q4	 One manager has taken a course on "Creating Accessible and Neuro-Inclusive Libraries" (Q1) One Outreach staff took Dementia: How to work with People with Dementia and Alzheimer's by Ryan Dowd. (Q1)
	Implement BiblioLanguages in BiblioCommons with PCIN	×	Completed. The interface of BiblioCommons is now available in 9 different languages including French, Spanish, Filipino, Vietnamese, Korean, Simplified and Traditional Chinese and Russian. (Q1)
Ensure all in the community feel welcome in the Library	Assess and improve the space for accessibility and neurodiversity	Q4	One manager has taken a course on "Creating Accessible and Neuro- Inclusive Libraries" (Q1)
	Conduct a Diversity Audit on the collection	Q4	• A MLIS student from Western will be joining SPL from May to August to complete this project.
	Update collections and services to reflect our changing community profile	Q4	• Subscribed to Lote4Kids, providing children with access to digital picture books in dozens of languages. (Q1)
	Address the loneliness epidemic by creating opportunities for social connection	Q4	• Offered a new program called Craft & Connect, a drop-in time for crafters to come and meet new people while working on their current projects. (Q1)

STRATEGIC DIRECTION 4 BUILD	SUSTAINABLE PARTNERSHIPS TO EXPAND CAPACTIY		
OBJECTIVE	ACTION ITEM	TIMELINE	STATUS
Leverage PCIN partnership for joint benefit of all partners	Investigate new ways to partner with PCIN partners to further our reach	Q4	 Kid's First Huron and Perth's Charter of Rights for Children and Youth kits are now circulating across PCIN (Q1)
	Support the implementation of the PCIN Strategic Plan	Q4	
	Conduct a records management assessment for PCIN	Q3	PCIN Records Management project has begun (Q1)

Relationship Building	Form strategic partnerships with community organizations	Q4	New Partnerships:
			Adult Learning Programs of Perth (Q1)
			Early Literacy Resource Consultants, Social Services (Q1)
	Build community wide support for the Library using a variety of methods	Q4	
	Update partnership framework policy and procedures	Q3	
Support the Municipality	Support priorities in the Stratford Climate Action Plan	Q4	Management representation on Climate Momentum, a climate action group, in Stratford. (Q1)
	Support priorities in the Stratford Cultural Action Plan	Q4	Partnered alongside Destination Stratford as project leads in Stratford's inaugural Poet Laureate pilot program. (Q1)
	Support priorities in the Stratford Sports Tourism Action Plan	Q4	

OBJECTIVE	ACTION ITEM	TIMELINE	STATUS
Ensure Health and Safety of Staff	Create an Emergency Procedure Manual	✓	• Emergency Procedures have been updated and consolidated into one document. (Q1)
	Provide ongoing staff training	Q4	 Mental Health First Aid – 2025 to date, two professional staff have undergone the training.
	Conduct a Safety Audit	Q3	
Support work and learning by providing staff with appropriate resources	Transition the Library Staff Portal to SharePoint	×	Completed. The staff portal redesign has been completed, moving from a Drupal website to a SharePoint site hosted on our Microsoft 365 platform. It enables more staff to contribute to the site's maintenance and upkeep. This migration has saved SPL \$500 in hosting and additional support costs.
	Update staff workstations and network equipment	Q4	
	Improve digital comfort levels among staff	Q4	 BlueCloud Analytics Training is being offered to staff who require it for collection or other statistical purposes. SharePoint overview with the PSL staff. Lote4Kids database orientation was offered to public service staff to increase awareness of this new subscription. Three PSL staff have taken a half day online AI conference. One PSL has taken a course on Microsoft Excel. The library has subscribed to Knowbe4, a security awareness training and simulated phishing platform. Training is rolled out on a regular basis and and attack simulations happen on an ad hoc basis.
	Implement new services standards as necessary	Q4	
	Improve efficiency though task assessment review	Q2	
Pay Equity Maintenance	Pay Equity Plan Update	Q3	Currently interviewing pay equity consultants (Q1)
	Undergo a market review of salaries and update as necessary	Q3	
Policy Review and	Creation of new policies / procedures to support staff and the library	Q4	Library Investment Policy (Apr/25)
Development	Update policies scheduled for review	Q4	Room Rental Policy (Apr/25)

STRATFORD PUBLIC LIBRARY 2024 ANNUAL REPORT

Our Mission

We are an equitable, safe and welcoming community where everyone can explore, learn, create and be inspired.

Our Vision

We are a place where hope and wonder fly.

We envision a Library which connects people, inspires learning, literacy and curiosity; and sparks change for a better community.

2023 - 2026 Library Board

Michael Corbett - Chair Mackenzie Kipfer - Vice Chair Jo-Dee Burbach - City Council Laurie Brown Philip Connolly Kaitlyn Kochany Patricia Lewis David Mackey Emma Perin Arnab Quadry Chris Zonneville

Dear Friends

Just when we thought we couldn't get any busier – we did! Stratford Public Library offered more services and programs in 2024 than ever before. We welcomed more than 144,000 visitors through our doors and a further 475,000 to our website. We also increased our membership to 11,300 card holders – that's the highest number it's been in over a decade!

Stratford is growing, and demand for library services are growing with it. In the Library Board's 2023-2026 Strategic Plan, they committed to addressing the library's significant space needs. In March 2024, SPL requested to be considered as part of the Grand Trunk Renewal project. With the desire of the community to keep SPL downtown, the GTR is thought to be the perfect location for this to happen. In partnership with the YMCA of Three Rivers and the City of Stratford, this presents the best opportunity to define and enhance the Grand Trunk site as a true community hub for Stratford residents. While no decision has been made at this time, we continue to advocate and work towards providing a library that is the right size for our community.

SPL leveraged many partnerships with local organizations. By working together, we expanded our ability to build a stronger community. The Stratford-Perth Museum, Stratford Festival, the Rotary Club of Stratford, and the Kinsmen Club are just a few of the over 62 groups and organizations who have helped over the past year.

The amazing staff at the library enables us to do the amazing things we do – impacting both in our community and in the library sector. In 2024, three staff were recognized for their contributions. Melanie Kindrachuk was awarded the Leadership in Adult Readers' Advisory Award by the Ontario Public Library Association and Sherri Bennewies and Lorraine Gordon were honoured with the Technical Services Award by the Ontario Library Association. We are so proud of them!

As we look forward, let us celebrate the achievements of 2024 and continue to build a future where Stratford Public Library stands as a beacon of knowledge, community, and endless possibilities.

We have many ambitions and ideas for improving public library services in Stratford. We know you do, too. Please don't hesitate to contact us and let us know what you would like to see more of, less of, or maybe things we could start or stop doing altogether. We aim to see this community reflected in everything we do, and to that end, your feedback is essential.

Krista Robinson CEO / Library Director

Michael Corbett Board Chair

"Such a friendly place with helpful staff and a strong sense of community. Good collection and they even have seeds for planting!"

By the Numbers

You came, you browsed, you borrowed - a lot! Demand for library services in Stratford is strong and growing. Thank you for using the library!



"I just listened to my 12th audiobook on Libby since the beginning of 2024...I think it's getting to be a slight obsession...LOL. So grateful for SPL!"

Your Favourites

The community's love for bestsellers and blockbusters was evident in 2024 Here are the most borrowed titles in various categories.



Community return on investment is significant.

In 2024, for each municipal dollar invested in the library, the social return on investment is **\$6.64 A total economic impact of \$19,343,872!**

Calculated using the Valuing Ontario Libraries Toolkit created by the Ontario Library Service and the NORDIK Institute.

"The Library seems to be the last bastion of truly committed public service."

Programs and Outreach

The library takes great pride in providing not just fun and entertaining programs and services, but also those which are impactful and educational. They support the community and change lives by providing community connections, engagement and inclusivity.



25,347 people attended 903 programs

3,026 residents met with us at **13** community events

Volunteers made 463 deliveries to people who are unable to visit the library **1,828** people attended **77** STEAM programs

165 people were helped by volunteer Tech Tutors 5,192 students were visited in 144 class visits

newcomers were helped at SPL by the YMCA Settlement Services program

"Our library is phenomenal and so well run. Very responsive to community needs with super staff. We are fortunate indeed"



2024 was another record breaking year!

1,163 kids took part in SPL's TD Summer Reading program.

In total, **7,003** people participated in **128** free summer programs!



Oldest daughter: "Dad, can we keep reading even after summer reading is over?" Dad: "Of course we can, just because the summer is over doesn't mean the library closes..."

Youngest daughter: "That's right, the library is going to be here FOREVER!"

Celebrating Our Staff



In 2024, Melanie Kindrachuk was awarded the Leadership in Adult Readers' Advisory Award by the Ontario Public Library Association for her contributions to the field.

Sherri Bennewies and Lorraine Gordon were also honoured with the Technical Services Award by the Ontario Library Association. This was in recognition for their work updating Indigenous and LGBTQ+ subject headings in the catalogue.



"Staff are amazing! Always a great time. My kids tell everyone and they can't wait to share stories and memories. We liked that there was no cost as well as so many options for all ages. Really impressed."

2024 Highlights

We are always looking for new and exciting ways to meet our community's needs. Here are some of the many ways we supported you in 2024.



Eclipse Glasses

SPL offered free solar eclipse glasses to keep library patrons safe during the April 8th solar eclipse where 99.1% of the sun was covered.



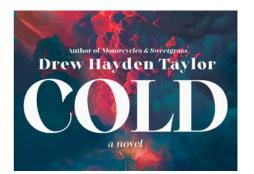
New Kits

With help from a New Horizons grant, we purchased Brain Health kits, Exercise at Home kits and launch pads to keep aging adults active in mind and body.



Welcome to Stratford!

In collaboration with the City of Stratford and other community partners, we designed a webpage and package of resources for new residents.



Perth County Reads

We partnered with the other libraries in Perth County to create a county wide book club. Cold by Drew Hayden Taylor was the inaugural title discussed.



Swiftie Party

We joined in Taylor mania and offered a night of all things Taylor Swift. Over 200 people joined in singing and swapping bracelets. It was a night to be remembered.



Stratford Warriors The Wonder Pass collection was expanded with the addition of a Stratford Warriors regular season pass. Thank you Stratford Warriors!

"I underestimated what one half hour once a week with a reading buddy could do. Adding this once a week was a simple break to our home reading. The success comes because of the friendly faces of the volunteers, their encouraging words, the relaxed but focused time, and the reward at the end to play a quick board game before leaving."

Thank you, Donors!

We extend our heartfelt gratitude to our generous donors. Whether it is a donation to the Snack Stop or to the MakerSpace, or a financial donation to the library in general - supporting the library means investing in the future of our community.

A special thank you to:

Elliott Motors Kinsmen Club of Stratford Perth Community Futures Development Corporation Rotary Club of Stratford Start Stratford Holiday Art Show St. Andrews Presbyterian Church Teahen Family Nutrition & Wellbeing Fun Estate of Thomas Coulter And the dozens of individuals who also supported SPL in 2024



"Free third spaces are so rare! Having an indoor activity where we don't have to buy something feels really special"



Libraries are important community hubs. Please support yours! splibrary.ca/donate

splibrary.ca 19 St. Andrew St, Stratford 519-271-0220 askspl@splibrary.ca

SPL Report to the Board

MEETING DATE:APRIL 8, 2025FROM:KRISTA ROBINSON, CEO | LIBRARY DIRECTORSUBJECT:VALUING THE STRATFORD PUBLIC LIBRARY



Recommendation: To 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 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 Algoma 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.

In 2024, SPL completed the VOLT calculation for SPL and the results were substantial again this year. For each municipal dollar invested in the library, the social return on investment was **\$6.64** with a total economic benefit of **\$19,343,872**. Not only was this a dramatic indicator of the Library's economic contribution to the economic health of the community, it also represented 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: <u>https://resources.olservice.ca/ld.php?content_id=36958446</u>

Findings

The results of the VOLT for 2024 were impressive. Overall, the toolkit found that for every municipal dollar invested in 2024, there was a **SROI of \$6.64 for every person** in our population*, with a **total economic benefit of \$19,343,872**. This is a 10% increase over 2023 results. Taking that SROI and then dividing it by the same census population, there was a value of **\$560 per person**, or \$473 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 2024 was 664%**.

Broken down by domains assessed:

- Entertainment and Leisure: \$10,340,630
- Local Economic Benefit: \$3,047,806
- Educational Development: \$3,256,929
- Space: \$1,840,966
- Inclusion and Wellbeing: \$383,215
- Cultural & Regional Identity: \$360,957
- Civic Engagement: \$113,367

* 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.

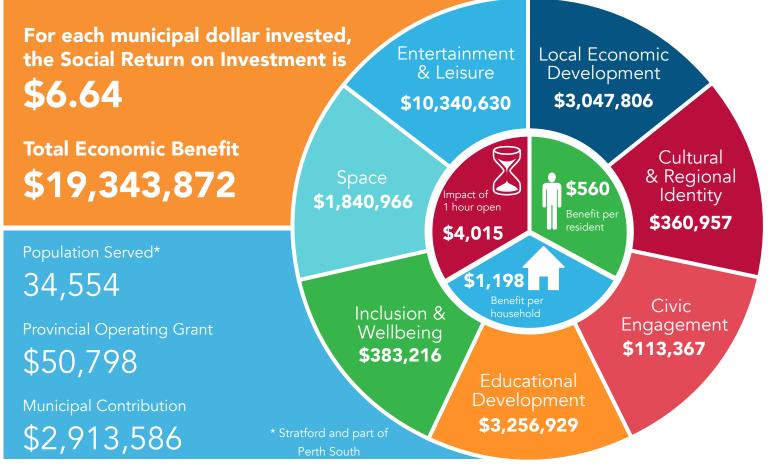
In 2019, the library assessed its SROI using the formula created for northern libraries in 2018 by the Ontario Library Service North by the NORDIK Institute. At that time, it was determined there was a return of \$17.53 million. This calculation however was designed specifically for northern communities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

In 2023, the library assessed its SROI using the VOLT calculations used in this assessment. It was determined that there was a return of \$17.58 million.

STRATFORD PUBLIC LIBRARY 2024 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 2024, the library was visited in person
143,917 times, or 47 visits per hour open.
475,025 visits were made to the library's website and online catalogue.

Libraries Bridge the Digital Divide

16 workstations and free wi-fi were used25,376 times in 2024.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 42,485 items from other Ontario libraries, saving \$1,104,610.

Libraries Support Social Cohesion

SPL programs support early literacy, newcomers, the maker movement and education. In 2024, **25,347** people attended **903** free programs.

SPL Report to the Board

MEETING DATE: APRIL 8, 2025 FROM: KRISTA ROBINSON, CEO | LIBRARY DIRECTOR POLICY REVIEW COMMITTEE SUBJECT: POLICY REVIEW: ROOM RENTAL POLICY



Recommendation

THAT the Library Board approve the recommended changes to the Room Rental policy and the new room rental fees.

Background

It is the responsibility of the Library Board to periodically review the policies that governs it, the CEO, and the Library. Prompted by the Board's schedule for evaluation of existing policies, the Room Rental has been reviewed. This is an Operational Policy of the Library.

Report

OP 01 Room Rental Policy

At the February Library Board Meeting, the Room Rental policy was presented and a number of additions were recommended. At that same meeting, the revised room rental rates were approved. This revised policy takes into consideration the Board's recommendations.

Additions include:

- Under conditions or use:
 - The event space must be left in the same condition as it was prior to use. Chairs and tables must be stacked and stored. Refuse must be removed. Surfaces and floors must be clean and free of debris.
 - Groups or individuals booking the Library space are responsible for any charges resulting from furniture, building or equipment damage or loss.
- Under denial of use:
 - \circ $\;$ Denials may be given with no notice and may not be refunded.



POLICY:		POLICY NO:
Meeting Room Rentals		OP 01
POLICY LEVEL:	LAST REVIEW /	SCHEDULED
Operational	REVISION DATE:	REVIEW DATE:
operational	April 8, 2025	April 2029

Meeting Room Rentals

The Library views its meeting room space as an important part of our vision to create an informed, engaged and connected community. The primary purpose of the Library's meeting space is to provide space for Library programs or events, delivered by Library staff or in partnership with individuals and organizations. A secondary purpose is to provide an accessible and affordable meeting space for use by the public.

All activities, programs or meetings conducted in the Library are subject to the general rules and regulations of the Stratford Public Library as reflected in the Library's Customer Code of Conduct. Further, all renters agree not to contravene the Criminal Code of Canada and all other applicable laws and statutes during the course of their rental.

Permission to use Library meeting room will be denied to an organization or individual when its purpose is illegal, conduct may interfere with the proper functioning of the Library, or the activity does not have the sponsorship or presence of a legally responsible adult aged 18 years or older.

By offering Library space for short-term rental to the public, SPL does not endorse or imply agreement with the ideas, policies, messages, or activities of any group or individual using the space. We acknowledge that Library meeting room may be used by those who hold and express ideas contrary to SPL's vision and values.

SPL supports the right of free expression by making available its meeting space available to individuals, groups and organizations whose programs are consistent with the intent of the Canadian Charter of Rights and Freedoms, the Ontario Human Rights Code and all other applicable laws and statutes.

Conditions of Use

- Room rentals are available during the hours the Library is open.
- All meetings must be conducted in a manner consistent with the Library's Customer Code of Conduct, and in accordance with the terms and conditions noted in this policy, as they may be amended from time-to-time
- Activities in or related to the rented space must not unreasonably disrupt Library operations or use of general Library space and services by other customers. Activities that are likely to pose a safety hazard to event attendees, Library staff, or the public, or cause misuse or damage to Library property are not permitted.
- Library staff must have access to facilities at all times and may attend for free-of-charge any event, meeting or course held on Library premises for the purpose of auditing or reviewing compliance with Library polices and the conditions of use.

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- Sales of goods are not permitted unless authorized by the Library except for:
 - Food and non-alcoholic drink refreshments
 - Books sold at author readings or book signings
- Permission to serve alcohol during room rental events is considered on a case-bycase basis. If permission is granted, the user is responsible for obtaining the liquor license and following all associated regulations. A copy of the license must be provided to SPL in advance of the event.

- All meeting room activities must be confined to the meeting room rented, and not to any other part of the Library building.
- Maximum capacity of the meeting space is 80 people. The maximum capacity of the meeting space must not be exceeded.
- The event space must be left in the same condition as it was prior to use. Chairs and tables must be stacked and stored. Refuse must be removed. Surfaces and floors must be clean and free of debris.
- Groups or individuals booking the Library space are responsible for any charges resulting from furniture, building or equipment damage or loss.
- The Library is not responsible for personal injury or damage, nor for the theft or loss of clothing or equipment of the applicant or anyone attending a program or meeting.
- The renter will be responsible for clearing the meeting room during a drill or fire alarm according to the approved Library fire plan.
- The renter must agree to indemnify and save harmless the Library Board in regards to all claims, costs and damages in any way arising out of the application and/or use of the facilities by the applicant, and anyone in attendance including, without limitation, damage or destruction of property, personal injury, infringement of royalty rights, defamation and public disturbance.

Denial of Use

The Library is committed to ensuring the dignity and safety of the public and staff without disruption to Library services, and to maintaining the security of Library property.

The Library reserves the right to deny or cancel a booking when it reasonably believes:

- Use by any individual or group for a purpose that is likely to promote, or would have the effect
 of promoting discrimination, contempt or hatred for any group or person on the basis of race,
 ethnic origin, place of origin, citizenship, colour, ancestry, language, creed (religion), age, sex,
 gender identity, gender expression, marital status, family status, sexual orientation, disability,
 political affiliation, membership in a union or staff association, receipt of public assistance, level
 of literacy or any other similar factor.
- Use by any individual or group for a purpose or action, that is contrary to the law or any of the Library's policies or Customer Code of Conduct, including violent, threatening, abusive, harassing, disruptive or intrusive language or conduct.
- There is a likelihood of physical hazard to participants or audiences or a misuse of the premises or equipment. Past misuse or nonpayment of fees is sufficient grounds for denial of an application.
- Use by individuals, clubs, groups and organizations intending to establish the Library as a permanent location for their activities, including establishing offices in the Library meeting rooms.

• Use will include gaming or games of chance, including bingo and lotteries.

The Library requires potential users of Library rental space to confirm that they will not be conducting any business or activities that are in violation of this policy, the Criminal Code of Canada (including hate propaganda laws) or the Ontario Human Rights Code.

Denials may be given with no notice and may not be refunded. Applicants who are denied permission to use Library facilities may have the decision reviewed by the

CEO upon written request. The decision of the CEO shall be final.

Event Promotion and Signage

Approval from SPL to rent the space is not an endorsement of the user or event. Promotional materials must not communicate or imply Library endorsement of or affiliation with the event or organization.

Users are not permitted to post directional or promotional signage outside the rented space without SPL consent. Users are not permitted to solicit or direct general Library visitors to participate in or attend activities in a rented space.

- SPL's logo or image(s) may not be used in communication or promotional material without prior written consent from SPL
- Communication and/or promotion may not state or imply that SPL is a partner, sponsor, or supporter of the event(s), without prior written consent
- SPL reserves the right to request room renters include a disclaimer of non-affiliation on marketing and communication material for events occurring in rented spaces

Equipment and Technology

The meeting space is equipped with rolling flip top tables and lightweight stacking chairs. The renter is responsible for set up of the space.

The Library Auditorium is equipped with a smart screen available for use at no charge. When available, Library staff will provide orientation for the usage of Library equipment. Any additional equipment requirements are the responsibility of the user, including connectivity of personal equipment to Library equipment or technical assistance with personal equipment. If asked to provide technical assistance with renter's equipment, the Library assumes no responsibility for the safety, security, damage or loss of files, information or data stored, or damage to a renter's personal device, and does not accept any liability for handling personal equipment.

A sound system is available to be rented from the Library or may be supplied by the renter.

Parking

No dedicated event parking is provided on Library property. Paid public parking is available on St. Andrew Street and in the Erie Street lot.

Renting of Library Space

Room rentals are accepted on a first come, first-serve basis, no more than 60 days in advance.

- Rentals of the meeting room is done during regular business hours by the Executive Assistant, typically Monday to Friday from 8:00 am to 4:00 pm, telephone 519-271-0220 x113.
- The Renter must be 18 years of age or older and must remain on the premises during the booking period.
- Any group, organization or individual who rents a meeting room must carry and provide proof of valid liability insurance coverage in the amount of 5 million dollars, naming the City of Stratford as "Additional Insured". If the renter does not have insurance, they may be able to purchase it through the Library.

Room Rental Fees and Charges

In the interest of promoting community involvement, the Library has established a

preferential rate structure for different classes of groups:

- Co-sponsored organizations, City of Stratford or County of Perth may use Library space without charge.
- Non-Profits are community service providers, clubs, official non-profit organizations where no financial profit is made or intended (for example, a bereavement support group) or registered charities.
- All other renters include individuals and businesses. This includes for profit groups hosting free events.

Renter Type	Hourly Fee	Full Day
Co-Sponsored, City of Stratford, or County of Perth	Free	Free
Non-Profit	\$15	\$75
Private or Commercial	\$30	\$150

Equipment	Fee	
Smart Board	Free	
Microphone and Speakers	\$40 flat rate	

Payment is due at the time of rental confirmation.

References:

- Canadian Charter of Rights and Freedoms
- Ontario Human Rights Code
- OP 04 Customer Code of Conduct
- OP 02 Partnership Policy

ORIGINAL DATE ADOPTED	June 17, 2015	Review Cycle	4 years
REVIEW/APPROVAL	June 2017, December 2022		
HISTORY			

