

# CEO Workplan for 2025 – Q3 Update

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



STRATEGIC DIRECTION 1   ALIGN SPACE WITH DEMAND			
OBJECTIVE	ACTION ITEM	TIMELINE	STATUS
Develop Short Term Solutions to Address Current Space Concerns	Investigate the opportunity to pilot a mobile library solution	Q4	<ul style="list-style-type: none"> <li>Staff have been interviewing libraries with various mobile library solutions and making site visits to see how various library vans are being used. Final report to come. (Q3)</li> </ul>
	Use library space in new and creative ways	Q4	<ul style="list-style-type: none"> <li>The Library hosted three afterhours events for adults called “Library Happy Hours.” The public was invited to come enjoy a local artist (poetry / music) and socialize in the stacks. (Q2)</li> <li>Offered drop in Monday night Chess Nights on the adult floor (Q3)</li> </ul>
	Library reorganization and clean up	Q4	<ul style="list-style-type: none"> <li>The MakerSpace Coordinator has moved to the former Network Technician office downstairs, freeing up space in the MakerSpace for patron use. (Q1)</li> </ul>
Investigate future space options for the long term	Obtain commitment or not on the Grand Trunk Community Hub	Q4	<ul style="list-style-type: none"> <li>In February the library provided a delegation to City Council in support of the Management Report being discussed that evening regarding Grand Trunk Renewal Project Key Recommendations, specifically Key Action #2, Determine the Scope, Funding, and Design for a new Community Facility. That evening Council voted to formally investigate a Community Facility at the GTR. Discussions have begun with the municipality and the YMCA towards next steps. (Q1)</li> <li>In July, the City of Stratford voted to investigate building a new community hub outside of the “super structure”. (Q2)</li> <li>Currently investigating costing models with the YMCA. Discussions are ongoing. (Q3)</li> </ul>
	Hire, onboard, and coach a fundraiser / advocacy specialist	Q2	<ul style="list-style-type: none"> <li>Job description is being refined and graded against pay equity tool. (Q1)</li> <li>The job listing has been posted with an anticipated start in July. (Q2)</li> <li>A candidate started however has since resigned due to an alternate employment opportunity becoming available (Q3)</li> </ul>

STRATEGIC DIRECTION 2 REACH OUT AND BRING IN			
OBJECTIVE	ACTION ITEM	TIMELINE	STATUS
Raise profile of SPL	Library Card Campaign to engage non-users	Q4	<ul style="list-style-type: none"> <li>To promote use of the library by new residents, the Welcome to Stratford packages are only available at the library. Cards are issued in order to get a package. (Q3)</li> </ul>
	Expand promotion and profile of core library services in new creative ways	Q4	<ul style="list-style-type: none"> <li>The new marketing coordinator has been assessing current marketing practices. (Q1)</li> <li>Replaced traditional program marketing with more dynamic original content (Q2)</li> <li>Use of Staff in the recording of radio promotions. (Q2)</li> <li>Biweekly staff interviews at radio station (Q3)</li> </ul>
	Provide presentations to municipal council and other stakeholders	Q4	<ul style="list-style-type: none"> <li>Grand Trunk Delegation on February 24</li> <li>Rotaract Club tour on March 5</li> <li>Kinsmen Club (committed \$500/month to Snack Stop for next 12 months)</li> <li>Memorial Baptist Church on May 9</li> <li>City Council was provided a package of the library annual report, VOLT result, and an invitation to attend a tour of the library and opportunity for conversation with board members in May.</li> <li>Rotary Club of Stratford on June 19</li> </ul>
	Determine economic impact of SPL with the Valuing of Ontario Libraries Toolkit	✓	<ul style="list-style-type: none"> <li>Completed. The VOLT calculations were completed and presented to the Library Board at the April meeting. The report showed that for every municipal dollar invested in the library, there is a SROI of \$6.64, and a total economic impact of \$19,343,872. Per person, there is a \$560 benefit. (Q1)</li> </ul>
Take the Library Out into the Community	Have a library presence at community events	Q4	Participated in: <ul style="list-style-type: none"> <li>Winterfest (Q1)</li> <li>Coldest Night of the Year (Q1)</li> <li>Seedy Sunday (Q1)</li> <li>Earth Day Street Party (Q2)</li> <li>Stratford Pride Festival (Q2)</li> <li>SDSS Carnival (Q2)</li> <li>Canada Day at Market Square (Q3)</li> <li>SLAAA Open House (Q3)</li> <li>SIS Welcome Night (Q3)</li> <li>Truth &amp; Reconciliation Day (Q3)</li> <li>Your City. Your Future. Youth Engagement Day (Q3)</li> <li>Heart of the Community (Q3)</li> </ul>

	Expand promotion of the library out in the community	Q4	<p>Attended:</p> <ul style="list-style-type: none"> <li>• BIA's Coffee Club</li> <li>• Chamber of Commerce's Business After 5</li> </ul> <p>Other:</p> <ul style="list-style-type: none"> <li>• Shared information about library resources for tourists at a BIA Show &amp; Tell (Q2)</li> <li>• Participated in Rotaract's Trivia Night, sharing information about the library to young professionals and other attendees. (Q2)</li> <li>• Attend the Connection Centre monthly to connect with those interested in library services</li> <li>• Have updated the library's Mobile Circulation kit to more easily register new patrons on the go (Q3)</li> </ul>
Build Opportunities for "Joy" with the Community		Q4	<ul style="list-style-type: none"> <li>• Offered three Happy Hour events (Q2)</li> <li>• Patron duck hunt in the library and in the community (Q3)</li> </ul>

STRATEGIC DIRECTION 3 LEAD GROUNDED PRACTICE			
OBJECTIVE	ACTION ITEM	TIMELINE	STATUS
Develop Diversity, Equity and Inclusion Strategies	Provide staff training in diversity, equity, inclusion and accessibility	Q4	<ul style="list-style-type: none"> <li>One manager has taken a course on “Creating Accessible and Neuro-Inclusive Libraries” (Q1)</li> <li>One Outreach staff took “Dementia: How to work with People with Dementia and Alzheimer’s” by Ryan Dowd. (Q1)</li> <li>3 staff members attended training on “Serving Neurodiverse Patrons” (Q2)</li> </ul>
	Implement BiblioLanguages in BiblioCommons with PCIN	✓	<ul style="list-style-type: none"> <li>Completed. The interface of BiblioCommons is now available in 9 different languages including French, Spanish, Filipino, Vietnamese, Korean, Simplified and Traditional Chinese and Russian. (Q1)</li> </ul>
Ensure all in the community feel welcome in the Library	Assess and improve the space for accessibility and neurodiversity	Q4	<ul style="list-style-type: none"> <li>Manager has taken a course on “Creating Accessible and Neuro-Inclusive Libraries” (Q1)</li> <li>3 staff members attended training on “Serving Neurodiverse Patrons” (Q2)</li> <li>Implemented Neurodivergent friendly keyboards on two public computers (Q3)</li> </ul>
	Conduct a Diversity Audit on the collection	✓	<p>Completed:</p> <ul style="list-style-type: none"> <li>A MLIS student from Western has joined SPL from May to August to complete this project. (Q2)</li> <li>A framework of how to perform a DEI audit has been created.</li> <li>A survey of staff and patrons on the collection and its diversity was conducted.</li> <li>The Audit was completed and final report compiled. (Q3)</li> </ul>
	Update collections and services to reflect our changing community profile	Q4	<ul style="list-style-type: none"> <li>Subscribed to Lote4Kids, providing children with access to digital picture books in dozens of languages. (Q1)</li> <li>Added drop in hours for: <ul style="list-style-type: none"> <li>Children’s Resource Consultant (Q1)</li> <li>Anti-Hate Education Program with CMHA HP (Q2)</li> </ul> </li> <li>5 Yoto Players were added to the collection (Q3)</li> <li>3 Launchpads for youth were added to the collection (Q3)</li> </ul>
	Address the loneliness epidemic by creating opportunities for social connection	Q4	<ul style="list-style-type: none"> <li>Offered a program called Craft &amp; Connect, a drop-in time for crafters to come and meet new people while working on their current projects. (Q1)</li> <li>Partnered with the Stratford Poppy Project to provide opportunities for social connection. (Q2-Q4)</li> <li>Chess Knight being offered on Mondays (Q3)</li> <li>3 staff attended a conference offered by MetLib / IFLA “From Isolation to Social Connection: Libraries &amp; Well-being” (Q3)</li> </ul>

STRATEGIC DIRECTION 4 BUILD SUSTAINABLE PARTNERSHIPS TO EXPAND CAPACTIY			
OBJECTIVE	ACTION ITEM	TIMELINE	STATUS
Leverage PCIN partnership for joint benefit of all partners	Investigate new ways to partner with PCIN partners to further our reach	Q4	<ul style="list-style-type: none"> <li>Kid’s First Huron and Perth’s Charter of Rights for Children and Youth kits are now circulating across PCIN (Q1)</li> <li>Perth County Reads 2025 has been announced with county wide programming being planned (Q2-Q3)</li> <li>Subscribed to Mugo Library – a Book Club Kit tool to begin circulation of book club kits once again (Q2)</li> </ul>
	Support the implementation of the PCIN Strategic Plan	Q4	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
	Conduct a records management assessment for PCIN	Q3	<ul style="list-style-type: none"> <li>PCIN Records Management project has begun (Q1)</li> </ul>
Relationship Building	Form strategic partnerships with community organizations	Q4	New Partnerships: <ul style="list-style-type: none"> <li>Adult Learning Programs of Perth (Q1)</li> <li>Early Literacy Resource Consultants, Social Services (Q1)</li> <li>TwoRowNow and the Red Dress Day in support and honour of Missing and Murdered Indigenous Women and Girls. (Q2)</li> <li>Stratford Poppy Project (Q2)</li> <li>Destination Stratford (Ongoing)</li> </ul>
	Build community wide support for the Library using a variety of methods	Q4	<ul style="list-style-type: none"> <li>Offered tours of the library to City Council (Q2)</li> </ul>
	Update partnership framework policy and procedures	Q3	<ul style="list-style-type: none"> <li>Partnership policy updated, updated procedures underway (Q3)</li> </ul>
Support the Municipality	Support priorities in the Stratford Climate Action Plan	Q4	<ul style="list-style-type: none"> <li>Management representation on Climate Momentum, a climate action group, in Stratford. (Q1)</li> <li>Created a Library Climate Committee with two priorities for 2025 (Q2):               <ul style="list-style-type: none"> <li>Removing of invasive species from front garden and replace with native planting</li> <li>Provide alternatives to balloon use at the library and in the community</li> </ul> </li> </ul>
	Support priorities in the Stratford Cultural Action Plan	Q4	<ul style="list-style-type: none"> <li>Partnered alongside Destination Stratford as project leads in Stratford’s Poet Laureate pilot program. (Q1)</li> <li>Obtained two new Wonder Passes: Lion’s Pool, Gallery Stratford (Q2)</li> <li>“Every Voice” Poetry Contest (Q3)</li> </ul>
	Support priorities in the Stratford Sports Tourism Action Plan	Q4	

STRATEGIC DIRECTION 5 INTENTIONALLY SUPPORT OUR TEAM			
OBJECTIVE	ACTION ITEM	TIMELINE	STATUS
Ensure Health and Safety of Staff	Create an Emergency Procedure Manual	✓	<ul style="list-style-type: none"> <li>Completed: Emergency Procedures have been updated and consolidated into one document. (Q1)</li> </ul>
	Provide ongoing staff training	Q4	<ul style="list-style-type: none"> <li>Mental Health First Aid – all professional staff have undergone the training. (Q3)</li> <li>All library managers have taken training on debriefing after library incidents to better support staff (Q2)</li> <li>All in charge staff serving the public or offering programs have updated their general First Aid certification (Q3)</li> </ul>
	Conduct a Safety Audit	Q4	
Support work and learning by providing staff with appropriate resources	Transition the Library Staff Portal to SharePoint	✓	<ul style="list-style-type: none"> <li>Completed. The staff portal redesign has been completed, moving from a Drupal website to a SharePoint site hosted on our Microsoft 365 platform. It enables more staff to contribute to the site’s maintenance and upkeep. This migration has saved SPL \$500 in annual hosting and additional support costs.</li> </ul>
	Update staff workstations and network equipment	Q4	<ul style="list-style-type: none"> <li>Public computers were updated (Q3)</li> </ul>
	Improve digital comfort levels among staff	Q4	<ul style="list-style-type: none"> <li>BlueCloud Analytics Training is being offered to staff who require it for collection or other statistical purposes.</li> <li>SharePoint overview with the PSL staff.</li> <li>Lote4Kids database orientation was offered to public service staff to increase awareness of this new subscription. (Q1)</li> <li>Three PSL staff have taken a half day online AI conference.</li> <li>One PSL has taken a course on Microsoft Excel.</li> <li>SPL has subscribed to Knowbe4, a security awareness training and simulated phishing platform. Training is rolled out on a regular basis and and attack simulations happen on an ad hoc basis.</li> <li>Three managers attended a local AI Summit (Q3)</li> </ul>
	Implement new services standards as necessary	Q4	<ul style="list-style-type: none"> <li>Postponed to 2026 due to staff capacity.</li> </ul>
	Improve efficiency though task assessment review	Q2	<ul style="list-style-type: none"> <li>Review of the Visiting Library Service program was conducted. Results were reviewed and are being implemented in January 2026. (Q2-3)</li> </ul>

			<ul style="list-style-type: none"> <li>• Tasks of Public Service staff have been reviewed and necessary changes are being implemented. (Q2-3)</li> </ul>
Pay Equity Maintenance	Pay Equity Plan Update	✓	<p>Completed</p> <ul style="list-style-type: none"> <li>• A Pay Equity Consultant has been retained and will be conducting: (Q2) <ul style="list-style-type: none"> <li>○ A 2025 market summary including proposed job rates</li> <li>○ An assessment of our job evaluation tools, systems, and pay equity compliance</li> </ul> </li> <li>• Final report was received, two positions required updates. Updates have been implemented. (Q3)</li> </ul>
	Undergo a market review of salaries and update as necessary	✓	<p>Completed</p> <ul style="list-style-type: none"> <li>• A review of the library's compensation was completed as part of the Pay Equity Plan Updates.</li> <li>• It was found that 70% of positions were under market rate of comparable libraries. A new pay grid was created and included in the 2026 budget. (Q3)</li> </ul>
Policy Review and Development	Creation of new policies / procedures to support staff and the library	Q4	<ul style="list-style-type: none"> <li>• Library Investment Policy (Apr/25)</li> <li>• Board Performance &amp; Evaluation Policy (May/25)</li> </ul>
	Update policies scheduled for review	Q4	<ul style="list-style-type: none"> <li>• Room Rental Policy (Apr/25)</li> <li>• Remote Work Policy (May/June 25)</li> <li>• Staff Manual (June/Sept 25)</li> <li>• Partnerships (Sept 25)</li> </ul>