



Stouffville
Library

latcham
ART CENTRE

STOUFFVILLE LIBRARY BOARD

2023–2026 Legacy Document

Belong • Connect • Engage • Thrive

FIRST DRAFT | SEPTEMBER 2026



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A guide to the Board’s work, community impact and priorities for continuity

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MESSAGE FROM THE BOARD CHAIR



A reflection on the 2023–2026 term

On behalf of the Stouffville Library Board, I am pleased to present this Legacy Document, which reflects the work of the 2023–2026 term. It records the progress made during these four years, recognizes the people who contributed to that progress, and offers context for the Board that will begin its work in 2027.

This period brought renewal and change. The Board supported the Library's continued recovery and growth, guided the development of a new Strategic Plan, strengthened governance and financial oversight, and supported new ways of reaching residents. The Library expanded its collections, programs, partnerships and community presence while planning for long-term space pressures and the changing needs of a growing municipality.

The Board also carried its responsibilities for Latcham Art Centre, including an important modernization of Latcham's governing documents under the Ontario Not-for-Profit Corporations Act. During the term, both organizations earned strong community satisfaction results and an exceptional range of local, provincial and international recognition.

These accomplishments belong to many people. I thank my fellow trustees for their commitment and thoughtful oversight. I also thank Margaret Wallace, our Chief Executive Officer; Marcia Friginette, Manager, Library Services; Kate Scheiers, Manager, Programs and Community Engagement; and Jennifer Onlock, Manager, Latcham team. I also want to thank all Library and Latcham staff and volunteers, Mayor and Council, Town staff, community partners, artists, donors, and the residents who use, support, and help shape our services.

The incoming Board will inherit strong organizations, a clear strategic direction and important work still ahead. We hope this document helps the new Board understand the decisions that brought us here and provides a useful foundation for the next chapter.

Sandra Liaros

Chair, Stouffville Library Board

PURPOSE AND BOARD MEMBERSHIP

Preserving knowledge and supporting a confident transition

This Legacy Document captures the principal governance work, accomplishments and experiences of the Stouffville Library Board during its 2023–2026 term. It is intended to support continuity between outgoing and incoming Boards, provide context for decisions and ongoing initiatives, and help prospective trustees understand the role and responsibilities of public library governance.

The document focuses primarily on governance. It also recognizes major organizational achievements delivered by Library and Latcham staff under the strategic direction, policy framework and financial oversight established by the Board.

LIBRARY BOARD TRUSTEES

Sandra Liaros, Chair (2023-2026)

Nadine Williams, Vice-Chair (2023-2026)

Carol Hughes (2023-2026)

Hugo Kroon, Council Liaison (2023-2026)

David Parmer (2023-2026)

Rocco Priore (2024-2026)

John Relph (2023)

Dina Simon (2024-2026)

Maurice Smith, Council Liaison (2023-2026)

Colin Whitebread (2023-2026)

SENIOR LEADERSHIP

Margaret Wallace, Chief Executive Officer and Board Secretary and Treasurer

Marcia Friginette, Manager, Library Services

Kate Scheiers, Manager, Programs & Community Engagement

Jennifer Onlock, Manager, Latcham Art Centre

STRATEGIC LEADERSHIP

Completing one plan and establishing a clear direction for 2026–2029

At the beginning of the term, the Library continued to work within the 2020–2025 Strategic Plan and its vision of inspiring curiosity, embracing innovation and engaging the community. The plan supported the growth of innovative collections and programs, stronger communications, expanded partnerships and the restoration of community activity following the pandemic.

In 2025, the Board oversaw the development of a new Strategic Plan for 2026–2029. The process was shaped by engagement with residents, staff, partners, students, teens and older adults. Opportunities included public surveys, staff visioning, community events, school sessions, Teen Advisory Group engagement, and consultation with the 55+ Club. The Board approved the plan in September 2025 and presented it to Council in January 2026.

STRATEGIC PRIORITIES

Priority	Direction
Welcoming and Inclusive Spaces	Balance quiet, collaboration and community use while improving accessibility, comfort and wayfinding.
Access for All	Remove barriers and expand access across times, formats, platforms and locations, including through the Bookmobile.
Programs that Reflect Our Community	Offer inclusive and innovative programs that inspire learning, creativity and belonging for all ages.
People at the Heart of Service	Empower staff and volunteers to provide exceptional, inclusive and welcoming experiences.

The new plan is one of the Board’s most important legacies. It gives the incoming Board an approved decision-making framework and establishes measurable areas of work that extend beyond the current term.

COMMUNITY IMPACT

Strong use, growing digital access and high public confidence

The Library remained one of Stouffville’s most widely used community services. Annual reporting shows strong physical and digital circulation, substantial in-person participation, and continued demand for spaces, technology, collections, and staff support.

Measure	2023	2024	2025
Visitors	204,727	205,328	232,749
Physical circulation	295,889	275,237	285,128
Digital circulation	472,837	492,735	531,039
Program participation	33,873	30,677	29,440
New cardholders	2,365	2,363	2,184

RESIDENT SATISFACTION

The Town’s 2026 Resident Satisfaction Survey provided an important external measure of community confidence. Among the 22 municipal services assessed, Stouffville Library ranked fourth highest in Net Satisfaction Score. 93.10% of applicable respondents reported they were very satisfied, satisfied, or neutral.

Latcham Art Centre also received a ‘very good’ rating. 93.26% of respondents were very satisfied, satisfied, or neutral. These results reflect staff work and provide a strong foundation for ongoing service improvement.

The results show that residents continue to value the services and programs provided by Stouffville Library and Latcham Art Centre. Both organizations achieved positive results not only in their overall satisfaction scores, but also in year-over-year improvements.

ACCESS AND INNOVATION

Removing barriers and connecting people with new forms of learning

THE LENDERY

The Lendery launched in April 2023 as Stouffville’s Library of Things. It brought practical equipment, technology, recreation items, and shared experiences into one accessible collection. Initial offerings included sporting equipment, a power washer, kitchen equipment, robotics, Chromebooks, snowshoes, puzzles, games and book-club kits. The collection continued to evolve in response to community interest.

ADVENTURE ZONE

The Adventure Zone extended lending beyond the Library's walls by offering bicycles, bicycle accessories, outdoor equipment and environmental learning kits to the community. Developed with grant support and community partners, it connected literacy, recreation, sustainable transportation and environmental exploration. The library earned provincial and international awards for its impact.

COLLECTIONS AND TECHNOLOGY

- Expanded digital collections and electronic resources, with digital circulation reaching 531,039 in 2025.
- Introduced decodable books and 1,000 Books Before Kindergarten to support early literacy.
- Re-established interlibrary loan and refreshed Stories-to-Go kits.
- Expanded cultural and recreational access through ROM and Ontario Parks passes.
- Updated Makerspace equipment and created new technology-based learning opportunities.
- Introduced a Virtual Hub Room and other tools supporting meetings, learning and digital participation.

NEW WEBSITE AND LIBRARY LOGO

In 2025, Library staff launched a new website and introduced a new logo and visual identity for Stouffville Library. The website improved how residents find information about collections, programs, and services, while the new identity gave the Library a consistent presence across its digital and print communications. The logo and rebrand received a 2025 Viddy Honourable Mention award.

COMMUNITY-RESPONSIVE PROGRAMMING

Programs such as Stouffville Reads, Fan Fest, the Skilled Trades Expo, Summer Reading Club, Courtyard Concerts, and expanded children’s and youth offerings created multiple entry points to Library services. Partnerships with schools, community agencies, cultural organizations, and Town departments helped the Library reach people with diverse needs and interests.

FACILITIES AND OUTREACH

Responding to a growing community while long-term space needs remain unresolved

The current Board inherited the 2022 Facility Needs Assessment and Master Plan. It found that the Town's single 31,000-square-foot Library could not keep pace with population growth and identified an existing shortfall of almost 12,000 square feet. It recommended a 10,000-square-foot Ballantrae Branch and a future 40,000-square-foot main library near the Highway 48 corridor.

Major capital expansion remained unfunded during the term. The Board therefore supported practical interim strategies while continuing to recognize the need for long-term investment in library space.

BOOKMOBILE

In 2025, an opportunity arose to secure a decommissioned York Region Transit mini-bus for mobile library service. The Board approved developing a Bookmobile to reach rural and underserved areas, improve access for residents with transportation barriers, and test mobile models for collections, programs, and technology lending. The project directly supports the new Strategic Plan's Access for All priority.

GOVERNANCE AND ACCOUNTABILITY

Clarifying roles, modernizing policy and strengthening oversight

A central theme of the term was clearer separation between governance and operations. The Board retained responsibility for strategic direction, policy, financial oversight, CEO performance, and CEO succession, while clarifying and delegating operational authority to the Chief Executive Officer.

HUMAN RESOURCES AUTHORITY

In 2026, the Board delegated operational human resources policies to the CEO. These included staff selection and assignment (excluding CEO succession planning), the Employee Code of Conduct, Right to Disconnect, Electronic Monitoring of Employees, and Use of Technology. The change reduced ambiguity, supported timely policy administration and reinforced the Board's focus on governance.

FINANCIAL AND PROCUREMENT GOVERNANCE

The Board updated its Financial Governance Policy, confirmed annual budgeting and audit responsibilities, and aligned procurement with the Town's Procurement By-law. The Board delegated operational procurement authority to the CEO, retaining Board authorization where Council-level approval would otherwise be required.

POLICY MODERNIZATION

The Board and administration continued a broader review of governance and operational policies, including work related to privacy and access to information. This work positioned the Library to respond to legislative changes and maintain clear, current and practical policy direction.

FINANCIAL STEWARDSHIP

Preserving resources while supporting service and future needs

The Board monitored Library and Latcham finances through annual budgets, financial reporting and independent audits. It remained responsible for ensuring both organizations had adequate controls and resources to fulfill their mandates.

INVESTMENT POLICY AND PORTFOLIO

In May 2024, the Board adopted a formal Investment Policy. The policy prioritizes capital preservation, liquidity, low risk, and responsible returns. It delegates day-to-day investment transactions to the CEO while retaining overall Board accountability and requiring annual reporting on holdings and performance.

PEOPLE AT THE HEART OF SERVICE

Developing leadership, supporting staff and strengthening organizational culture

The Board supported staff development through its strategic direction and budget oversight.

During the term, the CEO and Library Leadership staff led a range of operational initiatives to strengthen leadership, onboarding and workplace culture. Examples of these initiatives included:

LEADERSHIP DEVELOPMENT

- Hosted an N6+1 People Leaders Training Day in March 2025, including budgeting, critical-thinking and peer-networking sessions.
- Launched a two-year Library Leadership Program in 2025 in partnership with The Talent Consortium.
- Introduced microlearning, virtual sessions, group learning and individual assignments to build leadership capacity.
- Provided additional learning in emotional agility, change management and team effectiveness.

A STRONGER EMPLOYEE EXPERIENCE

- Introduced an Onboarding for Success program with structured 30-, 60- and 90-day milestones.
- Led staff engagement and culture work to identify shared commitments and strengthen collaboration.
- Created a professional-development collection for municipal staff at Town Hall.
- Supported departmental meetings, staff recognition and improved internal communication.



LATCHAM ART CENTRE

Modern governance, ambitious programming and growing community recognition

The Stouffville Library Board also serves as the governing Board of Latcham Art Centre, a separate charitable organization. During the term, the Board strengthened Latcham's corporate framework while staff expanded exhibitions, education, public art, and community participation.

ONCA TRANSITION

The Board approved updated corporate purposes, a new Ontario Not-For-Profit Corporations Act (ONCA) compliant by-law, and restated Articles of Incorporation. These documents formally confirmed that members of the Stouffville Library Board serve as Latcham's directors and sole voting members. The Province endorsed the restated articles on May 27, 2025, completing a major governance transition and aligning Latcham with modern not-for-profit requirements.

COMMUNITY AND ARTISTIC IMPACT

During the term, the Library CEO and Latcham staff :

- Presented exhibitions by contemporary artists and maintained a strong annual juried exhibition program.
- Delivered camps, workshops, gallery tours, studio programs and accessible drop-in art activities.
- Premiered and exhibited the Street Art Seniors of Stouffville documentary and project materials.
- Assumed leadership of Art in the Park, welcoming more than 800 visitors and 34 artists in June 2025.
- Collaborated with the Town and artists on public-art projects, including completion of Growing Together at 6316 Main Street in July 2025.
- Launched a new website in early 2026, improving digital access and giving the Art Centre a refreshed online presence. The website received a 2026 GOLD dotcom award for its design in the Nonprofit category.

In the Town's 2026 Resident Satisfaction Survey, Latcham ranked seventh among 22 services and achieved a 'very good' rating. Its year-over-year improvement and growing recognition demonstrate the value residents place on accessible arts experiences.



AWARDS AND RECOGNITIONS

Local, provincial and international recognition for impact, creativity and communication

During the term, Stouffville Library and Latcham Art Centre received an exceptional range of honours for community impact, environmental leadership, exhibitions, documentary production, branding and digital engagement. These awards reflect the quality of the organizations' work and the contributions of staff, volunteers, artists, partners and community participants.

STOUFFVILLE LIBRARY

Year	Recognition	Work recognized
2023	Ontario Minister's Award for Innovation finalist	Adventure Zone
2024	Gold Hermes Creative Award	Adventure Zone custom graphic design
2025	LSRCA Healthy Community Award	Adventure Zone and related healthy, sustainable initiatives
2025	Gold MarCom Award	Digital eNewsletter Campaign
2025	Gold Viddy Award	Fan Fest social media campaign
2025	Viddy Honourable Mention	Stouffville Library rebrand
2026	Gold AVA Digital Award	Stouffville Reads: Turning a Town into a Book Club

LATCHAM ART CENTRE

Year	Recognition	Work recognized
2023	Community Impact Award	Street Art Seniors of Stouffville
2024	Gold Hermes Creative Award	Street Art Seniors of Stouffville documentary
2024	Gold Viddy Award	Street Art Seniors of Stouffville documentary
2024	Gold MarCom Award	45th Anniversary Marketing Campaign
2024	Galleries Ontario Award	Continuous Memory: Max Lupo and José Andrés Mora
2025	Two Galleries Ontario finalist recognitions	like Heirlooms; curatorial writing for Shaheer Zazai
2026	Two Reader's Choice Diamond Awards	Best Art Gallery; Best Art School and Instruction
2026	Gold dotCOMM Award	Design of Latcham's new website, Nonprofit category



CHALLENGES AND CONTINUING WORK

Context for the Board that will begin its term in 2027

SPACE PRESSURES

The Library continues to operate with a significant space deficit. The Facility Master Plan identifies long-term expansion, but it remains unfunded, while demand for quiet study, collaborative work, programs, collections, and community services continues to grow.

GROWTH AND CHANGING NEEDS

Stouffville's population growth and increasing diversity require services, collections, technology, and outreach that continually evolve. The incoming Board will need to balance immediate service pressures with longer-term advocacy and planning.

FINANCIAL SUSTAINABILITY

The Library and Latcham face rising costs, constrained municipal resources and growing expectations. Maintaining strong financial controls, sustainable reserves, and clear evidence of community impact will remain essential.

ORGANIZATIONAL CAPACITY

New initiatives, expanded outreach, technology change and increasing administrative requirements place pressure on staff capacity. Delivering strategic commitments responsibly will require continued investment in people, leadership, systems, and appropriate staffing.

WORK CONTINUING BEYOND THE TERM

- Implementation of the 2026–2029 Strategic Plan.
- Bookmobile advocacy.
- Continued facilities advocacy and interim access strategies, including Ballantrae service.
- The Library's 150th anniversary and Author Festival in 2027.
- Continued policy modernization and Board development.
- Ongoing implementation of Latcham's modernized governance framework.

PRIORITIES FOR THE INCOMING BOARD

Opportunities to build on the foundations established during 2023–2026

Priority	Suggested focus
Strategic oversight	Monitor staff implementation of the 2026–2029 Strategic Plan.
Facilities advocacy	Maintain the case for sustainable, equitable library space, and ensure the Library is represented in municipal growth planning.
Council relationships	Build trusted relationships with the Mayor and Council while respecting the Board’s statutory independence.
Financial stewardship	Maintain budget oversight, audit practices, reserves, investment reporting and long-term capital planning.
Governance discipline	Remain focused on governance rather than operational management.
Access and inclusion	Continue removing barriers across fees, hours, formats, technology, spaces, and geographic areas.
People and capacity	Support staff learning, leadership development, succession planning, and the resources needed to meet service expectations.
Intellectual freedom	Protect broad access to ideas, information, and diverse collections, including when public pressure is difficult.
Latcham stewardship	Continue responsible governance of Latcham as a separate charity and support its artistic, educational, and community mandate.

TRUSTEE ROLE

Practical insight for those who will govern next

- Understand and fulfill the Board’s responsibilities under the Public Libraries Act and other applicable legislation.
- Set strategic direction and approve policies that guide the Library and Latcham.
- Appoint, support, evaluate, and plan for succession of the Chief Executive Officer.
- Approve budgets, monitor financial performance, and safeguard public and charitable resources.
- Prepare for and participate actively in meetings, education and Board evaluation.
- Act in the interests of the organizations and community as a whole, not as a representative of a single constituency.
- Respect the distinction between governance and operations and speak with one Board voice after decisions are made.
- Advocate for strong, equitable, and sustainable public library and arts services.

CLOSING MESSAGE

A strong foundation for the next chapter

The accomplishments of the 2023–2026 term reflect organizations that grew in reach, strengthened their foundations and planned responsibly for the future. The Board established a new Strategic Plan, clarified governance and delegated authority, strengthened financial stewardship, supported innovative services and helped guide Latcham through a significant corporate transition.

The term also demonstrated the value of public institutions that bring people together. Residents used the Library and Latcham to learn, create, explore technology, experience art, find reliable information, take part in community life and connect with one another. Strong satisfaction results and external recognition reinforced that these services matter deeply to Stouffville.

Important work remains. Space pressures, population growth, financial constraints, and evolving community expectations will require sustained advocacy.

The outgoing Board offers this document with appreciation for everyone who contributed during the term and with confidence in the Library's and Latcham Art Centre's continued ability to help residents belong, connect, engage and thrive.

KEY DOCUMENTS FOR ORIENTATION

- Stouffville Library Strategic Plan 2026–2029
- Facility Needs Assessment and Master Plan, 2022
- Current Library Board governance policies
- Financial Governance Policy and Investment Policy
- Latcham Art Centre Articles of Incorporation and By-law No. 2
- Most recent Library and Latcham audited financial statements

Stouffville Library

2 Park Drive | Stouffville, Ontario | wsplibrary.ca

Belong. Connect. Engage. Thrive.