	POLICY: **Strategic Planning**		POLICY NO: **LB 08**
Stratford PUBLIC LIBRARY	POLICY LEVEL: **Library Board**	LAST REVIEW / REVISION DATE: NOVEMBER 6, 2018	SCHEDULED REVIEW DATE: MAY 2027

Strategic Planning

Strategic planning is the process organizations use to identify their priorities, plan to achieve them, and hold the Chief Executive Officer (CEO) accountable for results.

1. Planning Process

The Stratford Public Library will develop a new strategic plan at least every four years, and more often should changing circumstances demand it.

2. Situational Analysis

When developing and reviewing the strategic plan, the CEO will facilitate a review and assessment of the library's current environment through a situational analysis, which may include:

- **Community Data Analysis:** The Library will gather and analyze a range of community-related information with possible implications for library service, including demographic data, municipal planning documents, and information on local agencies and services. The results of this analysis will be used in the planning of library service.
- **Stakeholder Consultation:** The Library will consult stakeholders regarding library service by means such as surveys, focus groups, formal and informal interviews, open houses, suggestion box, website, et. Consultation will take place with library users, staff, the CAO and Mayor and Council of the City of Stratford, the Board of Directors, and the broader community. The Library will ensure that the invitation to comment and the feedback process is accessible to persons with disabilities by providing or arranging for the provision of accessible formats and communications supports as needed.

3. Periodic Review of the Plan

The Board will review the strategic plan on at least two occasions during its term – once at the beginning of the term as part of orientation, and again at the end of the term in a final progress review.

The Board will receive a report from the CEO at each regular meeting on the progress being made towards achieving elements of the plan.

The CEO shall provide the Board and the community with an annual summary report on the implementation of the strategic plan. This report shall include the progress made on each element of the plan, indicators of success, challenges to achieving outcomes, and next step.

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Approved Strategic Plan Priorities – April 2023

The Strategic Priorities of the Stratford Public Library Board, for the period 2023-2026, are:

1. Align Space with Demand

When faced with societal shifts and rapidly changing needs, SPL stepped up to support and provide care to the Stratford community. Community members find the Library to be a strong source of joy, an important way to connect, and a resource to meet everyday needs. With increasing demand in the community, SPL will plan for enough space to accommodate the programs, services and resources offered, with room for the Library to continue to grow in the future. This is a vital component to the future of the Library as we continue to intentionally nurture community connection in all we do.

2. Reach Out and Bring In

The Library plays a vital role in creating spaces for all members of the Stratford community to be welcomed as they are. This is embedded all throughout the Library — our collections, our programs, our team and our mission. As a community-focused organization, we take the sentiment of feeling at home in our space sincerely. To ensure all members of the community see themselves reflected as part of the Library, we will prioritize equitable community outreach and communications by intentionally connecting with our community where they are.

3. Lead Grounded Practice

To be a voice in the community advocating for equity, we need to lead by example. The many ways we interact with the community supports the idea that we have an opportunity to be a role model in this space. As a leader in the Stratford community, we will strive to become role models for equitable practices, diversity and equity advocacy, and environmental sustainability. On our journey to better represent the voices of Stratford, we will strive to achieve an undeniable sense of belonging for all members of the community at the Library.

4. Build Sustainable Partnerships to Expand Capacity

The Stratford community is bursting with innovation. By recognizing amazing opportunities to collaborate, we will create and build partnerships to work alongside the many experts in our community. Fostering these strong partnerships is important to the growth of the Library. This is our path to uplifting the incredible work of our community partners while exceeding the expectations of the Stratford community.

5. Intentionally Support Our Team

Our staff are the faces of SPL and largely contribute to making sure the community feels welcomed and at home at the Library. We will equip our staff with the partnerships that can support community members in times of crisis, intentionally build programs to best meet needs, and provide resources to nurture a sense of belonging. We also commit to providing our staff with professional development and/or training opportunities to invest in their growth. This will support and empower staff with feelings of comfort and readiness to continue being great stewards in our community.

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References:

1. Public Libraries Act, RSO 1990
2. LB 01 Mission and Vision Statement
3. LB 03 Library Board Description
4. LB 04 CEO Job Description

ORIGINAL DATE ADOPTED	February 19, 2013
REVIEW HISTORY	December 9, 2014; November 6, 2018

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