STRATFORD PUBLIC LIBRARY BOARD

AGENDA

Tuesday November 10, 2026 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 October 13, 2026
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 Finance Committee
    - 9.5. 2027 Schedule of Board Meetings
    - 9.6. Board Succession Planning
        - 9.6.1. Legacy Document
    - 9.7. Strategic Plan Extension Approval
10. CEO Reports
    - 10.1. Monitoring Report and Financial Report
    - 10.2. Emergency Response Plan
    - 10.3. 2027 CEO Workplan
    - 10.4. 2027 Schedule of Library Closures
11. Correspondence
12. Other Business
    - 12.1. Holiday social, December 8 after Board Meeting
13. Confirmation of date and time of next meeting:
    - 13.1. Board Meeting – December 8, 2026 at 6:45pm
14. Adjournment

STRATFORD PUBLIC LIBRARY BOARD

MINUTES

Tuesday October 13, 2026 6:50pm | Hybrid Meeting

MEMBERS OF THE BOARD PRESENT
Laurie Brown, Philip Connolly, Michael Corbett, Mackenzie Kipfer, Patty Lewis, David Mackey, Emma Perin, Arnab Quadry

REGRETS
Jo-Dee Burbach, Kaitlyn Kochany, Chris Zonneville

MEMBERS OF STAFF PRESENT
Krista Robinson, CEO; Cathy Perreault, Recording Secretary

1. Call to Order and Land Acknowledgment
   The meeting was called to order at the Stratford Public Library by Chair M. Corbett at 6:45 pm.
2. Chairperson's Remarks
   None.
3. Declarations of Pecuniary Interest and the General Nature Thereof
   None.
4. Approval of the Agenda
   2026-52 Moved by E. Perin, seconded by D. Mackey to approve the agenda.
   CARRIED
5. Delegations
   None.
6. Approval of the minutes of the meeting of September 8, 2026
   2026-53 Moved by P. Lewis, seconded by L. Brown to approve the minutes of September 8, 2026.
   CARRIED
7. Business arising from the minutes
   7.1. Planned Giving Policy
   2026-54 Moved by E. Perin, seconded by A. Quadry to adopt the new Planned Giving Policy and Statement of Intent.
   CARRIED
   7.2. Legacy Society
   Krista will send a poll to board members.
   7.3. 2024 Audited Statements
   Audited statements match year end financials with a small discrepancy of interest earned.
8. Business of the Board
   8.1. Report from PCIN – E. Perin, M. Corbett
   Last meeting was September 9, 2026. Main topics discussed were Perth County Reads, Code of Conduct and succession planning. Perth County Votes is continuing to have a strong presence.

8.2. Report from OLS – D. Mackey

OLS Board Assembly will be November 12th. D. Mackey would like to know if Board members are finding any value in the group forum feature.

8.3. Report from City Council – J. Burbach

None.

8.4. Strategic Plan Update

2026-55 Moved by A. Quadry, seconded by E. Perin that the updated Strategic Plan Update report be received.

CARRIED

8.5. Board Succession Planning

8.5.1. Legacy Document

Work continues on this document for approval at November meeting.

8.5.2. Timelines

Applications are now open for board members. New members may be appointed by November 23rd or December 14th council meeting.

8.6. Policies

8.6.1. Computer & Internet Use Policy

8.6.2. Collection Policy

2026-56 Moved by A. Quadry, seconded by D. Mackey that the Library Board approve the recommended changes to OP 07, Computer and Internet Access Policy and the recommended changes to OP 08, Collection Development Policy.

CARRIED

9. CEO Reports

9.1. CEO Monitoring Report and Financial Report

2026-57 Moved by E. Perin, seconded by P. Connolly to accept the CEO Reports.

CARRIED

9.2. Q3 CEO Workplan & Statistics Update

9.3. 2026 Summer Programming Report

10. Correspondence

None.

11. Other Business

Save the date - Board Christmas party December 8th following meeting

12. Confirmation of date and time of next meeting:

12.1. November 10, 2026 at 6:45pm

13. Adjournment

2026-58 Moved by M. Kipfer to adjourn at 8:22 pm

CARRIED

_____ _____

Krista Robinson, CEO Michael Corbett, Chair

STRATFORD PUBLIC LIBRARY BOARD

LIBRARY FINANCE COMMITTEE MINUTES

Thursday October 29, 2026, 11am | Virtual Meeting

MEMBERS OF THE COMMITTEE PRESENT
Laurie Brown, Mackenzie Kipfer, David Mackey

MEMBERS OF STAFF PRESENT
Krista Robinson, CEO

1. **Approval of the Agenda**

   MOVED by M. Kipfer, seconded by D. Mackey to approve the agenda.

2. **Approval of the Minutes**

   MOVED by L. Brown, seconded by D. Mackey to approve the minutes of May 27, 2026.

3. **Business from the Minutes**

   - An update on the 2027 Budget timeline was provided. For a post-election budget, the Mayor can propose a budget only in the budget year itself and is normally required to do so by February 1.If the Mayor does not propose a budget by February 1, Council must prepare and adopt the budget.
   - Staff provided the committee with information regarding the guarantee of funds held with the Stratford Perth Community Foundation.

4. **Board Investment Update**

   The Board's GIC investment held at Libro will mature February 5, 2027. Value of the investment and interest earned is expected to be $77,475 at that time.

   The Library account balance as of September 30, 2026 was $73,475.

5. **2026 Donations, Fundraising and Grant Revenue**

   The Library has raised just under $36,000 to date in 2026 through online donations, small grants, and fundraising activities. The silent disco fundraiser held on October 24 in support of the new library building raised $6,500.

   Additionally, the library swag (tshirts, bags and mugs) have raised $1,630 net so far this year.

   The Library has also received a large donation requiring a transfer from the Board's Libro account to the Stratford Perth Community Foundation. The committee will request that at the November meeting.

6. **Year End Budget Expectations**

   Forecasts are showing expenses will be coming in approx. $30,000 under budget due to gapping of staff. The Library additionally expects paybacks for sick time payouts ($48,500).

7. **Other Business**

   The committee discussed fundraising goals for the new build and the need to connect with the incoming City Council.

8. **Next Meeting**

   To be determined with the new Board.

9. **Adjournment**

DRAFT

SPL Report to the Board

MEETING DATE: NOVEMBER 10, 2026
FROM: KRISTA ROBINSON, CEO | LIBRARY DIRECTOR
SUBJECT: 2027 PROPOSED SCHEDULE OF LIBRARY BOARD MEETINGS

Recommendation

THAT the Library Board review and approve the 2027 Proposed Library Board Meeting Schedule.

Background

According to the Public Library Act and the Stratford Public Library Bylaws, the Library Board must have a minimum of seven regular meetings each year. The Stratford Public Library Board has traditionally held ten meetings annually, with no meetings in July and August. As a result, regular meetings cancelled due to weather, holiday, or lack of quorum need not be rescheduled, though the Board may elect to do so.

Meetings are currently held the second Tuesday of the month at 6:45pm with the option of in-person or virtual attendance. In cases where the majority of members have requested remote access, the CEO will consult with the Board Chair to determine if the meeting should be hosted fully online.

Discussion

The below proposed schedule provides 10 meetings. An additional draft budget meeting has been proposed for June 22.

Proposed 2027 Library Board Meeting Schedule

Month	Meeting Date
January	January 12
February	February 9
March	March 9
April	April 13
May	May 11
June	June 8
	June 22 (Draft Budget Overview)
July	No Meeting
August	No Meeting
September	September 14
October	October 12
November	November 9
December	December 14

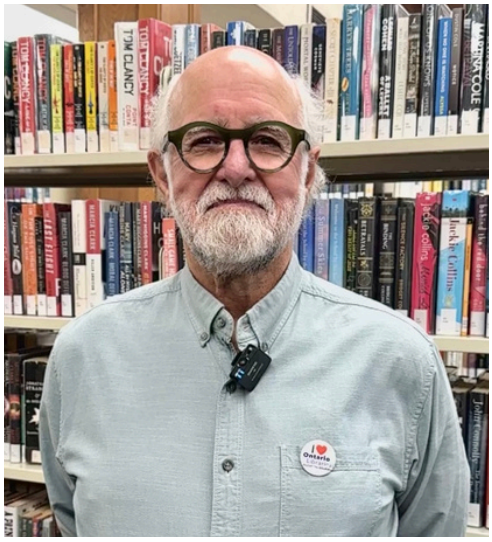


Stratford Public Library Board

LEGACY DOCUMENT

Term 2023-2026

A Note From the Chair



Welcome to the Stratford Public Library Board of Directors! On behalf of the citizens of Stratford, the Library's thousands of patrons, and SPL's staff, I thank all of you – new and returning Directors alike – for volunteering to support one of our city's most highly regarded institutions.

As members of the Board, you are serving as stewards of a community resource during a term that may well see another milestone in SPL's history: relocation to a new home. SPL opened its doors on St. Andrew Street on September 19, 1903, with just 10,000 titles on the shelves. The decisions you make and the work you do in the next few years will steer SPL through great change and, I'm sure, continued success.

I know you share in the belief that libraries are a right, accessible and hospitable to everyone. Our mission statement reflects that ideal. In an age where people are increasingly concerned about finding trusted sources of information, where social media and the long tail of COVID-19 have contributed to a sense of social isolation, and where the most vulnerable among us struggle to find care and compassion, SPL is an equitable, safe and welcoming community where everyone can explore, learn, create, connect, and be inspired. We can put a dollar figure on the financial return for municipal dollars invested in our libraries, but the social returns are immeasurable.

As outgoing Chair, it has been my honour to work with a talented and dedicated group of directors. As you'll see in this Legacy Document, we've worked hard to set the new Board up for success but also acknowledge that we're leaving you with significant 'unfinished business'. Rest assured that you have an outstanding team among Krista Robinson, CEO, and the SPL staff to help achieve this vision of a Library that will serve our community for decades to come.

My best to you all,

Michael Corbett, Chair 2023-2026

Our Mission

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

Library Board

LIBRARY BOARD TRUSTEES

Michael Corbett, Chair (2023-2026)
Mackenzie Kipfer, Vice Chair (2023-2026)
Laurie Brown (2023-2026)
Philip Connolly (2023-2026)
Kaitlyn Kochany (2023-2026)
Patricia Lewis, Vice Chair (2024-2026)
David Mackey (2023-2026)
Emma Perin (2023-2026)
Arnab Quadry (2023-2026)
Chris Zonneville (2023-2026)
Jo-Dee Burbach, Council Representative (2023-2026)
Kim Bardwell (2023)

LIBRARY SENIOR MANAGEMENT

Krista Robinson, Chief Executive Officer
Jordan Bulbrook, Technology & Operations Manager
Shauna Costache, Public Service Supervisor
Brandi Gillett, Community Engagement Supervisor



Environmental Awareness

The outgoing Board identified and prioritized a number of environmental issues in the course of reviewing its 2023-2026 Strategic Plan. At the end of that process, we concluded that with some refinement, the plan would be renewed for two years. That gives the new Board a solid foundation but also the opportunity for reassessment at the mid-point of their 2026-2030 term.

The below two environmental issues offer context for the new Board's work. These are not the only ones identified in the planning process, but thay are arguably the most significant.

Intellectual Freedom

"The banning of books is a hallmark of censorship, not democracy."
Howard Sapers, Executive Director, Canadian Civil Liberties Association, August 2025

"Library employees, volunteers and employers as well as library governing entities have a core responsibility to uphold the principles of intellectual freedom in the performance of their respective library roles."
Canadian Federation of Library Associations, June 2026

Some Canadian provinces have attempted to ban specific books, or books on certain topics, from public and school libraries. For the most part, these attempts have been rebuffed by strong public outcry and advocacy campaigns for intellectual freedom mounted by the institutions themselves. The Canadian Civil Liberties Association and the Canadian Federation of Library Associations are at the vanguard of this work.

Despite these efforts to defend intellectual freedom in Canada, there has been some success in implementing such bans, giving at least one province a toe hold in the fight to censor school library books. Book banning and censorship are even bigger problems in the United States, where a number of persistent, pernicious campaigns have won the day with local and state legislators.

SPL has strong support from its community but has seen some challenge to its programming, and the Board is not so naïve as to think what's happening elsewhere couldn't happen in Ontario – or Stratford. Indeed, as SPL has been profiled in discussions about City finances and development priorities, some voices have opposed SPL's aspirations for the future. The new Board will want to work with staff to stay vigilant as public discourse about the Library and its future continues, and the door opens for debate about its purpose in general.

Political Partnerships and Pressures

SPL's CEO has put tremendous personal effort into cultivating a strong working relationship with the City of Stratford and its staff, including a new Chief Administration Officer. That effort, backed by hard data on the Library's track record of delivering programs and services that residents want and use, has earned SPL the City's support through its budget and operational policies.

The new Board begins its term after the 2026 municipal election and will want to foster a relationship with the new council to ensure its continued appreciation for the Library's work and aspirations. The Library is on the cusp of great change and Council's support will be crucial to SPL realizing its goals. After many years of discussion, the outgoing Council just endorsed partial funding for a new, shared community facility to house SPL and the YMCA of Three Rivers. Not yet a done deal, but a huge stride forward.

SPL is a cherished community resource for more than books and programming: it is one of the City's few social institutions that are freely accessible to one and all. As a cooling and warming centre, as a gathering place, as a means of connection and information, SPL serves a unique purpose in Stratford. The new Board will want to take note of any change at the municipal level, and pressures at the provincial level such as those noted by the Federation of Ontario Public Libraries, and how they might change the current dynamic.

Key Accomplishments

February 2023	New Board Appointed
March 2023	Strategic Plan adopted
April 2023	Library Director made permanent
April 2023	Policy Development Policy adopted
October 2023	Ad Hoc Space Committee Established
October 2023	Collection Development Policy adopted
November 2023	MOU established with the City of Stratford
December 2023	CEO Appraisal Policy adopted
March 2024	Security Camera Policy adopted
March 2024	Requested to City Council to be considered in GTR
April 2024	Contract negotiations for service with Perth South break down
May 2024	Released an Economic Impact Study of Library Services that demonstrated a Return on Investment (ROI) of $6.48 for every $1 invested in the Library
September 2024	Equity Diversity and Inclusion Policy adopted
January 2025	5 Year Contract for service with Perth South begins
April 2025	Financial Oversight Committee Established
April 2025	Investment Policy adopted
May 2025	Board Performance & Evaluation Policy adopted
September 2025	Initiated a pay equity review and market rate check of library employees
April 2026	Fundraising and Gift Acceptance, Donor Recognition & Stewardship, and Naming Policies adopted
April 2026	City of Stratford commits funds to a community facility at the GTR which includes the library
July 2026	MOU established with the City and YMCA to continue planning on the Grand Trunk Community Facility
October 2026	Planned Giving Policy adopted
November 2026	Strategic Plan Revised and Extended to 2028

Unfinished Business

The Board leaves two key works-in-progress for the next Board to champion. We believe they are fundamental to the future of SPL and its ability to continue serving Stratford's needs. Because they are so entwined, we suggest they're best approached with both in mind. Here's some context for each, an overview of work done to date, and some thoughts on how to proceed.

Space: The Final Frontier

In 2022, the Board received the Space Needs Assessment in which Lamay Architects advised the Library needed a minimum of 35,000 square feet to meet its needs at that time, and recommended a facility of 44,000 square feet to meet the needs of the Stratford community over the next 20 years. The report also outlined the reasons why expanding on the present site isn't feasible.

The Board struck a Space sub-committee in 2023 to explore the options that would allow SPL to remain in the city's core, with good access to public transit and parking, in a space that was the right size and financially viable. SPL's CEO worked hard to win city council's support to solve this problem, in part by making the case that SPL provides a strong social return on investment. In July 2026, SPL entered a memorandum of understanding with the City of Stratford to explore the idea of becoming part of the Grand Trunk renewal project and was named a Foundational Partner along with the YMCA of Three Rivers.

Status: Negotiations under the MOU with the City are underway, and the current Board is optimistic that this work will lead to the ideal solution for SPL and citizens of Stratford. The new Board's challenge will be to support the CEO, staff and the Space sub-committee in this work, helping them meet the criteria we've established for the new location.

An Advocacy Campaign to Meet the Moment

SPL's space needs won't be solved without financial support, and the City of Stratford entered the MOU after much discussion about the Library's ability to help fund a new space. That's a pressing concern, and it alone would be reason enough for a strong advocacy campaign as part of a fundraising initiative to build a new facility.

But as noted in the Environmental Awareness section of this document, the current Board notes that there's a bigger issue to be considered. To recap, in April 2026, we endorsed an advocacy campaign proposed by the Federation of Ontario Public Libraries. It captured the societal and political pressures on this province's libraries. In June, we reaffirmed our endorsement of the Canadian Federation of Library Association's Statement on Intellectual Freedom and Libraries, and the role that libraries play in protecting Canadians' charter rights in this regard.

SPL has been fortunate to enjoy strong support from the City of Stratford and its citizens, but this can't be taken for granted. A strong advocacy campaign will protect this support from the kinds of attacks seen in other Canadian communities, and also form the basis of a public fundraising campaign for a new location.

Status: There is now a dedicated staff member to help build out effective fundraising and advocacy efforts. The outgoing Board has also approved several operational policies on such things as planned giving and naming rights that are necessary pieces to the success of any capital campaign. What's missing is an overarching advocacy strategy to protect and enhance public perception of SPL ahead of any financial ask. We urge the new Board to help staff develop this strategy early in its tenure and become advocates for SPL to not only meet funding needs but also build sustainability.

Advocacy con't

Libraries represent possibilities for growth at the individual, community, and collective level. Advocacy ensures that public libraries can continue to offer services that meet the real needs of its citizens, now and in the future. SPL is a valuable community asset for all Stratford residents, and its impact is felt far beyond the walls of the building. By rooting an advocacy strategy in data collection (like the CEO's quarterly statistics and performance indicators reports), storytelling, and community needs, an advocacy strategy will build on SPL's existing profile and increase community understanding of its contribution to the city. Such a strategy should also make use of connections with professional bodies, government agencies, funders, and patrons to support widespread understanding of SPL's need for a new, larger space to continue this work. Library staff and Board can continue to collaborate on communicating the value of library services in Stratford, and support all residents to become champions of SPL.

We suggest key elements of an advocacy strategy include:

1. Clearly stated, measurable objectives as well as roles for the Board and staff alike
2. A communication plan to boost SPL's community profile
3. Steps to foster partnerships with other agencies to advocate for libraries and informational freedom at the municipal, provincial and national level
4. Following the 2026 municipal election, continued advocacy with the next city council in support of a new, larger space

SPL Report to the Board

MEETING DATE: NOVEMBER 10, 2026
FROM: KRISTA ROBINSON, CEO | LIBRARY DIRECTOR
SUBJECT: STRATEGIC PLAN EXTENSION 2026-2028

Recommendation

THAT the updated Strategic Plan covering 2026-2028 be accepted.

Background

The Library's Strategic Plan was adopted in early 2023 and expires at the end of 2026. At the September 2026 Board meeting, the Board agreed to extend the current Strategic Plan to December 31, 2028 with some minor description changes.

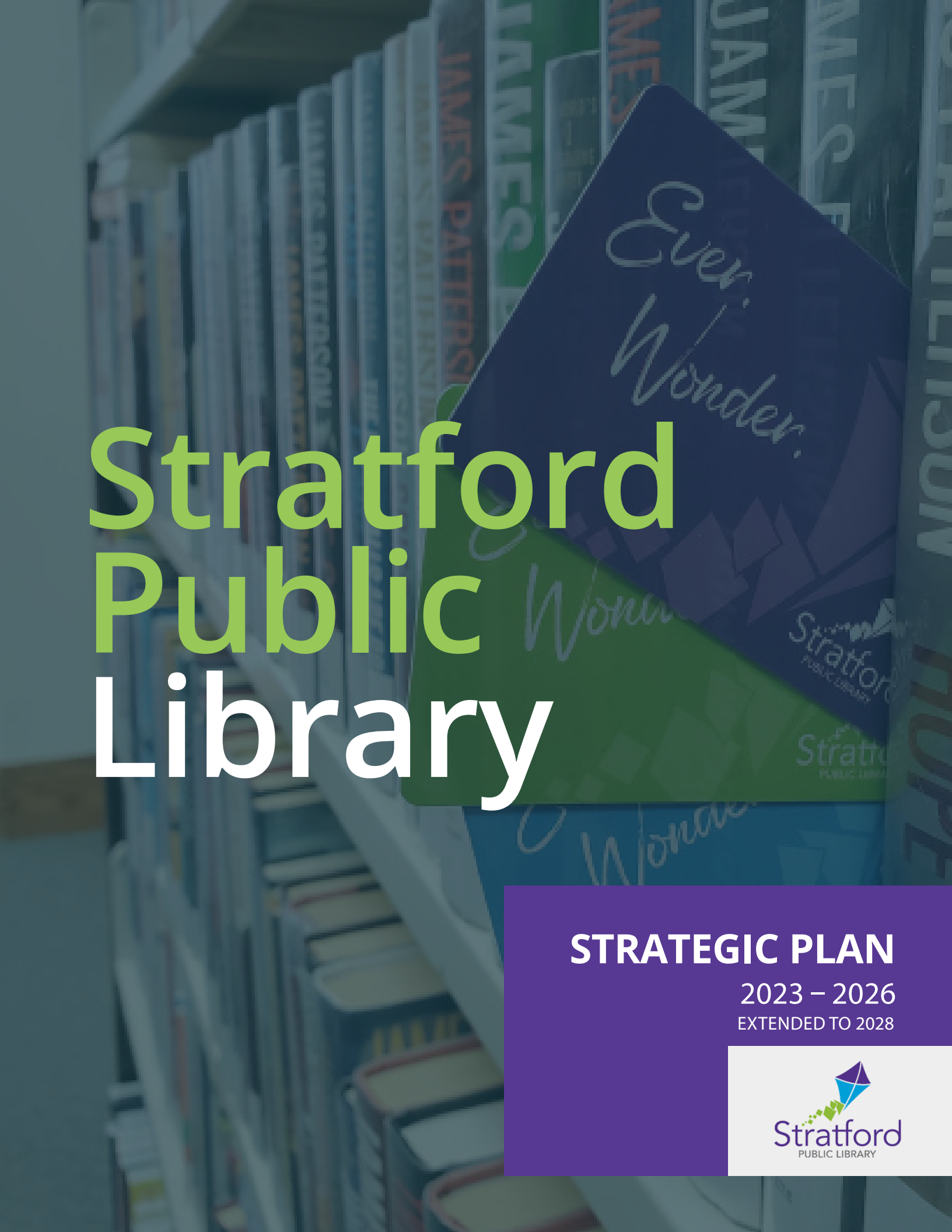
At the October 2026 Board meeting, staff presented a draft overarching objective for each strategic direction and a set of goals to achieve that objective. The operationalization of these goals will be reported in the CEO monitoring report and more formally in the quarterly CEO Workplan and statistical report updates.

Report

The previously approved changes and objectives have been compiled into the original strategic plan template.

Updates include:

- Date adjustments on the front page and footer
- Added a note about the extension on page 3
- Updated strategic direction phrasing throughout
- Added the prioritized objective for each direction
- Updated graphics used



Stratford Public Library

STRATEGIC PLAN

2023 – 2026

EXTENDED TO 2028

Stratford
PUBLIC LIBRARY



INTRODUCTION

Welcome Letter From Krista Robinson, CEO

Over the past three years, one thing that has become evident is that the world has changed. How people learn, work, play, and live is evolving and Stratford Public Library understands the importance of changing with our community so that we can continue to provide library services that are relevant and have a positive impact on the lives of the residents of Stratford.

By following this new roadmap, we will deliver inclusive and sustainable services that respond to the needs of our community. We will further our efforts by using the most meaningful data to make informed decisions with community belonging as our goal. By building partnerships we will be able to grow, both in our services and space. Drawing on insightful feedback from the community, and rich feedback from staff and the library board, the development of this plan was truly a team effort. Thank you to everyone who took the time to share your thoughts and vision for the future of your library.

With SPL's new Strategic Plan, your library will continue to be a place where hope and wonder fly.

This is our commitment to you.

Mapping Our Strategic Plan

At Stratford Public Library (SPL), we have appreciated the trust the Stratford community has had in us and our ability to meet their needs and foster connections. Our dedicated team has embraced this trust with care and demonstrated adaptability. Remaining focused on our community and their needs while striving for steady progress has kept us diligent in our efforts and creative in our approach to improve the Library.

This cycle of strategic planning comes at a time of significant change and growth for SPL—we face ever-expanding demand for our programs and services. The Library has been creative in the ways we have met expanding community needs with limited resources, however as demand continues to increase, we need intentional and efficient growth. Looking ahead to the future, we are advocating for and striving towards sustainable, active growth to launch us forward as leaders in the Stratford community.

The Process of Engagement and Planning

We sought out the voices of community members, program participants, community partners, staff and volunteers through stakeholder labs and a survey to gather key insights. We asked questions to understand how people see the current and future direction of the Library, the challenges facing the sector, and the role and opportunities for the Library both now and in the future.

Equipped with insights from our stakeholders and a shared understanding of the reason we exist, Library Leadership and Board members began the collaborative and consensus-building process of co-creating the strategic plan.

Our strategic plan is important and will help us connect the work that we do every day to the wider picture of the organization's goals and purpose. The strategic plan will map out the pathways of where we want to go in the future so that we can begin to plan for how we will get there.

2026 Strategic Plan Update

Through Board discussion, it was felt that the Strategic Plan could be extended rather than being completely rewritten. The Board assessed the strategic priorities, adapting them to address new emergeing issues such as advocacy, intellectual freedom, artificial intelligence, and the imporance of strategic partnerships. The plan has been extended to 2028.

Who We Are

MISSION

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

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.

STRATEGIC DIRECTIONS

- Align Space with Demand
- Reach Out and Bring In
- Lead Grounded Practice
- Build Sustainable Partnerships to Expand Capacity
- Intentionally Support our Team

The Stratford Public Library is stretching in many directions with the guidance and support of committed team members and a resilient community. In recent years, societal shifts have greatly influenced the delivery of the Library's programs, the collections offered, and the ways the Library is accessible to the community. This need for flexibility and adaptability is rapidly increasing and the Library is ready to plan for the future with agility at the forefront of our minds.

Emerging from the strategic planning process are five directions that will guide the Library to a sustainable future of continually supporting the Stratford community as best we can. These directions give us a broad horizon and provide us space for adaptability in a constantly changing environment.



Strategic Directions

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. Through thoughtful planning and advocacy, we will pursue sustainable solutions that support the long-term needs of our community. This is a vital component to the future of the Library as we continue to intentionally nurture community connection in all we do.

PRIORITIZED OBJECTIVE:

Plan for population growth and service expansion.

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 and reducing barriers to participation.

PRIORITIZED OBJECTIVE:

Foster belonging through inclusive spaces and services.

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 be role models for equitable practices, diversity and equity advocacy, intellectual freedom and environmental sustainability. As information and technology continue to evolve, we will support our community in accessing and navigating information with confidence. 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.

Equity:

The removal of systemic barriers and biases enabling all individuals to have the same opportunities.

PRIORITIZED OBJECTIVE:

Empower the community with tools for learning and success.

Build Sustainable Partnerships to Expand Capacity

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

PRIORITIZED OBJECTIVE:

Strengthen partnerships, awareness, and investment for sustainable growth.

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 and nurture a sense of belonging. We also commit to providing our staff with professional development and/or training opportunities to invest in their growth, wellbeing and readiness for change. This will support and empower staff with feelings of confidence and capacity to continue being great stewards in our community.

PRIORITIZED OBJECTIVE:

Ensure library employees have the skills and capacity to meet the needs of a growing Stratford.



This Strategic Plan has been developed collaboratively with Stratford Public Library and Overlap Associates.

OVERLAP ASSOCIATES INC.

22 Water St S Suite 201,
Kitchener, ON N2G 4K4

Better is absolutely possible.

Overlap Associates

SPL Report to the Board

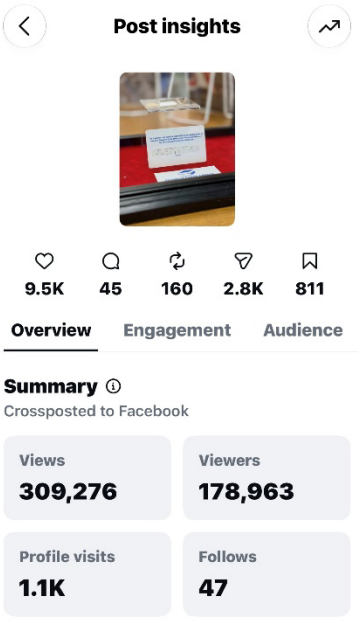
MEETING DATE: NOVEMBER 10, 2026
FROM: KRISTA ROBINSON, CEO | LIBRARY DIRECTOR
SUBJECT: CEO MONITORING REPORT

Financial Condition

- Year to Date Financials for 2026 are included in this package. The majority of budget lines are trending as expected. A year end surplus is expected.
- The application for the 2026/2027 Public Library Grant has been submitted. Additionally, a new Digital Expense Fund will replace the Internet Connectivity Grant for 2027-2028. This new fund will cover a wider range of expenses such as internet and cellular service, ebooks and digital collections, hardware and software, and training on digital technologies. The amount SPL receives will increase from $4,819 to $7,500.
- The library was a recipient of Winter Music Pop-up Program funding through Destination Stratford in support of a Winter Happy Hour.
- The Silent Disco fundraising was a wonderful success. While only 59 tickets were sold, the lack of projected revenue from tickets was made up through sponsorships, donations, and the silent auction. Total revenue was $7,255, and after expenses the net profit was $6,530. These funds will be directed towards the new library facility and placed in the Board's bank account.

General News

- The municipal election was held on Oct 26 and a new mayor and council was appointed. The Library will be involved in the onboarding of the new council and Mayor elect Robert Ritz has been invited to attend a Library Board meeting in the new year.
- During Ontario Public Library Week, the library showcased historical photos of the library through the stacks on the adult floor. Additionally, Justin Bieber's original library card was borrowed from the Stratford Perth Museum and was on display. This year's theme was Loud for Libraries. The social media post on the Bieber library card went "viral" on Instagram with over 300,000 views.
- SPL is running a "I Love My Library" bookmark design contest until Nov 20. Submissions will be voted upon and the winning designs will be professionally printed and made available in the library.



Staffing News

- The library is currently hiring for a full time Public Service Librarian to fill a current opening due to a retirement earlier this Fall. Interviews to occur in early December.

Programming Highlights

- The *Language of Birds* by Jon-Erik Lappano is the fall Storywalk story being displayed along the Heritage Trails at the Stratford Perth Museum. On the Nov 6 PD Day, there will be an event at the Museum featuring a reading of the Language of Birds by the author along with many other bird themed activities.
- The MakerSpace is exploring a series of programs at the Rotary Complex called MakerSpace on the Move. This series will offer Battlebots and a Pop-Up MakerSpace for younger makers one Saturday a month. Oct 24 was the first Saturday where these programs were offered at the Rotary Complex and over 50 people attended.

- The Library has partnered with the Stratford Perth Community Futures Development Corporation to offer a number of programs for small business and entrepreneurs. Upcoming programs include:
    - Canva for Small Business: Breakfast Workshop Series (Nov 13-Dec 4)
    - AI for Hiring in Small Business featuring Amanda Cupido (Nov 12)
    - Tax Help for Small Business (Nov 24)
- SPL got into the spirit of Halloween in a variety of ways:
    - A Zombie Survival Night for teens on Oct 16 (45 attendees)
    - Annual Boo Bash party on Oct 21 (115 attendees)
    - Participated in the BIA's Downtown Trick or Treat on Oct 31 (228 visitors)

Grand Trunk Community Facility

- Visited two YMCA locations in the Barrie area with the staff from the YMCA of Three Rivers. Locations visited included the YMCA in Innisfil and the new YMCA in Barrie (under construction, set to open in Summer 2027).

Select CEO Activities

Meetings

- Oct 1: PCIN Management
- Oct 15: Procurement Policy Working Group
- Oct 20: City Recreation Master Plan
- Oct 29: Finance Sub Committee
- Oct 26: Perth Community Futures Development Corporation Board Meeting

Advocacy

- Oct 5: 107.7 Radio Interview
- Nov 5: Business Excellence Awards

Professional Development

- Oct 6: FOPL Information Session on the Erosion of Local Governance (webinar)
- Oct 14: Leading Change for Team Leaders, UWaterloo Certificate program
- Oct 15: The Loneliness Epidemic, How to Be Intentional in Connecting Library Users (webinar)

News and Coming Events

SPL in the News

- After hours zombie survival game returns to Stratford Library for teens, Oct 2, StratfordToday
- Beloved children's librarian rides into the sunset, Oct 8, StratfordTimes
- Stratford Public Library invest families to Halloween Boo Bash event, Oct 9, StratfordToday
- Your Library Corner: Get Loud for Libraries, Oct 15, StratfordTimes
- Stratford Public Library to host after-hours silent disco fundraiser, Oct 21, StratfordToday
- Library, museum team up for PA day-themed event, Oct 26, StratfordToday

Upcoming Events

- Nov 16: Inaugural Council Meeting
- Nov 18: Perth Municipal Day
- Dec 3: Poet Laureate David Stones book launch and celebration at the Stratford Perth Museum

STRATFORD PUBLIC LIBRARY MONTHLY STATEMENT

For period ending October 31, 2026

December 31, 2025 - not final

	2025 BUDGET	2025 ACTUAL	2026 BUDGET	2026 YTD BUDGET	2026 YTD ACTUAL	YTD VARIANCE ($)	YTD VARIANCE (%)
MUNICIPAL FUNDING	3,093,129	3,093,129	3,262,660	2,718,883	2,718,883	-	0%
REVENUE							
CANADA GRANTS	8,800	9,146	9,150	7,625	-	-7,625	-100%
ANNUAL PROVINCIAL FUNDING	57,400	59,210	57,600	48,000	-	-48,000	-100%
OTHER MUNICIPALITIES	35,000	35,000	52,500	43,750	51,250	7,500	17%
FINES & FEES	10,000	14,623	16,000	13,333	10,675	-2,659	-20%
DONATIONS	6,000	14,387	10,000	8,333	26,696	18,363	220%
TRANSFER FROM RESERVE	20,000	20,000	20,000	16,667	-	-16,667	-100%
RECOVERABLES	11,011	66,408	7,494	6,245	76,528	70,283	1125%
RECOVERABLE - PCIN to SPL	96,169	96,169	101,616	84,680	101,616	16,936	20%
Total REVENUE	**$ 3,337,509**	**$ 3,408,072**	**$ 3,537,020**	**$ 2,947,517**	**$ 2,985,647**	**$ 38,131**	**1%**
EXPENSES							
WAGES & BENEFITS	2,428,670	2,400,978	2,612,330	2,176,942	2,149,766	-27,176	-1%
BUILDING EXPENSES	94,529	93,590	94,780	78,983	47,468	-31,516	-40%
INTERFUNCTIONAL MAINTENANCE	68,310	68,310	64,350	53,625	32,174	-21,451	-40%
COMMUNICATIONS & INTERNET	20,000	15,927	18,300	15,250	13,078	-2,172	-14%
VEHICLES	2,750	171	2,500	2,083	215	-1,868	-90%
MEMBERSHIPS	2,750	2,861	3,000	2,500	18,787	16,287	651%
TRAINING	22,000	25,965	22,000	18,333	15,169	-3,165	-17%
COLLECTIONS	90,000	156,347	100,200	83,500	114,232	30,732	37%
OFFICE SUPPLIES	25,900	21,924	26,600	22,167	18,490	-3,677	-17%
ADVERTISING & PRINTING	17,330	21,297	19,400	16,167	7,845	-8,322	-51%
PCIN MAINTENANCE CONTRACTS	80,502	83,484	85,411	71,176	85,411	14,235	20%
SUPPLIES & EQUIPMENT	19,000	10,589	18,000	15,000	12,942	-2,058	-14%
MILEAGE	2,000	736	2,000	1,667	484	-1,182	-71%
LEGAL FEES	5,000	15,520	5,000	4,167	2,611	-1,555	-37%
PROGRAMMING & MAKERSPACE	14,370	22,128	14,700	12,250	20,891	8,641	71%
CONTRACTORS	52,000	52,645	40,000	33,333	25,537	-7,796	-23%
BOARD EXPENSES	6,570	10,161	6,610	5,508	7,502	1,993	36%
RESERVES	384,890	384,890	386,080	321,733	-	-321,733	-100%
Total EXPENSES	**$ 3,336,571**	**$ 3,387,524**	**$ 3,521,261**	**$ 2,934,384**	**$ 2,572,602**	**-$ 361,782**	**-12%**
SURPLUS/(DEFICIT)		$ 20,547			$ 413,045		
CAPITAL - subset of Reserves							
COLLECTIONS	$ 169,744	$ 153,930	$ 173,139		$ 119,924		
TECHNOLOGY	$ 31,000	$ 35,337	$ 31,000		$ 19,137		
FORECASTED PROJECTS	$ 174,256	$ 194,322	$ 170,861				
Total CAPITAL EXPENSES	**$ 375,000**	**$ 383,588**	**$ 375,000**		**$ 139,061**		

BOARD FUNDS		
LIBRO ACCOUNT (Sep 30, 2026)	$	73,476
LIBRO INVESTMENT	$	75,000
COMMUNITY FOUNDATION (Dec 31, 2025)	$	299,175
	$	**447,651**

SPL FUNDS		
UNAUDITED LIBRARY RESERVE (2025)	$	1,003,352
PLOW VAN RESERVE	$	58,172
UNAUDITED DEVELOPMENT CHARGES	$	1,241,404
	$	**2,302,928**

PCIN RESERVE FUNDS		
PCIN OPERATIONAL RESERVE (PCIN PROJECTS)	$	16,584
PCIN CAPITAL RESERVE (SPL CONTRIBUTION)	$	48,613
	$	**65,197**

SPL Report to the Board

MEETING DATE: NOVEMBER 10, 2026
FROM: KRISTA ROBINSON, CEO | LIBRARY DIRECTOR
SUBJECT: EMERGENCY RESPONSE PLAN

Recommendation

THAT the Library Board approve the Emergency Response Plan.

Background

In 2024, the Library Board approved LG 08, Emergency Preparedness policy. This was a new policy for SPL.

The Emergency Preparedness policy reviews the purpose, authority to act and overview of the Library's Emergency Response Plan. As part of the Emergency Preparedness Policy, the CEO is to create an Emergency Response Plan which the Board will approve once per term. The Emergency Response Plan may be part of any SPL emergency internal action plans or be a stand-alone document. The proposed Emergency Response Plan is an internal plan, complemented by the Library's Emergency Procedures, Fire Safety Plan, and Cyber Incident Playbook.

Report

BUL 01 Emergency Response Plan

The Emergency Response Plan (ERP) has been drafted to provide guidelines in the continuing operation of some or all of the Library's functions should a major emergency occur. In the event of an emergency situation or disruption which interferes with the Library Board's ability to conduct business, this plan coordinates the Library's recovery process.

The Plan provides an overview of:

1. Events which may cause service interruptions
2. Responsibilities of the Board, CEO, and Management Team
3. Activation of the Plan
4. Guidelines on:
    - Employee and Volunteer Protection Measures
    - Library Core Services to the Public
    - Essential Services to Employees
    - Recovery

PROCEDURE / PLAN:	PROCEDURE NO:
Emergency Response Plan	**BUL 01**
POLICY REFERENCE:	LAST REVISION DATE:
LG 08 Emergency Preparedness	**OCTOBER 2026**

Emergency Response Plan

The Emergency Response Plan (ERP) provides guidelines to aid in the continuing operation of some or all of the Library's functions should a major emergency occur. In the event of an emergency situation or disruption which interferes with the Library Board's ability to conduct business, this plan coordinates the Library's business recovery.

The plan is designed to contain, or provide reference to, all of the information that might be needed at the time of an emergency. It ensures that library employees, patrons, systems, assets and facilities are safeguarded during an emergency or disruption to library operations and provides guidelines to ensure continuity of critical business processes and crucial data systems.

It is important that core business activities of the Library can be maintained for several weeks or months with limited employees and resources due to a pandemic, natural disaster, civil unrest, or other types of emergencies.

The ERP applies to all situations where Library assets, facilities, personnel, services, and patrons using the Library are affected because of a business interruption. The ERP deals with the four distinct phases of integrated emergency management: risk mitigation, preparedness, response, and recovery.

Possible Events Causing Service Interruption

Environmental	Human	Loss of Utilities / Services	Equipment Failure	Other
Blizzard	Labour Dispute	Electricity	HVAC system	Health Epidemic
Wildfire	Violence in the workplace	Water	Internal plumbing infrastructure	Toxic releases
Flood	Arson	Natural Gas	Internal Electrical Infrastructure	Asbestos Disturbance
Tornado	Terrorism	Internet Service	Gas Leak	
Earthquake	Active shooter	Television service	IT network	
Mold	Rioting		Cybercrime	
Pest Infestation	War			

Responsibilities

The Board of Directors is responsible for:

1. Reviewing the ERP at least once per term, as part of a post-event review, or as required.

The CEO is responsible for:

1. Ensuring the ERP is updated, as applicable, including all appendices to the plan.
2. Coordinating changes and communicating to the Management team when certain changes require them to update their plans.

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3. Actively engaging in risk mitigation.
4. Responding promptly during emergencies, activating the ERP.
5. Notifying the Board, City CAO, and media of the impact of the emergency to Library services.
6. Engaging in recovery processes to return the Library to ordinary operations.
7. Evaluating the effectiveness of the ERP once activated and post recovery.

The Management Team is responsible for:

1. Ensuring the workability of the ERP.
2. Ensuring that employees are sufficiently aware of the plan's details.
3. Supporting the CEO in the application of the ERP.
4. Keeping employees informed during the application of the ERP.
5. Ensuring that the Library website and Social Media is updated regularly once the ERP is activated.
6. Evaluating the various processes of the ERP once activated and post recovery.

Activation of the Emergency Response Plan

During an emergency, the ERP will be activated jointly by the CEO and the Board Chair or Vice Chair who will subsequently advise the Board of Directors accordingly.

If the CEO is not available, becomes incapacitated, or dies, the Manager of Technology and Operations has the authority to activate the ERP in coordination with the Board Chair or Vice Chair.

Guidelines

The following criteria must be considered in the event of an emergency:

1. Employee and Volunteer Protection Measures
2. Library Core Services to the Public
3. Essential Services to Employees
4. Recovery

1. Employee and Volunteer Protection Measures

The Library is committed to the health and safety of its employees, and will endeavour to take every step necessary to ensure this commitment is upheld. Depending on the circumstances and severity of the emergency, in addition to mandates communicated by Huron Perth Public Health, Police Services, and/or various levels of government, the Library will uphold its responsibility, legislatively and humanely, to provide employees with a safe and healthy environment during a pandemic, civil unrest and/or disaster.

Employees should ensure they are familiar with the Leave Entitlements as set out in the Employment Manual.

Protection Measures: Other protection measures may include but are not limited to:

- the provision of PPE (Personal Protective Equipment) items such as hand sanitizer, use of gloves, eye protection, and/or facemasks
- review and adjustments to Individual Accommodation Plans (IAPs)
- the reduction or cancellation of certain programs
- the suspension of certain library services
- employees being instructed to use telephones, conference calls and the Internet to conduct business whenever possible rather than direct contact with other employees or members of the public.

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- employees who are ill being restricted from returning to work until deemed healthy with medical clearance from a medical practitioner to ensure the worker is healthy and poses no health risk to other employees or the public
- employees working remotely including from home
- closures or reduction of hours
- the development of and updating of temporary Safety Plans which include short-term changes to procedures.

Employee and Volunteer Responsibility: Employees and volunteers who become symptomatic or injured during an emergency situation should immediately seek medical assistance and notify their supervisor.

Layoffs: Should the Library have an extended closure, temporary layoffs may occur at the discretion of the Library. Any temporary layoff and recall will follow the requirements laid out in the Employment Standards Act and procedures in the SPL Employee Manual.

Emergency Shelter: In the event of an emergency wherein it is unsafe for employees and volunteers to leave work, the Library may act as an emergency shelter for employees. If the Library is declared as an emergency shelter for employees by the CEO and Board Chair, or their designates, it will be locked and closed to the public.

2. Library Core Services to the Public

During an emergency the Library must follow directives from local health organizations, police services and governments to ensure the safety of employees, volunteers, and the general public, which may mean canceling programs or closing branches. The following is a general outline of the core services, what may be canceled, and by whom the decisions will be made.

Library Access and Programs: In the event of a city-wide or province-wide Public Health Emergency, defined by the Health Protection Act as 'an imminent and serious threat to the public health that is posed by a dangerous disease or health hazard', the Library will cancel all in person programming.

The Library may have to operate with reduced hours or be closed. The Library may also be closed due to damage to the building resulting from a natural disaster. Closures will be undertaken after consultation with the Board Chair or, if unavailable, the Vice Chair.

Every effort will be made to keep the library open. Employees may be redeployed to another location or be asked to work from home due to closures. Location closure will be considered when there are inadequate numbers of employees available to work, closure in the interest of public health, or if it is unsafe to work at the location due to weather or damages to the facility.

The minimum staffing levels required for the library to open to the public:

- One In-Charge Librarian or Manager
- Two Library Assistants

If the Library is damaged or destroyed due to fire, flooding and/or some other cause, the CEO with the assistance of the Library Board and Management team, shall investigate temporary location options in such places as shopping centres, office spaces and other appropriate locations. If feasible, a temporary library location will be created until the former is restored/rebuilt.

If a health authority such as Huron Perth Public Health or government directs to close the Library, and if permitted by the order, employees may still be required to report to work and will be assigned tasks to be completed while the library remains closed to the public.

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Lending Services: Lending services are core to the Library's operations. Should collections be destroyed or become inaccessible due to an emergency, employees will continue to offer and promote access to the Library's digital collections and databases. Recovery efforts shall focus on rebuilding and/or enabling access to Library collections.

Delivery services between Perth County Information Network locations may be paused and reinstated when PCIN libraries are ready to do so.

Fees: The Library will be flexible about return dates for items if items cannot be returned due to a public health emergency or natural disaster. There are no overdue charges for late materials, but lost or damaged materials will be subject to the normal fees.

Holds: It is possible that holds for items may not be filled should there be a general breakdown of services. When regular hours and services resume, every effort will be made to process holds and requests in a timely manner.

Inter Library Loans (ILLO): ILLs may be suspended due to service disruption.

Computer and Internet Services: Computer and free internet access are a core Library service. Computer and some internet services may be temporarily suspended during a health emergency. Whereas the internet is an essential mode of communication, the Library will make every reasonable effort to maintain computer and internet services to the public, including free Wi-Fi, during an emergency.

MakerSpace: MakerSpace access may be temporarily suspended.

Visiting Library Service: Visiting Library Services may be temporarily suspended.

Room Rentals: Room rentals may be suspended due to service disruption. Full refunds will be issued to renters.

Notification: The CEO is responsible for the suspension and reinstatement of the above-mentioned services. The CEO will notify the Board of Directors and media about the impact of the emergency to Library services and will ensure that notices are posted at the entrances of the library, on the Library's website, and on the Library's social media sites where possible.

3. Essential Services to Employees

Two essential services have been identified as critical to Library employees which are:

Payroll: During an emergency, the Library is responsible for continuing to pay employees.

The Responsibility of this task lies with the CEO and Executive Assistant in collaboration with the City of Stratford's Director of Corporate Services.

Systems Administration: During an emergency, the Library must have a means of communication. The Library's website and online resources are also key services which can be provided to the community while library locations are closed.

The responsibility for this task lies with the CEO & Manager of Technology and Operations.

All employees have the ability to access their work email remotely. It is their responsibility to ensure that they are familiar with accessing their work email remotely and to check it regularly during emergency situations.

Each employee's home phone number and/or cell phone number is available to each Manager through the library phone tree. It is the responsibility of each employee to ensure that the Library has up-to-date contact information. Each employee should have contact information for their immediate manager or supervisor.

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Website: Should the Library need to close, the Library's website will be an essential communication tool to both employees and the public. Employees responsible for updating the website, may be required to work remotely if necessary. Laptops may be provided for this purpose.

Responsibility for updating the library website lies with the Manager of Technology and Operations or designate.

Social Media: Should the Library need to close, social media will be an essential communication tool to the public. Employees responsible for updating the Library's social media channels, may be required to work remotely.

Responsibility for updating the Library's Social Media lies with the Community Engagement Supervisor or designate.

4. Recovery

As the emergency abates, it will be important for Library employees to return to work and re-establish Library services.

Facilities: All affected facilities should be thoroughly cleaned before reopening. In the event of a natural disaster, any repairs that are needed should be done as quickly as possible when safe to do so.

The CEO will contact the City Corporate Services Department if an insurance claim needs to be made.

Facilities may reopen fully or in part, and employees may return to work, only when it is confirmed safe to do so. A building inspection may be required prior to reoccupation.

Systems and Networks: In an event of system failure or Cybercrime, efforts will be made to secure and recover patron and employee persaonl information, the Library's banking information, and any other sensitive information.

The CEO and Manager of Technology and Operations will implement the Cyber Incident Playbook work with any contracted IT services on recovery efforts.

Passwords and authenticators will be changed and updated. Library hardware and software will be inspected by the Library's contracted IT services. Essential equipment such as servers and workstations at service desks will be prioritized.

Backups will be utilized when available.

Employees: Employees will be recalled to work as soon as possible. Employees may be required to report to work prior to the Library being reopened to the public to assist in service recovery.

Recall is the responsibility of the CEO.

Any overtime related to the recovery process must be approved by the CEO.

Services: Lending services and public computer access are of the highest priority when re-establishing Library services. Other services such as programming, Visiting Library Service, and ILLs are secondary but should be re-established as soon as possible.

In the event that Collections are damaged or destroyed during an emergency, additional library employees may be reassigned to assist the Selector Librarians and Technical Services department in disposing and rebuilding those lost collections.

The CEO will keep the Board of Directors appraised of the Library's recovery efforts and notify the City CAO and media when services are restored.

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Related Documents

- LG 08 Emergency Preparedness Policy
- HR 04 Health and Safety Policy
- BULD 02 Emergency Procedures
- BULD 03 Fire Safety Plan
- TECH 01 Cyber Incident Playbook
- HR 03 Stratford Public Library Employee Manual

ORIGINAL DATE ADOPTED		Review Cycle	4 Years
APPROVAL HISTORY			

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CEO Workplan for 2027

The following objectives and actions are scheduled to be undertaken by the CEO and the senior management team in 2027.

STRATEGIC DIRECTION 1 Align Space with Demand Objective: Plan for population growth and service expansion			
GOALS	ACTIONS	RESPONSIBILITY	TIMELINE
Advance progress towards the new library facility at the Grand Trunk site	Participate in the continued investigation of a community facility at the Grand Trunk site alongside other foundational partners.	CEO	Q4
	Develop and implement a multi-year fundraising strategy for the new library facility.	CEO & Special Projects Coordinator	Q2
	Investigate best practices for a shared library / YMCA space.	CEO	Q3
Conduct inclusive community engagement to guide future library development	Engage donors, prospective supporters and community champions in conversations about the future library.	CEO & Special Projects Coordinator	Q4
	Create key messaging for the board and staff to be using when communicating about the new library project.	CEO & Special Projects Coordinator	Q2
Explore innovative service models to provide library service in the community	Evaluate the feasibility of establishing a self-service library locker within a community facility to expand convenient access to library materials.	Systems Librarian	Q4
	Operationalize the PLOW Plan (MakerSpace on the Move, Storytimes at Free Skates) to provide community-based library services	Community Engagement Supervisor	Q4

STRATEGIC DIRECTION 2 REACH OUT AND BRING IN Objective: Foster belonging through inclusive spaces and services			
GOALS	ACTIONS	RESPONSIBILTY	TIMELINE
Modernize the library's web presence	Lead the procurement, development, and launch of a fully redesigned library website.	Systems Librarian	Q3
	Explore and evaluate mobile app opportunities to extend library services beyond our walls.	Systems Librarian	Q4
	Update Web Services to strengthen connectivity across online library platforms to deliver a more integrated digital experience.	Systems Librarian	Q1

Provide a collection that is relevant, well maintained, and responsive to community needs and interests	Enhance collection stewardship through targeted evaluation, renewal, and weeding initiatives.	CEO	Q4
	Review and optimize all vendor auto-release plans to ensure new acquisitions align with community interests and collection priorities.	CEO	Q1
	Conduct a review of low-use collections and develop a plan to optimize collection relevance, space utilization, and community impact.	CEO	Q3
Reduce and remove barriers to belonging and promote inclusion	Investigate adding the library as a Mobility Bus Route stop.	Community Engagement Supervisor	Q4
	Complete the library signage audit to enhance wayfinding and improve user accessibility.	Community Engagement Supervisor	Q1
	Complete Dementia Friendly Communities certification.	Public Service Supervisor	Q4

STRATEGIC DIRECTION 3 Lead Grounded Practice
Objective: Empower the community with tools for learning and success

GOALS	ACTIONS	RESPONSIBILITY	TIMELINE
Stay responsive to evolving community trends shown in census data and local insights to shape collections, programs and services	Leverage 2026 Census data to assess and enhance multilingual collections, ensuring they reflect the evolving needs and demographics of the community.	CEO	Q4
	Use community research from the Social Research and Planning Council and the United Way to guide service adjustments and Reference Standards.	Public Service Supervisor	Q4
	Expand capacity in Home Delivery service, increasing delivery recipients and volunteers.	Public Service Supervisor	Q4
Foster digital literacy and lifelong learning opportunities	Offer programing and learning opportunities for all technology levels, from basic computer literacy to Artificial Intelligence usage.	Public Service Supervisor & Systems Librarian	Q4
	Continue partnering with the Perth Community Futures Development Corporation in the support of local small business owners.	Public Service Supervisor & Community Engagement Supervisor	Q4
	Support an informed community by providing learning opportunities focused on media literacy and misinformation awareness.	Public Service Supervisor	Q4
Promote a Culture of Reading and Discovery	Launch 1000 Books Before Kindergarten program to engage young readers and improve school readiness	Community Engagement Supervisor	Q2
	Lead the planning and delivery of the 2027 Perth County Reads program on behalf of the Perth County Information Network.	Community Engagement Supervisor	Q3

	Offer innovative opportunities for community engagement in support of the culture of reading.	Community Engagement Supervisor	Q4

STRATEGIC DIRECTION 4 Build Sustainable Partnerships to Expand Capacity
Objective: Strengthen partnerships, awareness, and investment for sustainable growth

GOALS	ACTIONS	RESPONSIBILITY	TIMELINE
Leverage foundational partnerships for joint benefit of all partners	Support the Perth County Information Network in the implementation of their strategic priorities.	CEO	Q2
	Meaningfully grow relationships and collaboration with Grand Trunk Foundational partners	CEO	Q4
	Demonstrate the library's role as a key community partner by advancing initiatives that support municipal priorities.	CEO	Q4
Raise awareness of the library's role as a trusted community resource	Support the Board in developing and implementing a library advocacy framework	CEO & Special Projects Coordinator	Q4
	Deliver a comprehensive onboarding and orientation program that equips Board members with the knowledge and tools to provide effective governance and leadership	CEO	Q1
	Engage in Council orientation initiatives to strengthen understanding of the Library's governance model, strategic role, and contributions to the community	CEO	Q1
Engage Our Community helping define the Library of the Future	Develop and implement a community engagement strategy to gather meaningful patron feedback and inform future library planning.	CEO	Q4
	Establish sustainable annual fundraising targets to support operational priorities and future facility development	CEO & Special Projects Coordinator	Q4

STRATEGIC DIRECTION 5 Intentionally Support our Team
Objective: Ensure library employees have the skills and capacity to meet the needs of a growing Stratford.

GOALS	ACTIONS	RESPONSIBILITY	TIMELINE
Invest in the development of all employees to build the	Support continuous learning and professional growth by enabling staff participation in conferences, workshops, and other professional development opportunities	CEO	Q4

necessary knowledge, skills, and confidence to guide and support library users	Strengthen staff knowledge, skills, and confidence through targeted training that supports emerging technologies and evolving service needs.	CEO	Q4
Support employee progression through the organization's structure and ensure business continuity	Modernize the organization's performance management framework by updating employee competencies, job descriptions, and evaluation processes.	CEO	Q3
	Cultivate a culture of appreciation by creating an employee and volunteer recognition program.	CEO & Community Engagement Supervisor	Q2
	Develop and implement an attendance management program that promotes employee well-being, supports consistent service delivery, and strengthens organizational resilience.	CEO & Public Service Supervisor	Q4
Support work and learning by providing staff with appropriate resources	Strengthen service consistency through the implementation of a modern Reference Service standard.	Public Service Supervisor	Q4
	Improve operational efficiency through the implementation of a staff scheduling solution.	Public Service Supervisor	Q4
	Strengthen outreach service delivery through a comprehensive review of team roles, responsibilities, and workload allocation.	Community Engagement Supervisor	Q4
	Implement improvements and efficiencies identified through the Public Service Team assessment.	Public Service Supervisor	Q1

SPL Report to the Board

MEETING DATE: NOVEMBER 10, 2026
FROM: KRISTA ROBINSON, CEO | LIBRARY DIRECTOR
SUBJECT: 2027 SCHEDULE OF LIBRARY CLOSURES

Recommendation

THAT the Library Board review and approve the 2027 Schedule of Library Closures.

Background

According to the Library Staff Manual, the Library will observe the following holidays and will be closed on:

- New Year's Day
- Family Day
- Good Friday
- Easter Sunday
- Easter Monday
- Victoria Day
- Canada Day
- Civic Holiday
- Labour Day
- Thanksgiving Day
- Remembrance Day
- ½ day on Christmas Eve
- Christmas Day
- Boxing Day
- ½ day on New Year's Eve

Since 2014, the Library has additionally closed on the Sunday before a public holiday.

The Library Board closes the Library for a minimum of one day each year for an annual staff development event which all staff are required to attend. In 2026, the Board approved the addition of a second staff development day.

Report

Below is the 2027 Public Holidays and Scheduled Closures. * Indicates the Sunday prior to a Public Holiday

Date	Reason		
January 1	New Year's Day	**October 10***	Thanksgiving
February 14*	Family Day	**October 11**	Thanksgiving
February 15	Family Day	**November 11**	Remembrance Day
March 26	Good Friday	**November 15**	Staff Development Day
March 28	Easter Sunday	**December 24 (12pm)**	Christmas Eve
March 29	Easter Monday	**December 25**	Christmas Day
May 23*	Victoria Day	**December 26**	Boxing Day
May 24	Victoria Day	**December 31 (12pm)**	New Year's Eve
June 7	Staff Development Day	**January 1**	New Year's Day
July 1	Canada Day		
August 1*	Civic Holiday		
August 2	Civic Holiday		
September 5*	Labour Day		
September 6	Labour Day		