

AGENDA

Tuesday May 13, 2025 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 8, 2025
7. Approval of the closed minutes of April 8, 2025
8. Business arising from the minutes
 - 8.1. Draft Board Evaluation Process
9. Board Education
 - 9.1. Article: Can ‘Strong Mayors’ Strengthen Libraries? by Kate Graham
10. Business of the Board
 - 10.1. Report from PCIN – E. Perin, M. Corbett
 - 10.2. Report from OLS – D. Mackey
 - 10.3. Report from City Council – J. Burbach
 - 10.4. Report from Library Space Committee
11. CEO Reports
 - 11.1. Monitoring Report and Financial Report
 - 11.2. Policy: OP 6 Working From Home
 - 11.3. Pay Equity and Compensation Review Update
12. Correspondence
13. Other Business
14. Confirmation of date and time of next meeting: June 10, 2025 at 6:45pm
15. Adjournment

MINUTES



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

MEMBERS OF THE BOARD PRESENT

Laurie Brown, Jo-Dee Burbach, Philip Connolly, Mackenzie Kipfer, Kaitlyn Kochany (zoom), Patty Lewis, Emma Perin, Arnab Quadry, Chris Zonneville

REGRETS

Michael Corbett, David Mackey

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 Vice Chair M. Kipfer at 6:45pm.

2. Chairperson's Remarks

3. Declarations of Pecuniary Interest and the General Nature Thereof

None

4. Approval of the Agenda

Board evaluation added to agenda item 13.

2025-16 Moved by E. Perin, seconded by J. Burbach to approve the agenda as amended.

CARRIED

5. Delegations

None

6. Approval of the minutes

2025-17 Moved by P. Connolly, seconded by C. Zonneville that the minutes of the meeting of February 11, 2025 be approved.

CARRIED

7. Business arising from the minutes

8. Board Education

A copy of "Enabling Torontonians to grow and thrive; measuring the social impact of Toronto Public Library" was distributed to each board member. K. Robinson also brought to the attention of the board the purchase



of several copies of “How Big Things Get Done” as per the recommendation of the Grand Trunk Ad Hoc Committee.

9. **Business of the Board**

- 9.1. **Report from PCIN:** At the last meeting there was discussion of the Strategic Plan and Perth South cost distribution.
- 9.2. **Report from OLS:** No report.
- 9.3. **Report from City Council:** J. Burbach reported that the City is actively recruiting a replacement CAO. There was discussion of tariffs and the potential budget impact.
- 9.4. **Library Space Ad Hoc Committee:** K. Robinson is continuing meeting with key partners and working on an advocacy strategy with K. Kochany.
- 9.5. **Performance Review Committee:** No report.
- 9.6. **Library Finance Oversight Committee:**

- 9.6.1. **Draft Library Investment Policy**

- 2025-18 Moved by A. Quadry, seconded by P. Lewis to adopt the new Investment Policy.

- CARRIED

10. **CEO Reports**

10.1. **Monitoring Reports and Financials**

2025-19 Moved by C. Zonnville, seconded by J. Burbach to accept the CEO Monitoring Reports.

CARRIED

10.2. **2025 Q1 Statistics**

10.3. **2025 Q1 CEO Workplan Update**

10.4. **2024 Annual Report**

10.5. **2024 Valuing Ontario Libraries (VOLT) results**

10.6. **Policy: OP 1 Room Booking**

2025-20 Moved by A. Quadry, seconded by E. Perin to approve the recommended changes to the Room Rental policy and the new room rental fees.

CARRIED

11. **Closed Session**

12. **Labour relations; Personal information regarding an identifiable individual**

2025-21 Moved by E. Perin, seconded by J. Burbach to move to closed session (8:03pm)

CARRIED

2025-22 Moved by E. Perin, seconded by P. Connolly to move to open session (8:13pm)

CARRIED

2025-23 Moved by P. Lewis, seconded by A. Quadry to accept motions made in camera



CARRIED

13. Correspondence

K. Robinson reminded the Board of the Homecare Symposium taking place on April 16 at the Stratford Country Club.

14. Other Business:

15. Board Evaluation

K. Robinson will bring examples of evaluations to the May meeting. K. Kochany will also investigate tools from other boards.

16. Confirmation of date and time of next meeting: May 13, 2025 at 6:45pm.

17. Adjournment

2025-24 Moved E. Perin that the meeting adjourn at 8:30pm

CARRIED

Krista Robinson, CEO

Mackenzie Kipfer, Vice Chair

SPL Report to the Board

MEETING DATE: MAY 13, 2025
FROM: KRISTA ROBINSON, CEO | LIBRARY DIRECTOR
SUBJECT: BOARD SELF-EVALUATION



Recommendation

THAT the Library Board adopt the draft Board Performance and Self-Evaluation policy
AND THAT the Library Board adopt using the Governing Good Board Self-Evaluation Questionnaire as the Board evaluation tool.

Background

Self-evaluations, or self-assessments, are used by boards to help improve governance. Typically, self-evaluation involves a questionnaire that members complete individually. Self-assessment tools vary in length and frequency of use, but are generally considered a best practice. Formats include evaluations of the member individually, the board as a whole or both. Questionnaires can cover topics such as how well the board deals with its functions in relation to goal setting, strategy, compliance, or risk management. Other subjects include conduct during meetings, knowledge of procedures, or its relationship with the CEO. Questionnaires can be provided on paper, online or conducted through in-person interviews.

At the April 2025 Library Board meeting, the Board requested the CEO to review possible evaluation tools and bring them back to the May Board meeting for consideration.

Report

Upon review of library board evaluations tools being used, the following was discovered:

Governing Good's Board Self-Evaluation Tool

The primary tool being used was the "Governing Good's Board Self-Evaluation Tool". This board assessment tool was developed by Dalhousie University's College of Continuing Education and has been made available on the Governing Good website for non-profit boards to use. It assesses:

- How well a board has done its job (7 questions)
- How well the board has conducted itself (12 questions)
- A board's relationship with the CEO (10 questions)
- Feedback to the chair of the board (11 questions)
- An individual board member's performance (13 questions) (retained by individual)

Each section has a rating scale of 1 through 5 and allows for an overall rating by adding up section scores.

Governing Good recommends that boards use this as a source of ideas to inform the development of their own board self-evaluation tool. It is suggested that a board complete the assessment as an "experiment" and then develop a customized version based this experience.

Ontario Library Service's Individual Self Evaluation Tool [\[source\]](#)

This self-assessment tool is designed to help board members review their personal contribution to effective governance by reflecting on their behaviour in relation to the board's roles, responsibilities, and activities. It is a



simple survey with 21 questions, agree/disagree answering options, as well as an area to comment on ways one may improve in the area.

Other Tools:

Larger libraries generally use much more detailed evaluation tools.

- London Public Library has adopted [the ALA Library Trustee Self-Evaluation tool](#) (must have a membership), which is a detailed 25-page survey.
- Ottawa Public Library has a [custom survey](#) (67 questions) which evaluates similar items as the Governing Good survey but in a much more detailed fashion, as well as more specific topics like finances, succession planning, and stakeholder communications.
- Edmonton Public Library's [survey](#) looked at board performance, individual performance, and allowed for general comments, something most surveys did not include.

Based on the general well roundedness of the Governing Good evaluation tool in that it looks at a variety of performance areas, including the board in general, the individual members as well as the Chair, staff are recommending that the Library Board adopt the Governing Good evaluation tool as their performance and self-evaluation tool. Once an initial evaluation has been conducted, the board may choose to adjust or add questions as needed.

A Board Performance and Evaluation policy has been drafted for Board consideration.



POLICY: Board Performance and Evaluation		POLICY NO: LG ##
POLICY LEVEL: Governance	LAST REVIEW / REVISION DATE: May 13, 2025	SCHEDULED REVIEW DATE: May 2029

Board Performance and Evaluation

The Stratford Public Library Board is committed to continuously improving its performance as well as the overall governance of the Library.

To achieve this goal, the Board will evaluate itself, through a Board Self-Evaluation process. Board Self-Evaluation is to assess management of the board, to acknowledge goals achieved, determine strengths and weaknesses, provide perspective to the Board's activity and act as a guide for future planning.

The Chair, working closely with the Library CEO, will be primarily responsible for planning, implementing, and ensuring follow-up for each of these activities, as well as implementing any actions.

Process

1. Library Board self-evaluation will be conducted biannually, at the end of the first and third years of a Board's term.
2. In October of an evaluation year, each member of the Board will receive a copy of the Board Self-Evaluation questionnaire. The questionnaire will be completed and returned to the Chair. The Individual Assessment will be kept by the Board member.
3. The questionnaire will be aggregated by the Chair and discussed by the Board in December of each year.
4. The Board may formulate a work plan which will highlight specific goals and objectives for its development in identified areas to be considered for the following year.
5. Individual Board members will discuss growth opportunities with the Chair.

Board Evaluation Form

An evaluation form will be used to obtain Board member input into the following areas:

- Section A: How well has the Board done its job?
- Section B: How well has the Board conducted itself?
- Section C: The Board's relationship with the CEO/Library Director
- Section D: Feedback to the Chair of the Board
- Section E: My performance as an individual board member (not shared)

All board members should answer each question as honestly as possible.

References:

- LB 02 Library Board Governance Bylaws

ORIGINAL DATE ADOPTED	May 13, 2025	Review Cycle	4 years
REVIEW/APPROVAL HISTORY			





Board Self-Evaluation Questionnaire

A Tool for Improving the Governance Practices of
Non-Profit Organizations

Name_____ For period from _____to _____

Governinggood

Instructions:

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

A. How well has the board done its job?

1. Our organization operates with a strategic plan or a set of measurable goals and priorities.	1	2	3	4	5
2. The board's regular meeting agenda items helps focus our attention on our strategic plan or priorities.	1	2	3	4	5
3. The board assesses how the organization is achieving its mission and goals.	1	2	3	4	5
4. The board makes time to explore external challenges and opportunities facing the organization in the community.	1	2	3	4	5
5. The board has created or reviewed, in this period, some of its key governance documents (e.g. policies, by laws, board position descriptions, committee terms of reference).	1	2	3	4	5
6. The board gives direction to staff on how to achieve the goals primarily by setting, referring to, or revising policies.	1	2	3	4	5
7. The board has identified and reviewed the organization's relationship with each of its key stakeholders.	1	2	3	4	5
8. The board ensures that the organization's accomplishments and challenges are communicated to key stakeholders.	1	2	3	4	5
9. The board has ensured that stakeholders have received reports on how our organization has used its financial and human resources.	1	2	3	4	5

My overall rating (add together the total of the numbers circled):

☐ Excellent (40+) ☐ Satisfactory (39-24) ☐ Poor (24-10)

B. How well has the board conducted itself?

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

1. As board members we are aware of what is expected of us.	1	2	3	4	5
2. The agenda of board meetings are well planned so that we are able to get through all necessary board business.	1	2	3	4	5
3. It seems like most board members come to meetings prepared.	1	2	3	4	5
4. We receive written reports to the board in advance of our meetings.	1	2	3	4	5
5. All board members participate in important board discussions.	1	2	3	4	5
6. We do a good job encouraging and dealing with different points of view.	1	2	3	4	5
7. We all support the decisions we make.	1	2	3	4	5
8. The board assesses its make-up, diversity and skills in advance of recruiting new board members.	1	2	3	4	5
9. The board assumes much of the responsibility for director recruitment and orientation.	1	2	3	4	5
10. Board members have some interaction with external stakeholders at board meetings (e.g. as guests) or between meetings in their role as board members	1	2	3	4	5

My overall rating (add together the total of the numbers circled):

☐ Excellent (40+) ☐ Satisfactory (39-24) ☐ Poor (24-10)

C. The board's relationship with CEO / Library Director

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

1. There is a clear understanding on most matters where the board's role ends and the library director's begins.	1	2	3	4	5
2. There is good two-way communication between the board and the library director.	1	2	3	4	5
3. The board trusts the judgment of the library director.	1	2	3	4	5
4. The board provides direction to the library director by setting and reviewing policies	1	2	3	4	5
5. The board has reviewed the kinds of information and level of detail it requires from the library director.	1	2	3	4	5
6. The board has developed formal criteria and a process for evaluating the library director.	1	2	3	4	5
7. The board, or a committee of the board, has formally evaluated the library director within the past 12-24 months.	1	2	3	4	5
8. The board evaluates the library director primarily on the accomplishment of the organization's strategic goals and priorities and adherence to policy.	1	2	3	4	5
9. The board provides feedback and shows its appreciation to the library director on a regular basis.	1	2	3	4	5
10. The board ensures that the library director is able to take advantage of professional development opportunities.	1	2	3	4	5

My overall rating (add together the total of the numbers circled):

☐ Excellent (40+) ☐ Satisfactory (39-24) ☐ Poor (24-10)

D. Feedback to the chair of the board

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

1. The chair is well prepared for board meetings.	1	2	3	4	5
2. The chair helps the board stick to the agenda.	1	2	3	4	5
3. The chair tries hard to ensure that every board member has an opportunity to be heard.	1	2	3	4	5
4. The chair is skilled at managing different points of view.	1	2	3	4	5
5. The chair has demonstrated versatility in facilitating board discussions.	1	2	3	4	5
6. The chair knows how to be direct with an individual board member when their behaviour needs to change.	1	2	3	4	5
7. The chair helps the board work well together.	1	2	3	4	5
8. The chair demonstrates good listening skills.	1	2	3	4	5
9. The board supports the chair.	1	2	3	4	5
10. The chair is effective in delegating responsibility to board members where necessary.	1	2	3	4	5

My overall rating (add together the total of the numbers circled):

☐ Excellent (40+) ☐ Satisfactory (39-24) ☐ Poor (24-10)

E. My performance as a board member (Not to be shared)

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

1. I am aware of what is expected of me as a board member.	1	2	3	4	5
2. I have a good record of meeting attendance.	1	2	3	4	5
3. I read the minutes, reports and other materials in advance of our board meetings.	1	2	3	4	5
4. I am familiar with what is in the organization's by-laws and governing policies.	1	2	3	4	5
5. I frequently encourage other board members to express their opinions at board meetings.	1	2	3	4	5
6. I am encouraged by other board members to express my opinions at board meetings.	1	2	3	4	5
7. I am a good listener at board meetings.	1	2	3	4	5
8. I follow through on things I have said I would do.	1	2	3	4	5
9. I maintain the confidentiality of all board decisions.	1	2	3	4	5
10. When I have a different opinion than the majority, I raise it.	1	2	3	4	5
11. I support board decisions once they are made even if I do not agree with them.	1	2	3	4	5
12. I promote the work of our organization in the community whenever I had a chance to do so.	1	2	3	4	5
13. I stay informed about issues relevant to our mission and bring such information to the attention of the board.	1	2	3	4	5

My overall rating (add together the total of the numbers circled):

☐ Excellent (40+) ☐ Satisfactory (39-24) ☐ Poor (24-10)

LET'S TALK LIBRARIES

A blog by the Ontario Library Service

APRIL 29, 2025 BY KATE GRAHAM

Can 'strong mayors' strengthen libraries?



On May 1, 2025, the Ontario Government is extending 'strong mayor' powers to the heads of council in an additional 169 municipalities in Ontario. These powers were originally introduced in Toronto and Ottawa in 2022 and then to 45 additional municipalities in 2023. By May 2025, almost half of Ontario's municipalities – and the vast majority of the province's population – will live in communities with 'strong mayors' (see [list of municipalities here](#)).

What does this mean, and how will it impact Ontario's public libraries?

Let's start with the basics. The 'strong mayor' model comes from the United States, where municipalities operate within defined forms of local government. The term 'strong mayor' refers to a variant of the 'mayor-council' model of local government where executive authority is concentrated with the mayor. In this model, the mayor – and mayor alone – can make decisions on municipal services, staff and finances (with lots of variation between municipalities!). This is different from the 'council-manager' form where these decisions usually rest with all of council, and the mayor has just one vote. In most of Canada, municipalities generally operate with the 'council-manager' form – including in Ontario, until 2022.

Importantly, these governance models have different philosophical approaches. The council-manager form operates on the premise of *professionalism*: that the administration of local government must be managed by a professional and (generally) apolitical chief executive who remains responsible to fulfilling the goals and objectives adopted by council as a whole. The mayor-council form privileges *political representation*: the premise that the administration of government should be directed by the political will of the people as determined through an election process, and where the mayor is elected with a special community-wide mandate.

In practice, both models have strengths and weaknesses – and they produce different realities for local governance, particularly in things like relationships between the mayor and other key roles (eg. councillors, senior administrators, leaders of boards and commissions) and in processes like the budget.

This marks a significant change in local governance in Ontario – but how will it affect Ontario's public libraries? The short answer is that we don't know yet. Even in the 47 municipalities with over a year of 'strong mayor' experience, the model is new enough that how it has translated into changes in governance are still evolving. From municipality to municipality, and from mayor to mayor, the implementation of this model varies. For the 169 additional municipalities being added in May, it will take some time before the implications of this change can be observed.

In February 2025, the Ontario Library Service convened a discussion with library leaders about this new model ([watch the recording on LearnHQ](#)). The session included library CEOs, senior leaders and a few elected official board members. When asked about

observations of 'strong mayor powers' and local governance, the feedback from the group was decidedly mixed. Generally the group agreed that these powers are significantly changing local governance – but there was less optimism about whether this model will translate into more effective or efficient local governance.



Perhaps the most consequential aspect for libraries of this governance change is with respect to the budget process. The mechanics of how the budget is prepared, evaluated, tabled and adopted seems to vary by community – creating a new navigational challenge for library leaders. Building a strong relationship with the mayor (and where present, the mayor's key staff) will likely emerge over time as a much higher priority for library leaders, particularly where a significant budget request is on the horizon. Where the mayor is a strong library champion, the introduction of 'strong mayor' powers may be helpful; where the mayor is not (yet?) a strong library champion, this model may pose a significant challenge.

One thing is certain: library leaders will be paying close attention to how 'strong mayors' change realities for Ontario's public libraries, creating both new challenges and potentially new opportunities (and if you're interested in sharing your own observations on this question, [here is a 4 minute survey](#) where you can do so). Taking advantage of opportunities to share lessons learned will be an important part of the collective learning ahead.

LIBRARY SPACE ADHOC COMMITTEE MINUTES

Wednesday April 23, 2025, 5:00pm | In Person Meeting



MEMBERS OF THE COMMITTEE PRESENT

Philip Connolly, Michael Corbett, Kaitlyn Kochany

ABSENT

David Mackey

MEMBERS OF STAFF PRESENT

Krista Robinson, CEO

1. New Business

1.1. Grand Trunk Renewal Update

CEO provided an update on the last GTR Ad Hoc meeting where Svec group presented on the work they will be doing over the next couple of months. They will be doing a strategic analysis using on what goes where on the site, and the implications of those decisions. This report will be brought to the committee in May.

The staff working group have met once to discuss the scope of work in obtaining a consultant to develop a high-level space program. They meet again on April 28.

1.2. 2025 Draft Advocacy Plan and Activation

Krista and Kaitlyn have met to start drafting an advocacy plan to start garnering council and community support for increase space. The objectives were reviewed and discussed.

The first project will be providing tours to City Council, providing an opportunity for conversation where we will try to determine their support for our expansion / concerns they may have.

Krista will send the committee the list of dates for the tours to ensure board representation at all of them.

The Fundraising / Advocacy staff member's job description is in development and staff hope to have it out by the end of May.

1.3. Library Tours

Krista noted that there is new net zero library which opened recently in London and the group was interested in obtaining a tour.

A tour of the Harper branch of the Waterloo Public Library will also be explored.

2. Next Steps

- Hire Fund Development Coordinator (2025)
- Review population projections and community needs
- Determine the timeline of library needs
- Look at all of our space options – short and long term if the Community Hub does not work out (Plan B)

3. Upcoming Events

- GTR Ad Hoc meeting, Monday May 20, Monday June 16; both at 4pm, City Hall
- Council meeting, Monday July 14, 7pm at City Hall

4. Next Meeting

- TBD

5. Adjournment



DRAFT

SPL Report to the Board

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



Financial Condition

- As of May 9, all 2024 expense are tracking per estimates.
- April's installment of the Perth South service agreement was received.
- The Library Board received two significant donations in April. The Teahen Family Nutrition and Wellness Fund through Stratford Perth Community Foundation donated \$500 towards the Snack Stop and an anonymous donor donated \$12,078 toward the library's general needs. These funds are now in the Libro bank account.

Updates

Staffing

- The library is currently recruiting two student pages. Two of our current student pages will be leaving for post-secondary schooling in the fall.
- A co-op student from the MLIS program at University of Western Ontario has joined us until August and will be conducting a diversity audit of the collection.

General News

- Ballinran Entertainment filmed a scene for an upcoming documentary about the life of a Chinese violinist on April 16. Filming occurred in the adult floor prior to opening to ensure no disruption to service.
- CELA (Center for Equitable Access) has announced that as of July 31, 2025 they will no longer be providing books or magazines in disc format to libraries or directly to patrons. Libraries can continue to circulate the collection they have, but no new copies will become available. Staff will be learning how to support CELA patrons in the CELA digital format that will be the primary source of materials for CELA patrons.
- Starting in May, Canadian Mental Health Association Huron Perth Addiction and Mental Health Services will be attending the library twice a month to promote anti-hate resources and help youth and parents seeking their services.
- There have been a number of lovely art displays throughout the library in April and May, most with a focus on textiles. The adult floor is showcasing Lauren Wright Vartanian's Stitching Science Textile Art Alphabet Series, Barb Hagarty's Felted Fibre Art, and Yanni Chen - Florals & Zentangles: From Acrylic to Watercolour. The auditorium is hosting Whisper Project #2: a textile arts game of telephone with the Guelph-Fergus Pod of SAQA (Studio Art Quilt Associates).
- The emergency ramp work at the rear of the building is having work done on it to repair a number of cracks. One parking spot has been taken out of service during the construction.

Programming

- The Library hosted a fun filled PD Day on May 2. The theme was Puppetpalooza. There was a morning storytime and an afternoon puppet making program and show.
- Teen services ran a Fix it Workshop at SDSS. In this workshop, Brooke taught grade 11 students a number of practical adulting skills such as how to change batteries in a remote, match screws to screwdrivers, fill holes with drywall, change a lightbulb, and even how to plunge a toilet.
- The MakerSpace is now offering TinkerLab programs on Saturday mornings for youth to come tinker,



code, 3D design, and discover new skills.

- A sneak peak of the new Here For Now Theatre's 2024/5 season was offered on May 7 with Fiona Mongillo, the artistic director and Sheila McCarthy who is one of the show directors.

Select CEO Activities

Meetings

- April 2: Economic Task Force on Tariffs
- April 8: FOPL AGM
- April 25: downloadLibrary Committee meeting
- April 28: Grand Trunk Renewal staff meeting
- April 30: PCIN Management meeting
- May 1: CEO Networking meeting
- May 2: SWOLA meeting at Brantford Public Library
- May 5: Joint CLT meeting
- May 6: Table for Ei8ht with Global Philanthropic Canada

Professional Development

- April 14: Running Effective Meetings
- April 23-24: First Aid training

Advocacy

- April 9: State of the City 2025 Mayors Breakfast
- May 9: Memorial Baptist Coffee Time Chat

News and Coming Events

SPL in the News

- [Library's annual report shows busy year](#) April 24, Stratford Today
- [Stratford Public Library reports record growth, usage](#) April 25, Beacon Herald
- [Library sees 10% rise in usage in 2024 compared to 2023](#) May 2, Stratford Times (page 6)
- [Local librarians honoured provincially for inclusivity efforts](#) Feb 7, Stratford Today

Upcoming Events

- Victoria Day – Closed May 18, 19
- Staff Development Day – Closed June 9

STRATFORD PUBLIC LIBRARY MONTHLY STATEMENT

For period ending

	December 31, 2024 - NOT FINAL			April 30, 2025		2025 YTD			
	2024 BUDGET	2024 ACTUAL	VARIANCE (\$)	2025 BUDGET	BUDGET (straight line)	2025 YTD ACTUAL	VARIANCE (\$)	VARIANCE (%)	
MUNICIPAL FUNDING	2,913,558	2,913,558	-	3,093,129	1,031,043	1,031,043	-	-67%	
REVENUE									
CANADA GRANTS	8,180	8,872	692	8,800	2,933	-	-	8,800	-100%
ANNUAL PROVINCIAL FUNDING	57,202	57,632	430	57,400	19,133	-	-	57,400	-100%
OTHER MUNICIPALITIES	45,480	26,713	- 18,767	35,000	11,666.67	25,000	-	10,000	-29%
FINES & FEES	8,500	12,959	4,459	10,000	3,333	4,619	-	5,381	-54%
DONATIONS	5,000	12,453	7,453	6,000	2,000	3,240	-	2,760	-46%
TRANSFER FROM RESERVE				20,000	6,667		-	20,000	-100%
RECOVERABLES	9,348	26,781	17,433	11,011	3,670	13,842		2,831	26%
RECOVERABLE - PCIN to SPL	96,631	96,631	-	96,169	32,056	-	-	96,169	-100%
Total REVENUE	\$ 3,143,899	\$ 3,155,599	11,700	\$ 3,337,509	1,112,503	\$ 1,077,745	-\$ 2,259,764		-68%
EXPENSES									
WAGES & BENEFITS	2,411,970	2,297,037	- 114,934	2,428,670	809,557	755,868	-	1,672,802	-69%
BUILDING EXPENSES	95,163	79,853	- 15,310	94,529	31,510	34,894	-	59,635	-63%
INTERFUNCTIONAL MAINTENANCE				68,310	22,770		-	68,310	-100%
COMMUNICATIONS & INTERNET	20,000	15,903	- 4,097	20,000	6,667	4,426	-	15,574	-78%
VEHICLES	2,750	651	- 2,099	2,750	917	-	-	2,750	-100%
MEMBERSHIPS	2,750	2,839	89	2,750	917	2,200	-	550	-20%
TRAINING	22,000	17,553	- 4,447	22,000	7,333	12,487	-	9,513	-43%
COLLECTIONS	2,500	3,860	1,360	90,000	30,000	89,198	-	802	-1%
OFFICE SUPPLIES	25,840	24,654	- 1,186	25,900	8,633	5,920	-	19,980	-77%
ADVERTISING & PRINTING	16,000	19,332	3,332	17,330	5,777	8,749	-	8,581	-50%
MAINTENANCE CONTRACTS	380	420	40	938	313	420	-	518	-55%
MAINTENANCE CONTRACTS - SPL to PCIN	75,926	75,926	-	80,502	26,834	-	-	80,502	-100%
SUPPLIES & EQUIPMENT	18,450	9,179	- 9,271	19,000	6,333	984	-	18,016	-95%
MILEAGE	3,080	1,474	- 1,606	2,000	667	-	-	2,000	-100%
LEGAL FEES	5,000	12,230	7,230	5,000	1,667	4,600	-	400	-8%
PROGRAMMING & MAKERSPACE	13,845	33,090	19,245	14,370	4,790	7,031	-	7,339	-51%
CONTRACTORS	15,500	38,336	22,836	52,000	17,333	8,447	-	43,553	-84%
BOARD EXPENSES	6,530	8,028	1,498	6,570	2,190	2,105	-	4,465	-68%
RESERVES	406,210	406,210	-	384,890	128,297	-	-	384,890	-100%
Total EXPENSES	\$ 3,143,894	\$ 3,046,574	- 97,320	\$ 3,337,509	\$ 1,112,503	\$ 937,329	-\$ 2,400,180		-72%
SURPLUS/(DEFICIT)		\$ 109,025	109,020			\$ 140,416	\$ 140,416		

CAPITAL - subset of Reserves

COLLECTIONS	\$ 227,170	\$ 216,235	\$ 169,744	\$ 37,810
TECHNOLOGY	\$ 49,200	\$ 42,222	\$ 31,000	\$ 12,272
FORECAST PROJECTS			\$ 174,256	
Total CAPITAL EXPENSES	\$ 276,370	\$ 258,457	\$ 375,000	\$ 50,082

BALANCE SHEET

LIBRO ACCOUNT (March 31, 2025)	\$ 50,574
LIBRO INVESTMENT	\$ 50,000
STRATFORD PERTH COMMUNITY FOUNDATION	\$ 254,366
	\$ 354,940

FUNDS

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

SPL Report to the Board



MEETING DATE: MAY 13, 2025
FROM: KRISTA ROBINSON, CEO | LIBRARY DIRECTOR
POLICY REVIEW COMMITTEE
SUBJECT: WORKING FROM HOME POLICY

Recommendation

THAT the Library Board approve the recommended changes to the Working from Home policy

Background

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

Report

OP 06 Working From Home – ADOPTED 2022

The spirit of this policy has remained the same, however it has been updated to be consistent with other library policies. Additionally, with the Board approving policy and not procedures, it is being recommended to remove the procedural components from both the name and the policy itself. Procedures will be updated at an operational level once the policy is approved.

- The name of the policy has been changed to Remote Work as not all work locations may be at home.
- Many sections have been consolidated into a single Terms and Conditions section.
- More details have been added in relation to equipment and connectivity.
- Have added the ability for the CEO to designate managers the responsibility of approving remote work requests.



Remote Work Policy Working from Home Procedure

Commented [KR1]: Removed Procedure – this is a policy
Also updated name to Remote Work. Not all remote work will be done at home.

Legal References: Ontario **Employment Standards Act**, S.O. 2000, C.41;
Ontario **Human Rights Code**, R.S.O. 1990, c.H.19;
Occupational Health and Safety Act, R.S.O. 1990, C.O.1;

Policy References: Stratford Public Library Staff Manual, particularly:
p.12 "Location of Work; Working from Home"
p.41 "Use of Technology"

The Stratford Public Library supports and encourages flexible work arrangements (SPL) recognizes that working from home (telecommuting) may be necessary or desirable. SPL supports and encourages flexibility in Employee work arrangements where when it is possible and practical to do so without compromising the efficiency and effectiveness of the Library. This Procedure Policy outlines how the Library will administer telecommuting remote work and provides guidance for management and eligible employees, for Employees approved to telecommute work remotely on a regular, infrequent, or emergency basis.

1.0 Eligibility

- 1.1 Telecommuting Remote work is an employee privilege and is not a guarantee or entitlement. Due to service delivery needs or the nature of the work, telecommuting remote work cannot be implemented for all positions.
- 1.2 All telecommuting Remote work arrangements must be reviewed and approved by the CEO or designate. The conditions of the telecommuting remote work arrangement are subject to review and revision by the CEO, or designate.
- 1.3 Characteristics of jobs that can be performed successfully from home remotely include:
 - Administrative, research and project-based work;
 - Individual projects that do not require direct interaction with the public, such as program planning, social media/marketing, and collection development
 - Work that can be taken to and from the eEmployee's home with ease;

- Face-to-face contact with Managers, clients, members of the public, other Employees, etc. can be scheduled as necessary at the workplace; and
 - Confidentiality requirements of the job can be met from a ~~home-remote~~ location.
- 1.4 Not all jobs are appropriate for flexible work arrangements, and not all requests for the ability to work ~~from home/remotely~~ may be approved. There are several instances that may restrict flexibility such as operating hours, peak or critical periods when staff are required, jobs that require face-to-face interactions or tasks that require access to equipment only available on site.
- 1.5 Once a ~~work-working remotely from home~~ arrangement has been approved, the ~~e~~Employee must review and sign ~~the a Work from Home (Telecommuting) Remote Work Agreement, at Appendix "A" to this Policy.~~

2.0 Guiding Principles of Telecommuting:

- ~~2.1 It is a privilege based on an underlying philosophy of trust and mutual benefit.~~
- ~~2.2 It is at the discretion of the CEO or designate following consultation and discussion with the Employee.~~
- ~~2.3 It does not change the terms and conditions of employment.~~
- ~~2.4 It does not make the Employee eligible for any form of subsidy since the benefits are seen as being mutual.~~
- ~~2.5 It does not mean that all equipment will be provided by the Library.~~
- ~~2.6 If equipment is provided by the Library, the Employee will ensure all equipment that is the property of the Library remains in good working condition at all time and is returned to the Library in the same condition as when it left.~~
- ~~2.7 Working conditions at home must be conducive to the work being performed.~~
- ~~2.8 Misuse of a working from home arrangement may result in immediate termination of the privilege, and may result in appropriate disciplinary measures, up to and including dismissal from employment.~~
- ~~2.9 Any and all work product created or completed during a work from home arrangement are the property of the Library.~~
- ~~2.10 Should an Employee wish to take a vacation day or require a sick day during a working from home arrangement, normal in-office protocols apply for approvals, etc.~~
- ~~2.11 Employees must ensure that dependent care arrangements are in place and that personal responsibilities are managed in a way that allows them to successfully meet their job responsibilities. WFH is not a substitute for dependent care.~~
- ~~2.12 WFH is not a last-minute work-around for personal appointments such as house repairs or other personal tasks. All WFH arrangements must be approved in advance, and as per this procedure.~~

Commented [KR2]: Simplified and updated under Terms and Conditions

3.0 Operational Considerations

A work from home arrangement will be successful if:

Commented [KR3]: Simplified and moved under Terms and Conditions

- 3.1 ~~Performance of the work from home is both operationally feasible and services provided will not be compromised~~
- 3.2 ~~The Library will be able to retain the right mix of people working from home and people working in the office to meet all operational requirements~~
- 3.3 ~~The Employee on a work from home arrangement may occasionally be called to attend a meeting at the Library's request on short notice. The Employee must remain flexible to accommodate the Library's requirements, if called in on short notice~~
- 3.4 ~~The department is able to accept and absorb change~~
- 3.5 ~~Confidentiality and records management requirements can be maintained~~
- 3.6 ~~Working from home will not negatively impact client/customer service and will not impact the ability of co-workers to perform their responsibilities~~
- 3.7 ~~Any approved work from home arrangement may be cancelled without notice; however, the Library will endeavour to provide reasonable notice where possible.~~

4.02.0 Types of ~~Work from Home~~ Remote Work Arrangements

4.02.1 **Infrequent:** Approved on a case-by-case basis. This type of ~~remote~~ work ~~at home~~ arrangement is mutually beneficial for the ~~e~~Employee and the Library to have work completed in a timely manner. It may also be appropriate where work needs to be completed with minimum distraction or interruption in order to meet reporting deadlines.

4.02.2 **Project Work:** Project-based work ~~from home arrangement~~ may require an Employee to devote all resources over a short period of time to a specific project or assignment. Working ~~remotely at home~~ may provide an ideal work environment to meet such a requirement. All proposals must include specific strategies for maintaining two-way communication with the ~~workplace~~library. Arrangements may need to be revoked based on changing needs or circumstances.

4.02.3 **Modified duties:** The Library will participate in a modified duty assignment if medically necessary. These arrangements would be considered temporary as part of a "return to work" program or other required medical accommodation.

4.02.4 **Emergency:** This situation arises when emergency situations limit the ability for Employees to work from their normal work location. This type of ~~remote~~ work ~~from home~~ arrangement would generally involve ~~e~~Employees who cannot come into the ~~office~~library because of an emergency impacting the entire population, such as a pandemic where ~~e~~Employees are practicing physical distancing, or a localized emergency impacting the ~~library's~~work location, such as a tornado destroying the ~~library facility's~~normal work location. This would only occur on an as-needed basis when ~~the~~ CEO or ~~designate~~ determines ~~it~~ necessary. In the circumstances of a declared emergency, advance completion of the ~~Work from Home~~ ~~(Telecommuting Remote Work)~~ Agreement is not required.

5.0 ~~Use of Technology~~

Commented [KR4]: Simplified under Terms and conditions

- ~~5.1 Consultation with the Employee's Manager, Human Resources and Information Technology Services (ITS) is required to ensure that a work from home arrangement and technology requirements can be met, or can be met within a reasonable cost.~~
- ~~5.2 The Employee must have a private home internet connection and a Library-issued laptop.~~
- ~~5.3 The Employee is responsible for all costs associated with the home work space, such as furniture, utilities, insurance, internet and telephone connections, etc.~~
- ~~5.4 The Library will supply the employee with appropriate office supplies (pens, paper, etc.) for successful completion of job responsibilities.~~
- ~~5.5 In the event of a power outage or internet connectivity issues, the Employee shall notify the Manager or Director who will provide an alternative work arrangement.~~
- ~~5.6 On a case-by-case basis, SPL will determine, with information supplied by the employee and the supervisor, the appropriate equipment needs (including hardware, software, and other office equipment) for each telecommuting arrangement.~~
- ~~5.7 When access to the SPL network is required to complete functions of the job, a SPL owned laptop or computer will be provided to ensure network security.~~
- ~~5.8 Equipment supplied by the SPL will be maintained by the SPL. Equipment supplied by the employee, if deemed appropriate by the organization, will be maintained by the employee. SPL accepts no responsibility for damage or repairs to employee-owned equipment. SPL reserves the right to make determinations as to appropriate equipment, subject to change at any time.~~
- ~~5.9 All SPL provided equipment must be returned promptly upon termination of the telecommuting arrangement.~~
- ~~5.10 Files and documents must be protected from unauthorized disclosure or damage and returned safely to the regularly assigned work location immediately upon request.~~
- ~~5.11 SPL information stored on an employee's personal computer is subject to public disclosure requirements.~~

6.0 Policies:

- ~~6.1 All Library policies remain in effect while working from home, and Employees are required to comply with all policies.~~

Commented [KR5]: Moved under Terms and conditions

Terms and Conditions

Employees who participate in a remote work arrangement are responsible for respecting and complying with the terms and conditions of their employment, legislations, and all library policies. Additional terms specific to remote work include:

7.0—Hours of work~~Work Hours:~~

Unless otherwise approved, during remote work days, employees are required to work a full working day and be available for business related communications throughout normal working hours. agreed to by the CEO, hours worked inside a pay period do not change as a result of working from home. Participating Employees will continue to work their required hours on a schedule agreed upon with the CEO.

3.0 Business Needs:

Despite any pre-arranged schedule, employees may be required to attend the library as directed with short notice to ensure that operational needs are met. Any expenses incurred to attend the library are not eligible for reimbursement.

4.0 Office Setup/Security

The employee must have a workspace free of distractions and a private internet connection. Confidentially and records management requirements must be maintained in accordance with the Staff Manual.

5.0 Associated Costs

All costs associated with preparing and maintaining the remote work space are the responsibility of the employee and will not be covered by the Library. The library will supply the employee with appropriate office supplies (pens, paper, etc.) for successful completion of job responsibilities.

6.0 Equipment

On a case by case basis, the library may issue equipment appropriate for the remote work arrangement. This will be determined between the manager and IT. Equipment supplied by the library will be maintained by the library. Stratford Public Library accepts no responsibility for damage or repairs to employee-owned equipment. Equipment supplied by the Library is to be used for library business purposes only. IT will keep a record of all electronic equipment issued to employees. Upon termination of employment or initiated leave, all library property will be returned to the Stratford Public Library.

If personal equipment is being used, any library related information stored on the device will be subject to public disclosure requirements.

7.0 Remote Work Location Connectivity Issues

In the event of a power outage, internet failure, technical issue, or other circumstances preventing the employee from conducting work remotely, the employee will be required to contact their manager to discuss an alternate work location.

8.0 Dependent Care

Remote work arrangements may not be used as a replacement for child, elder, or other dependent care. Alternative child care arrangements should be in place during remote work hours. Modification to hours to assist with family care will require approval by the CEO or designate.

9.0 Health and Safety

The Employee will be required to take all reasonable and necessary precautions to ensure a healthy and safe remote workspace. Employees must review the Health and Safety checklist and take appropriate measures to align with safety measures. Employees must follow normal procedures for reporting illness or injury.

10.0 Daily Check-In

An employee working on a remote work arrangement will be required to check in at the start of their day and / or as directed by their manager.

11.0 Injury or Illness

Employees need to feel well to be productive and efficient. If an employee is sick, the same rules apply in the workplace and at home. Employees are not expected to work remotely and should utilize personal days to promote wellbeing. Remote work arrangements will end if an employee initiates medical leave. Upon return, the manager and the CEO will determine appropriate measures for remote work reinstatement.

12.0 Performance

Performance must remain satisfactory during a remote work arrangement. Performance that does not meet an acceptable standard, as determined by the CEO or designate, will result in cancellation of the remote work privileges.

Program Review

Working remotely is not a term and condition of employment and is considered a privilege. Subject to any human rights accommodation requirements and Pandemic restrictions, the Library reserves the right at any time to require employees to work primarily or exclusively from the Library. Stratford Public Library can modify or eliminate the entitlement to work remotely and direct the employees work from the library with no notice, however the Library will endeavour to provide reasonable notice whenever possible.

Employees are required to comply with this policy and all associated procedures, and it may be amended from time to time as deemed appropriate.

POLICY: Remote Work		POLICY NO: OP 06
POLICY LEVEL: Operational	LAST REVIEW / REVISION DATE: May 13, 2025	SCHEDULED REVIEW DATE: May 2028

Working Remotely

The Stratford Public Library supports and encourages flexible work arrangements where it is possible and practical to do so without compromising the efficiency and effectiveness of the Library. This Policy outlines how the Library will administer remote work and provides guidance for management and eligible employees approved to work remotely on a regular, infrequent, or emergency basis.

Eligibility

1. Remote work is an employee privilege and is not a guarantee or entitlement. Due to service delivery needs or the nature of the work, remote work cannot be implemented for all positions.
2. All remote work arrangements must be reviewed and approved by the CEO or designate. The conditions of the remote work arrangement are subject to review and revision by the CEO or designate.
3. Characteristics of jobs that can be performed successfully remotely include:
 - Administrative, research and project based work
 - Individual projects that do not require direct interaction with the public, such as program planning, social media/marketing, and collection development
 - Work that can be taken to and from the employee's remote workplace with ease
 - Face-to-face contact with managers, clients, members of the public, other employees, etc. can be scheduled as necessary at the workplace
 - Confidentiality requirements of the job can be met from a remote location.
4. Not all jobs are appropriate for flexible work arrangements, and not all requests for the ability to work remotely may be approved. There are several instances that may restrict flexibility such as operating hours, peak or critical periods when staff are required, jobs that require face-to-face interactions or tasks that require access to equipment only available on site.
5. Once a remote work arrangement has been approved, the employee must review and sign a Remote Work Agreement.

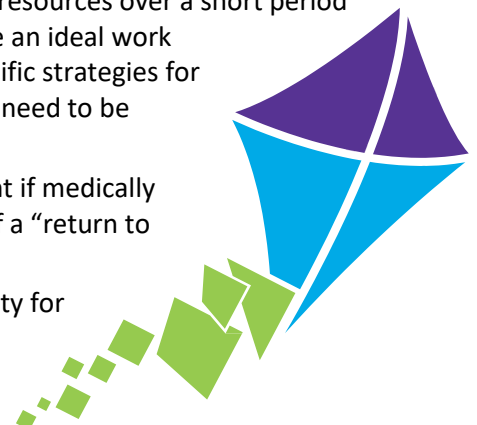
Types of Remote Work Arrangements

Infrequent: Approved on a case-by-case basis. This type of remote work arrangement is mutually beneficial for the employee and the Library to have work completed in a timely manner. It may also be appropriate where work needs to be completed with minimum distraction or interruption in order to meet reporting deadlines.

Project Work: Project based work may require an employee to devote all resources over a short period of time to a specific project or assignment. Working remotely may provide an ideal work environment to meet such a requirement. All proposals must include specific strategies for maintaining two-way communication with the library. Arrangements may need to be revoked based on changing needs or circumstances.

Modified Duties: The Library will participate in a modified duty assignment if medically necessary. These arrangements would be considered temporary as part of a "return to work" program or other required medical accommodation.

Emergency: This situation arises when emergency situations limit the ability for



employees to work from their normal work location. This type of remote work arrangement would generally involve employees who cannot come into the Library because of an emergency impacting the entire population, such as a pandemic where employees are practicing physical distancing, or a localized emergency impacting the library, such as a tornado destroying the Library facility. This would only occur on an as-needed basis when the CEO or designate determines it necessary. In the circumstances of a declared emergency, advance completion of the Remote Work Agreement is not required.

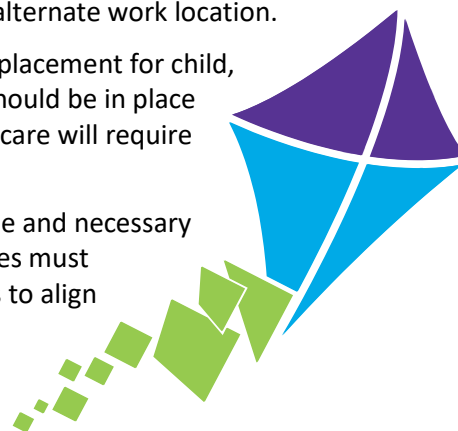
Terms and Conditions

Employees who participate in a remote work arrangement are responsible for respecting and complying with the terms and conditions of their employment, legislation, and all Library policies. Additional terms specific to remote work include:

1. **Hours of Works:** Unless otherwise approved, during remote work days, employees are required to work a full working day and be available for business related communications throughout normally scheduled working hours.
2. **Business Needs:** Despite any pre-arranged schedule, employees may be required to attend the Library as directed on short notice to ensure that operational needs are met. Any expenses incurred to attend the Library are not eligible for reimbursement.
3. **Office Setup/Security:** The employee must have a workspace free of distractions and a private internet connection. Confidentiality and records management requirements must be maintained in accordance with the Staff Manual.
4. **Associated Costs:** All costs associated with preparing and maintaining the remote work space are the responsibility of the employee and will not be covered by the Library. The Library will supply the employee with appropriate office supplies (pens, paper, etc.) for successful completion of job responsibilities.
5. **Equipment:** On a case by case basis, the Library may issue equipment appropriate for the remote work arrangement. This will be determined between the manager and IT. Equipment supplied by the Library will be maintained by the Library. Stratford Public Library accepts no responsibility for damage or repairs to employee-owned equipment. Equipment supplied by the Library is to be used for Library business purposes only. IT will keep a record of all electronic equipment issued to employees. Upon termination of employment or initiated leave, all Library property will be returned to the Stratford Public Library.

If personal equipment is being used, any Library related information stored on the device will be subject to public disclosure requirements.

6. **Remote Work Location Connectivity Issues:** In the event of a power outage, internet failure, technical issue, or other circumstances preventing the employee from conducting work remotely, the employee will be required to contact their manager to discuss an alternate work location.
7. **Dependent Care:** Remote work arrangements may not be used as a replacement for child, elder, or other dependent care. Alternative child care arrangements should be in place during remote work hours. Modification to hours to assist with family care will require approval by the CEO or designate.
8. **Health and Safety:** The employee will be required to take all reasonable and necessary precautions to ensure a healthy and safe remote workspace. Employees must review the Health and Safety Checklist and take appropriate measures to align



with safety measures. Employees must follow normal procedures for reporting illness or injury.

9. Daily Check-In: An employee working on a remote work arrangement will be required to check-in at the start of their day and/or as directed by their manager.
10. Injury or Illness: Employees need to feel well to be productive and efficient. If an employee is sick, the same rules apply in the workplace and at the remote workplace. Employees are not expected to work remotely and should utilize personal days to promote wellbeing. Remote work arrangements will end if an employee initiates medical leave. Upon return, the manager and the CEO will determine appropriate measures for remote work reinstatement.
11. Performance: Performance must remain satisfactory during a remote work arrangement. Performance that does not meet an acceptable standard, as determined by the CEO or designate, will result in cancellation of the remote work privileges.

Program Review

Working remotely is not a term and condition of employment and is considered a privilege. Subject to any human rights accommodation requirements and pandemic restrictions, the Library reserves the right at any time to require employees to work primarily or exclusively from the Library. Stratford Public Library can modify or eliminate the entitlement to work remotely and direct the employee to work from the Library with no notice, however the Library will endeavor to provide reasonable notice whenever possible.

Employees are required to comply with this policy and all associated procedures, and it may be amended from time to time as deemed appropriate.

References:

- Ontario Employment Standards Act, S.O. 2000
- Ontario Human Rights Code, R.S.O. 1990
- Occupational Health and Safety Act, R.S.O. 1990
- Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990
- LG 07 Right to Disconnect
- HR 02 Electronic Monitoring
- HR 03 Staff Manual

ORIGINAL DATE ADOPTED	April 15, 2022	Review Cycle	3 years
REVIEW/APPROVAL HISTORY			



SPL Report to the Board

MEETING DATE: MAY 13, 2025
FROM: KRISTA ROBINSON, CEO | LIBRARY DIRECTOR
SUBJECT: PAY EQUITY & COMPENSATION REVIEW UPDATE



Recommendation: To accept this report as information

Background

As part of the CEO workplan for 2025, there are two action items related to pay equity maintenance to be completed this year: a pay equity plan update, and a market review of salaries. These action items are in support of the Board's strategic direction to **Intentionally Support Our Team**.

Ensuring employees are paid fairly and competitively is a requisite for effective service delivery, given the limited resources and the challenges in attracting and retaining staff in specialized, technical and management positions in libraries. Testing the pay market regularly has evolved as best practice to ensure that the Library is paying positions at the appropriate pay target (not over and not under). Ensuring tools, processes and salary grids are in compliance with the Pay Equity Act is a key element in compensation management, and a focal point for libraries in the province.

Pay Equity Maintenance History

In 2013, SPL engaged the consultant firm Ward & Uptigrove to perform a pay equity update. W&U created a comprehensive job evaluation methodology and examined all Library positions as of Jan 1, 2014. One minor pay equity adjustment was made to the 2014 salary grid. Since that time, job evaluations have been maintained using the job evaluation system that produced the 2014 pay equity analysis.

Compensation Review History

The last external market review was conducted in 1998. It was not completed as part of the 2013 pay equity work as at the time it was felt that SPL had competitive salaries in comparison to similar sized or smaller libraries.

According to the Library Staff Manual, salary reviews will be conducted and updated at a minimum once every five years to assess market competitiveness with other libraries.

Current Work

The CEO reached out to three third-party HR consulting firms to determine suitability and to provide pricing for the necessary work. After evaluating responses, Marianne Love Consulting was retained to update our pay equity program and undergo a compensation review. ML Consulting is a well-established firm that has an extensive track record in providing consulting services in all areas of compensation, job evaluation and pay equity for public, private, and not-for-profit organizations across Ontario.

Report

MLC will be updating internal equity and pay equity compliance and assessing the competitive pay market to support employee attraction and retention. There are six key activities that will be undertaken:

Step 1: Project Planning and Coordination

This will be the collection of adequate background information including job descriptions, past studies, plans and



market data. Much of this work has been completed.

Step 2: Competitive Market Analysis (Benchmarking)

The consultant will match positions to the external market having regard to position responsibilities, organization charts, and job rates. They will produce comparative market analysis that will illustrate various market positions as defined in the project planning phase (i.e., 50th 60th percentiles) and analyze the survey data to assess external equity.

Step 3: Job Evaluation and Internal Equity

The consultants will review the job evaluation ratings and band placements.

Step 4: Compensation Structure Design and Policy Framework

Using the information from the previous steps, a new pay structure will be built, using the current banding structure. Pay equity will be tested for compliance. A target market percentile for job rates (maximum rate) will be recommended. Proposed job rates will be prepared for each band having regard to the target market percentile, tested for compression and pay equity compliance.

Step 5: Pay Equity Analysis and Amended Plan

The consultants will prepare a 2025 Pay Equity analysis using current job rates for the Library positions. Gender dominance for each position will be reviewed based on historic and current incumbency. Regular and recurring part time positions will also be included. The pay equity analysis will include both job-to-job and proportional value methodologies.

The Consultant will make recommendations regarding how best to identify and mitigate any retroactive obligations. Retroactive analysis, if required, would be subject of a separate work plan and fee estimate.

Step 6: Summary Report

The Consultants will prepare a summary report that includes the following components:

- Assessment of Job Evaluation Tools/Systems and Pay Equity compliance
- 2025 Market Summary including 2025 Proposed Job Rates
- 2025 Salary Grid
- Observations and Recommendations regarding Compensation Strategy
- Future Considerations and Next Steps

The Consultant will assist in developing implementation strategies based on best practice and ability to pay, with detailed implementation costing.